Savitribai Phule Pune University

Revised Syllabus

Master of Business Administration

(MBA)

Choice Based Credit System and Grading System

Two Year Full Time Four Semester

POST GRADUATE PROGRAMME

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

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

1. Title

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

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

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

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

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

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

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

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

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

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

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

Specifically the following skill sets are in focus:

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

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

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

Specifically the objectives of the MBA Programme are:

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

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

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

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

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

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

3.1.1 Key features of CBCS:

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

3.1.2 Programme Structure in Choice Based Credit System:

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

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

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

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

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

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

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

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

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

Following Specializations shall be offered:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

3.5 Credits

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The MBA programme is a combination of:

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

3.6 Adoption of Credit and Grading System

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

3.6.1 Rationale for adoption of the Credit and Grading System:

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

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

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

3.6.2 Salient features of the grading system:

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

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

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

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

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

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

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

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

Absolute grading has several advantages such as –

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

The few limitations in Absolute Grading method are that –

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

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

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

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

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

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

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

3.9.1 Registration Process:

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

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

5. Examination:

Pattern of Examination: The evaluation scheme comprises of:

a) University Evaluation
b) Concurrent Evaluation

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

For each half credit course –

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Pattern of Question Paper:

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

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

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

ILLUSTRATIVE PATTERN OF QUESTION PAPER

Q. 1 (A)……..based on Unit 1

OR

Q.1 (B) ……..based on Unit 1

Q.2. (A) ……..based on Unit 2

OR

Q.2 (B) ……..based on Unit 2

Q.3 (A) ……..based on Unit 3

OR

Q.3 (B) ……..based on Unit 3

Q.4 (A) ……..based on Unit 4

OR

Q.4 (B) ……..based on Unit 4

Q.5 (A) ……..based on Unit 5

OR

Q.5 (B) ……..based on Unit 5

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

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

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

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

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

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

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

Suggested components for Concurrent Evaluation (CE) are:

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

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

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

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

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

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

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

The report should be well documented and supported by:

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

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

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

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

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

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

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

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

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

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

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

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

5.5: Standard of Passing:

Degree Requirements:

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

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

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

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

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

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

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

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

Cumulative Grade Point Average (CGPA) for the Entire Course

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

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

5.5.1 Assessment and Grade Point Average

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

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

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

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

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

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

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

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

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

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

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

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

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

00.00-00.49	**F**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Table III: Break Up & Spread of Courses

Spread of Full & Half Credit Courses:

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

Break Up of Full Credit Courses:

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

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

Break Up of Half Credit Courses:

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

IV	0	4	4
Total	8	8	16

Detailed Programme Structure is provided in Annexure I.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

8. Examination Rules

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

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

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

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

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

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

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

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

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

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

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

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

X=100%

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

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

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

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

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

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

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

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

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

Annexure I - Detailed Programme Structure

Table IV – A: Generic Core Courses

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

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

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

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

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

Table IV – B: Generic Elective Courses

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

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

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

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

Table IV – C: Subject Core Courses

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

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

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

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

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

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

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

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

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

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

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

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

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

Table IV – D: Subject Elective Courses

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Note:

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

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

ANNEXURE II - Detailed Syllabus

MBA SYLLABUS: SEMESTER I

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

Course Objectives:

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

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

Syllabus:

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

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

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

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

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

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

Syllabus:

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

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

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

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

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

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

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

Syllabus:

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

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

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

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

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

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

Syllabus:

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

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

		www.businesscmmunication.org
5	Journals	Journal of Business Communication

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

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

Syllabus:

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

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

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

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

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

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

Syllabus:

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

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

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

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

Syllabus:

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

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

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

Syllabus:

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

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

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

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

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

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

Syllabus:

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

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

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

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

MBA SYLLABUS: SEMESTER II

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

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

Syllabus:

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

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

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

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

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

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

Syllabus

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

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

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

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

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

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

Syllabus:

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

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

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

Syllabus:

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

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

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

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

Syllabus:

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

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

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

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

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

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

Syllabus:

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

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

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

Note:

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

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

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

Students shall submit a structured detailed report.

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

Report – 20 Marks

Presentation – 15 Marks

Question & Answer – 15 Marks

Learning Resources:

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

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

MBA SYLLABUS: SEMESTER III

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

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

Syllabus:

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

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

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

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

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

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

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

The report should be well documented and supported by:

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

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

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

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

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

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

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

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

MBA SYLLABUS: SEMESTER III
MARKETING MANAGEMENT - SPECIALIZATION

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

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

Syllabus:

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

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

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

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

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

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

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

Syllabus:

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

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

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

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

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

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

Syllabus:

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

	advertising effects; Measuring the effectiveness of other program elements	

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

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

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

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

Syllabus:

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

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

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

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

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

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

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

Syllabus:

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

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

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

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

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

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

Syllabus:

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

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

		Vol. 13 Issue 3, p297-310.

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

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

Syllabus:

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

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

	tourism related services-Challenges and strategies.	

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

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

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

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

Syllabus:

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

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

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

		Journal of Farm Economics Journal of Marketing

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

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

Syllabus:

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

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

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

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

MBA SYLLABUS: SEMESTER III
FINANCIAL MANAGEMENT - SPECIALIZATION

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

Course Objectives:

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

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

Syllabus:

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

Note:

1 Case study approach is recommended.

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

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

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

Syllabus:

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

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

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

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

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

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

Syllabus:

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

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

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

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

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

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

Syllabus:

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

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

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

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

Syllabus:

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

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

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

Syllabus:

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

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

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

MBA SYLLABUS: SEMESTER III
INFORMATION TECHNOLOGY MANAGEMENT - SPECIALIZATION

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

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

Syllabus:

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

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

MBA
SYLLABUS: SEMESTER III
OPERATIONS MANAGEMENT - SPECIALIZATION

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

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

Syllabus:

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

	Mass production systems.	

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

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

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

Syllabus:

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

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

Syllabus:

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

	Service Encounters.	

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

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

Syllabus:

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

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

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

MBA SYLLABUS: SEMESTER III
HUMAN RESOURCE MANAGEMENT - SPECIALIZATION

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

Syllabus:

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

		Human Resource Management

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

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

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

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

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

Syllabus:

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

Learning Resources:		
1	Text Books	Total Quality Management Principles and Practices by S.K Mandal
2	Reference Books	Total Quality Management by N. Srinivasa Gupta, B. Valarmathi Total Quality Management by I. Suganthu, Anand Samuel
3	Supplementary Reading Material	Quality control & Total Quality Management by P.L. Jain, TMGH An Executive Handbook- World Class Quality by Suresh Lulla, TMGH
4	Websites	http://www.iso.org/iso/qmp

		http://www.stqc.gov.in/content/quality-management-system-qms
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	314HR	Type	Subject - Elective
Course Title	Lab in Recruitment and Selection		

Course Objectives:	
1	To give hands on experience to students on Recruitment advertisements, profiling techniques
2	To acquaint students with different interviewing methods

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Comparative study of 10 recruitment advertisements** (5 from Newspaper & 5 from job portals) & analysis of the same in the light of : Job Specification/ description, Mode of selection, Other details - Documentation for Recruitment	10
2	**Profiling Techniques :** Personality, Aptitude, Competency	10
3	**Interviewing:** Study of Interview modes, List of questions for interviewers, Personal, Telephonic	10

Learning Resources:		
1	Text Books	Human Resource and Personnel Management byK Aswathappa, Publisher, TMGH
2	Reference Books	Effective Recruitment and Selection Practices byAlan Nankervis, Robert Compton, Bill Morrissey, 5th Edition. Recruitment and Selection (Developing Practice), Chartered Institute of Personnel and Development
3	Supplementary Reading Material	Successful Interviewing and Recruitment byRob Yeung, Kogan ,Page Publishers, 2008
4	Websites	www.articlebase.com
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	315HR	Type	Subject - Elective
Course Title	Lab in Job Design & Analysis		

Course Objectives:	
1	To give hands of experience to the students of designing jobs at various levels

Syllabus:

Unit Number	Contents	Number of Sessions
1	Faculty is expected to divide students in group of 5 students each & brief them about the process of Job design & Analysis	5
2	Each group assigned to design jobs at following levels from manufacturing/ service sector: Lower Level- 2 jobs , Middle Level- 2 jobs, Top level- 2 jobs	15
3	Presentation by the student & submission of assignment to the concern faculty	10

Learning Resources:		
1	Text Books	Job Analysis: Methods, Research, and Applications for Human Resource Management in the New Millennium by Michael T. Brannick
2	Reference Books	Human Resource Management by Gary Dessler
3	Supplementary Reading Material	Human Resource Management by K. Ashwathappa, TMGH
4	Websites	http://www.job-analysis.net/018.htm http://toolkit.ahpnet.com/Building-a-Recruitment-and-Retention-Plan/Step-3-Analyze-the-Selected-Job-Position http://www.icmrindia.org/courseware/Intro%20to%20Hrm/hrm-DS5.htm
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	316HR	Type	Subject - Elective
Course Title	Lab in Training		

Course Objectives:	
1	To make students understand training need analysis
2	To help students design Training Programmes
3	To make students understand & design training methods

Syllabus:

Unit Number	Contents	Number of Sessions
1	Students are divided in group of 5 students each. Faculty along with students identify 6 cadres at different levels & prepare Training Need Analysis	10
2	After this design training programme with reference to TNA	10
3	Design Training methods for the Training programme designed.	10

Learning Resources:		
1	Text Books	The ASTD Training and Development Handbook: A Guide to Human Resource Development by Robert Craig, McGraw-Hill.
2	Reference Books	Creative Training Techniques Handbook by Robert W. Pike, CSP
3	Supplementary Reading Material	Training & Development byDr. B. Janakiraman, Dreamtech Press, Indian Text Edition, 2007.
4	Websites	www.astd.org www.istdtrg.org
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management Advances in Developing Human Resources

Semester	III	Specialization	HRM
Course Code	317HR	Type	Subject - Elective
Course Title	Lab in Labor Laws - I		

Course Objectives:	
1	To give students insight into the implementation of labour laws
2	To acquaint students with calculation of due/ compensations/ contributions etc.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Calculations of: Bonus, Gratuity, Compensations under W.C. Act, Provident Fund, ESI contributions, Accident Report Writing	10
2	Inviting industry experts to understand calculations of the above in their respective organizations.	10
3	Students to be given assignments either realistic or hypothetical to calculate above	10

Learning Resources:		
1	Text Books	Labour Law by S.P. Jain Labour Law by Malik
2	Reference Books	Introduction to Labour & Industrial Laws byAvatar Singh Labour & Industrial Laws by S.N.Mishra, Central law Publication Labour Laws by S.D. Geet, Nirali Prakashan Elements of Mercantile Law by N.D.Kapoor, Sultan Chand Bare Acts
3	Supplementary Reading Material	APS Labor Digest
4	Websites	www.india-laws.com www.lawinfo.com www.lawsinindia.com www.lawforyou.com
5	Journals	--

Semester	III	Specialization	HRM
Course Code	318HR	Type	Subject – Elective
Course Title	Lab in Personnel Administration – Application & Procedure		

Course Objectives:	
1	To give students insight into the implementation of Personnel Administration Procedures
2	To acquaint students with calculation of due/ compensations/ contributions etc.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Drafting of Interview Letters, Appointment orders, Promotion, Transfer & Appreciation Letters, Notices & Circulars (All Types)	10
2	Suspension orders show cause, Notices, memo, charge sheet, warning, letter of termination & dismissal.	10
3	Superannuation, Gratuity & Bonus, TDS, Professional Tax, ESI & PF - Students to be given assignments to calculate above.	10

Learning Resources:		
1	Text Books	Guide on Labour Management forms and precedents (Law, Practice &

		Procedure) by S.D. Puri (Snow white publications)
2	Reference Books	Introduction to Labour & Industrial Laws byAvatar Singh Labour & Industrial Laws by S.N.Mishra, Central law Publication Personnel Admministration system and procedure by Dr. Pradip kumar Sinha, Nirali Prakashan Bare Acts
3	Supplementary Reading Material	APS Labor Digest
4	Websites	www.india-laws.com www.CiteHr.com
5	Journals	--

MBA SYLLABUS: SEMESTER III
INTERNATIONAL BUSINESS MANAGEMENT – SPECIALIZATION

Semester	III	Specialization	IB
Course Code	305IB	Type	Subject Core
Course Title	International Business Economics		

Course Objectives:	
1	To explore the students the relevance of various trade theories/models
2	To explore the students to understand deep current issues in International Trade
3	To enable students to use economic tools to analyze diversity of issues in the international economy.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Background for International Business Economics :** Globalization and International Business – The Emergence of Global Institutions – Drivers of Globalizations - The Globalization Debate - The Gains from Trade - Foreign Trade Multiplier - Balance of Payments	5 + 2
2	**The International Trade Theory :** The Law of Comparative Advantage – The– Demand and Supply, Offer Curves, and the Terms of Trade – Factor Endowments and the Heckscher – Ohlin theory – Implications of Trade Theories - Economics of Scale, Imperfect Competition, and International Trade.	6 + 2
3	a) **International Trade Policy :** Trade Restrictions - Tariffs , Non-Tariff Trade Barriers - Tariff vs. Quota - The New Protectionism – Economic Integration - Custom Unions and Free Trade Areas - Major Regional Trade Agreements b) **Foreign Exchange :** Foreign Exchange Market – Types of Foreign Exchange Transactions – Reading Foreign Exchange Quotations – Forward and Futures Market – Foreign-Currency Options – Exchange Rate Determination – Arbitrage – Speculation and Exchange-Market Stability	10 + 2

4	**World Financial Environment:** Global Foreign – Exchange Markets – Economic Theories of Exchange Rate Determination - International Regime for FDI and MNC- Do Global Corporations Pose a Threat? - Consequences of Economic Globalization	7 + 2
5	**International Banking : Reserves, Debt and Risk :** Nature of International Reserves – Demand for International Reserves – Supply of International Reserves – Gold Exchange Standard – Special Drawing Rights – International Lending Risk – The Problem of International Debt – Financial Crisis and the International Monetary Fund – Eurocurrency Market	7 + 2

Learning Resources:

1	Text Books	International Economics Theory and Policy , 6/E Paul Krugman, Maurice Obstfeld, Pearson Education International Economics, 9/E, Robert Carbaugh, Cengage – South Western International Business , 12/E, John Daniels, Lee Radebaugh, Daniel Sullivan and Prashant Salwan, Pearson
2	Reference Books	Pugel, Thomas, International Economics, 13th edition, McGraw-Hill-Irwin, 2007. Friedman, Thomas, The World is Flat, 2nd edition, Farrar, Strauss and Giroux, New York, 2006 Edward Leamer, editor, International Economics, Worth Series in Outstanding Contributions, Worth Publishers, 2001 Jagdish N. Bhagwati, Arvind Panagariya, and T. N. Srinivasan, Lectures on International Trade, second edition (Cambridge, MA: MIT Press, 1998). Paul R. Krugman, Rethinking International Trade (Cambridge, MA: MIT Press, 1990).
3	Supplementary Reading Material	Irwin, D.A. 1996. "The United States in a New Global Economy? A Century's Perspective." American Economic Review 86(May): 41-46. Krugman, Paul “The Narrow and Broad Arguments for Free Trade,” American Economic Review, 83(2), pp. 362-366, may 1993. Economic Times Daily Business Standard Daily
4	Websites	http://www.wto.org/ http://www.imf.org/external/index.htm
5	Journals	Asian Economic Bulletin

		Foreign Trade Review Global Business Review Global Journal of International Business Research International Business & Economics Research Journal International Business and Management International Trade Forum International Trade Journal Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Trade & Economic Development Journal of Asian Business World Affairs: the Journal of International Issues

Semester	III	Specialization	International Business Management
Course Code	306IB	Type	Subject Core
Course Title	Export Documentation and Procedures		

Course Objectives:	
1	To familiarize students with policy, procedures and documentation relating to foreign trade operations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Significance of procedures and documentation in international trade; procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS) classification System ;Role of ICC; INCOTERMS; nature of export/trading houses.	7 + 2
2	Export order processing; export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure.	7 + 2
3	Methods of payment in international trade; documentary collection of export bills; UCPDC guidelines; realization of export proceeds – provisions of RBI's Exchange Control Manual; pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.	7 + 2
4	Major export promotion schemes in India – EPCGS, duty exemption scheme; DEPB scheme; SIL; facility for deemed exports; Export promoting institution's – role of export promotion councils, commodity boards and ITPO.	7 + 2
5	Regulations for International Trade: Major laws governing India's export import trade- Foreign Trade (Development & Regulation) Act, Pre-shipment Inspection & Quality Control Act, 1963 & Customs Act, 1962; Foreign Exchange Management Act, 2000	7 + 2

Learning Resources:		
1	Text Books	Export Import Procedures & Documentation by Dr. Kushpat S. Jain, HPH, 5th Revised Edition, Aug. 2007 Export Marketing by B. S. Rathor & J. S. Rathor, HPH, 3rd Revised & Enlarged Edition, 2006 Export Management by T. A. S. Balagopal, HPH, 18th Revised Edition, 2006 Export Management by D.C. Kapoor, Vikas Publishing House, 2009 Export- Policy, Procedures and Documentation by M. I. Mahajan, Show white, 24th Edition, 2010
2	Reference Books	Export Procedures and Documentation by M.D. Jitendra, Rajat Publications, Delhi. Export Markets and Foreign Trade Management by Pervin Wadia, Kanishka Publications, New Delhi.
3	Supplementary Reading Material	Nabhi's Exporters Manual and Documentation. Nabhi's New Import-Export Policy Procedures.
4	Websites	http://www.eximbankindia.com/
5	Journals	Foreign Trade Review Global Business Review International Trade Forum International Trade Journal Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Trade & Economic Development Law & Policy in International Business Monthly Statistics of International Trade World Affairs: the Journal of International Issues

Semester	III	Specialization	International Business Management
Course Code	307IB	Type	Subject - Elective
Course Title	International Management		

Course Objectives:	
1	To familiarize students with the cross –cultural behaviour and its management for successful operations of the international firms

Syllabus:

Unit Number	Contents	Number of Sessions
1	**International Management:** Concept, Dimensions and Approaches; Business culture and corporate culture; Problems of intercultural communication; Cross - cultural values and business management; Business values ethics and social responsibilities.	5 + 1
2	**Challenges of Global Planning:** Economics, political, and strategic predisposition imperatives; Resource allocation and portfolio compositions of a global firm; Planning for linkages and synergies among business across borders; Locus of decision making; Headquarter-subsidiary relationships in international business enterprises.	5 + 1
3	**Organization and Control for international Competitiveness:**Organization design and structure of international companies; Global product division; Matrix and network structures; Managing communication across cultures; Managing for continuous innovations in trans-cultural context; Developing coordination; Systems of control in international operations.	5 + 1
4	**Management of Personnel with Different Social and Cultural Backgrounds:** Selection, training and development of people for global assignments; Compensation and reward practices among international firms; managing cultural and social diversities. Motivation and leadership in international Firms.	5 + 1
5	**Managing Political Risks:** Host country home country and multinational relationships; Political risk assessment and protection techniques for multinational corporations; Organizing for political risk management.	5 + 1

Learning Resources:		
1	Text Books	Adler, Nancy J., International Dimensions of organizational Behaviour, 4th ed., South western College Publishing Company, Singapore, 2001. Bartlett, C.A. and S. Ghoshal, Managing Across Borders: The Transnational Solution, Century Business London, 1989.

		Beamish, Paul w., Allen J. Morrison, Phillip M. Rosenzweig and Andrew C. Inkpen, International Management: Text and Cases, Irwin McGraw Hill, Boston, 2000.
2	Reference Books	Helen, D., Management: Managing Across Borders and Cultures, Prentice - Hall, Upper Saddle River, New Jersey, 2000. Hiltrop, Jean-M and Shiela Lidall, The Essence of Negotiation, Prentice Hall of India Pvt. Ltd., New Delhi.
3	Supplementary Reading Material	Hodgetts, R.M. and F. Luthans, international Management, McGraw -Hill, New York. Hoecklin, L., Managing Cultural Differences: Strategies for Competitive Advantage, Addison-Wesley, Washington. Holt, D. H., International Management: Text and Cases, The Dryden Press, Harcourt Brace College Publishers, New York. Porter, M.E., Competition in Global Industries, Harvard Business Press, New York, 1996. Pucik, C.A. and Y. Doz and G. Healund, Managing the Global Firm, Routledge, London,1990. Rodrigues, Carl, International Management: A Cultural Approach, 2ndEd.,South Western College Publishing-Thompson Learning, Australia, 2001. Terence, J., Cross Cultural Management, Butterworth, Heinemann, London, 1995. Thakur, M., G. E. Burton and Srivastava, B.N., International Management: Concepts and Cases, Tata McGraw-Hill Publishers, Delhi. Vernon, R and L.T. Wells, Manager in the International Economy, Prentice – Hall Englewood Cliffs.
4	Websites	-
5	Journals	Asian Journal of Management Cases Economic and Political Weekly Enterprise and Society: The International Journal of Business History Global Business Review Global Journal of International Business Research Harvard Business Review

		International Business and Management Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Trade & Economic Development Journal of Asian Business Leadership Excellence South Asian Journal of Management World Affairs: the Journal of International Issues

Semester	III	Specialization	International Business Management
Course Code	308IB	Type	Subject - Elective
Course Title	International Marketing		

Course Objectives:	
1	To help the students understand the peculiarities of international marketing
2	To develop the students' ability to devise marketing mix for international marketing

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Nature, importance and scope of international marketing International market orientation and involvement, International marketing management process – an overview. Scanning and monitoring global marketing environment; International marketing information system; broad structure of an international marketing plan.	5 + 1
2	**International Market Segmentation and Positioning:** Screening and selection of markets; International market entry strategies -Exporting licensing contract manufacturing, joint venture, setting -up of wholly owned subsidiaries aboard. **International Product Planning:** Major Product decisions-Product features and quality, Product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.	7 + 1
3	**Pricing for International Markets:** Pricing strategies; Factors affecting international price determination; environment factors affecting international prices; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing. International dumping; financing marketing transactions	3 + 1
4	**International Distribution Decisions:** The structure of international distribution systems; Distribution channel strategy-International distribution channels, their roles and functions; Selection and management of overseas agents; Aspects of international supply chain management; International distribution logistics inventory management transportation, warehousing and insurance. International direct marketing; leveraging international distribution for competitive advantage.	5 + 1
5	**International Promotion Strategies :** International promotion mix; push and pull strategies; Communications across countries-complexities and issues; International promotion tools and planning – Advertising, personal selling, publicity and sales promotion; challenges of international advertising; global	5 + 1

	media strategy; Developing international promotion campaign; Standardization vs. adaptation issue; Planning for direct mail, sales literature, trade fairs and exhibitions.	

Learning Resources:		
1	Text Books	Onkvisit Sak and John J Shaw, International Marketing – Analysis and Strategy, PHI, New Delhi Joshi, Rakesh Mohan, International Marketing, Oxford University Press, New Delhi Rajgopal, International Marketing, Vikas Publication, New Delhi
2	Reference Books	Doole Isobel and Robin Lawe, International Marketing Strategy, Cengage Learning Keegan Warren J, Global Marketing Management, Pearson Education, New Delhi
3	Supplementary Reading Material	Bhattacharya, B., Export Marketing Strategies for Success, Global Business Press, New Delhi, 1991. Cateora, Phillip R. and John L. Grahm, International Marketing, 10th Ed., Irwin McGraw Hill, Boston, 1999. Jain, Subash C., International Marketing Management, 6th ed., South Western College Publishing – International Thompson Publishing Company. Cincinnati, 2004. Fair-weather, John International Marketing, Prentice Hall of India Private Ltd., New Delhi
4	Websites	-
5	Journals	Asian Economic Bulletin Asian Journal of Management Cases Global Business Review Global Journal of International Business Research Harvard Business Review International Business and Management International Business Research

		International Journal of Marketing and Trade Policy Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Consumer Research Journal of Asian Business

Semester	III	Specialization	International Business Management
Course Code	309IB	Type	Subject - Elective
Course Title	International Marketing Research		

Course Objectives:	
1	To highlight the significance of International Marketing Research and provide a compressive understanding the research process
2	To develop an in-depth knowledge of the challenges associated in conducting market research internationally
3	To understand the simple and advanced data analysis for International Marketing Research
4	To make sound marketing decisions on the basis of collected and analyzed data

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Nature and scope of marketing research; marketing research in international context-importance, complexities and issues; Organizational framework for international marketing research; International Marketing Information System (IMIS).	5+1
2	**Marketing Research Process:** An overview; problem identification and definition; Preparing research proposal; Exploratory, descriptive and experimental research designs; international secondary data sources; Primary data collection methods and complexities of data collection in international marketing research; Online data sources and research.	5+1
3	**Questionnaire preparation :** etic and emit dilemma; Sample design – sampling methods and sample size determination; Fieldwork and data collection; Sampling and non-sampling errors.	5+1
4	**Multi – country Data Analysis and Interpretation:** Data editing and coding preliminary data analysis, Univariate and multivariate da ta analysis techniques-Discriminate analysis, factor and conjoint analysis: (including application software). Issues in multi-country data analysis-Data comparability and validity problems; Report preparation and presentation.	5+1
5	**Cross-cultural Consumer research :** Attitude measurement and scaling techniques; Product research; Advertising research; International market opportunity analysis; Ethical issues in international marketing research.	5+1

Learning Resources:		
1	Text Books	International Marketing Research by V. Kumar, Pearson Education, 1st ed. Aaker, David A, V. Kumar arki George S Day, Marketing Research, John Wiley and Son, New York, 2001. Boyd, Harper w., et al Marketing Research: Text and Cases, Irwin, Homewood Illinois.
2	Reference Books	International Marketing Research by Craig & Douglas, Wiley, 3rd ed. Green, P.E. et al, Research for marketing Decisions, Prentice Hall of India Ltd., New Delhi. Malhotra, Naresh K., International Marketing Research - An Applied Orientation, 3rd ed., Person Education Asia. Tull, D.S. and D. I. Hawkins, Marketing Research: Measurement and Methods, Prentice Hall of India Ltd., New Delhi
3	Supplementary Reading Material	Alex Rialp, Josep Rialp (2006), "International Marketing Research: Opportunities and Challenges in the 21st Century", International Marketing Research (Advances in International Marketing, Volume 17), Emerald Group Publishing Limited, pp.1-13 Douglas, S.P. and C.C. Samuel (2000) "Conducting International Marketing Research in the 21st Century", International Marketing Review Douglas, Susan P; Craig, C. Samuel (2006) "On Improving the Conceptual Foundations of **InternationalMarketingResearch"** Journal of **InternationalMarketing**. 2006, Vol. 14 Issue 1, p1-22. 22p Sarstedt, Marko; Schwaiger, Manfred; Taylor, Charles R (2011) "Introduction: Measurement And **Research** Methods In **InternationalMarketing"**. Advances in **InternationalMarketing**. 2011, Vol. 10 Issue 22, p3-7 Barnard, P. (1997), "Global developments and future directions in marketing research," Globalization and the Millennium: Opportunities and Imperatives, Marketing Science Institute, June 16-17, Brussels, Belgium
4	Websites	http://as.wiley.com http://drvkumar.com
5	Journals	International Journal of Market Research International Journal of Research in Marketing International Journal of Management and Marketing Research

Semester	III	Specialization	International Business Management
Course Code	310IB	Type	Subject - Elective
Course Title	International Financial Management		

Course Objectives:	
1	To make the students aware about the operations in foreign exchange market
2	To sensitize the student with complexities of managing finance of multinational firm
3	To understand the regulatory framework within which the operations can take place

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Complexities and issues in financial decisions of a multinational firm: Foreign investment decisions: Exchange rate movement and decision to invest: Foreign direct investment theories and strategies: Green field investment vs. acquisitions and mergers.	5+1
2	**International Capital Budgeting:** Multinational considerations and calculation of cash flows; Adjusted present value approach: Cost capital: Assessment and management of political risks.	5+1
3	**International Working Capital Management:** Cash management; Receivables and inventory management. Dividend Policy for Multinational Corporations	5+1
4	**Currency and Interest Rate Risk Management:** Exposure and risk; Transaction, translation and real operating exposure; Exposure management contractual and natural hedging; interest rate risk assessment and management.	5+1
5	**International Accounting:** Foreign currency translation; Multinational transfer pricing and performance measurement; Consolidated financial reporting international accounting standards and practices. **International Taxation:** Key elements and issues; International tax environment; Bilateral treaties and tax heavens.	5+1

Learning Resources:		
1	Text Books	Apte P.G., Multinational Financial Management, Tata -McGraw Hill, New Delhi. Baker J.C., International Finance: Management, Markets and Institutions, Prentice Hall, Englewood Cliffs. Eiteman, David K., Arthur Stonehill and Micheal H. Moffett, Multinational Business Finance, Addison-Wesley Publishing Company, Readings Mass.
2	Reference Books	Rathore, Shirin, International Accounting, Prentice Hall of India Pvt. Ltd., New Delhi. Seth, A.K., International Financial management, Galgotia Publishing. Shapiro, Allen C., Multinational Financial Management, John Wiley & Sons, 2001.
3	Supplementary Reading Material	Eun, Cheol and Bruce Resnick, International Financial Management, McGraw Hill, New York. Levi, Maurice, International Finance, McGraw Hill Inc., New York. Madura, Jeff, International Financial Management South Western Publishing Company, Cincinnati.
4	Websites	International Monetary Fund
5	Journals	Indian Journal of International Business and Finances Asian Economic Bulletin Asian Journal of Management Cases Economic and Political Weekly Global Journal of International Business Research Harvard Business Review International Business & Economics Research Journal International Business and Management International Trade Journal Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy

		World Affairs: the Journal of International Issues

Semester	III	Specialization	International Business Management
Course Code	311IB	Type	Subject - Elective
Course Title	Global IT Management		

Course Objectives:	
1	To understand scope and operational aspects of Global I.T. Management
2	To understand regulatory requirements concerning International IT governance
3	To learn to integrate International Business Management with Information Systems Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Global Information Systems Overview - Global Information Systems Architecture - Business Drivers and Challenges - Case Studies	5+1
2	Organizing Global Information Systems –Information Systems as a strategic fit with Global Business Strategies – Cultural, Political and Geo-economic Challenges - Role of Information Systems in organizing international business	5+1
3	Managing Global Systems – Problems of Globalization, Localization and Integration – Network Management, Cross Cultural, Regulatory, and Country oriented Issues – Impact of Outsourcing - Case Studies	5+1
4	Technology Issues and Opportunities for Global Value Chains – Computing Platforms and Systems Integration – Role of Internet – Ensuring Connectivity – Software Localization	5+1
5	International IT Governance - Compliance with ISO 17799 / ISO 27001 standards of Information Security – Sarbanes-Oxley regulatory compliance – Business Continuity Management – ISO/IEC 27001 Audit	5+1

Learning Resources:		
1	Text Books	Global Information Technology: Strategy and Challenges, Palvia/Palvia and Harris
2	Reference Books	Management Information Systems, Laudon, Laudon and Dass, Pearson International I.T. Governance Calder and Watkins, Kogan Page India
3	Supplementary Reading Material	-
4	Websites	-

5	Journals	Communications of the ACM MIS Quarterly Journal of the American Society for Information Science & Technology Journal of Intelligent Transportation Systems

Semester	III	Specialization	International Business Management
Course Code	312IB	Type	Subject - Elective
Course Title	Global Logistics & Supply Chains		

Course Objectives:	
1	To get acquainted with global dimensions of logistics management
2	To introduce basic operational aspects i.e. procedure, documentations & related legal aspects of global logistics
3	To sensitize students to basics of shipping line industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 Introduction to Global Logistics :**International Logistics Development, International Trade Logistics Chain, Shipper's Logistics Requirements in trade, 7R's of Logistics Management, 5 P's of Logistics, International Commercial Terms – Use of Incoterms in a Contract, Incoterms Laws. **1.2 Logistics and Documentation:** Consular Invoice, Commercial Invoice, Certificate of Origin, certificate of Value, Bill of Lading, Cargo Manifest or Packing List, Health Certificate, Import license, Insurance Certificate, Export Declaration Forms. **1.3 Transportation:** Modes of transportation, Transport and Communication, Transport activities and Land Use, Transport, Energy and the Environment. **1.4 Air Cargo:** Transportation of goods through Air, Transportation Infrastructure, World Air Cargo growth, Benefits of Airfreight, Airport classification, International Airports of India, Types of Aircraft, Unit loading devices, Airport Charges, International Country Codes.	5 + 1
2	**2.1 Carriage of Goods by Land:** Motor Vehicles Act, 1988, Central Motor Vehicles Rules, 1989, Carriers Act, 1865 – Definition of common carrier, Scheduled and Non Scheduled Goods, Railways Act, 1989 – Railway's liability, Merits and Demerits of Railway Transportation, Railway Freight rates. **2.2 Carriage of Goods by Sea &Ocean Freight& Freight Calculations:** Ocean Shipping Methods, Ocean Freight or Tariff rates, Freight rates terminology used in international shipments, Freight surcharges, Freight Rebates, Conference Discounts, Contract Shippers, Weight or Measure in the Freight Cost Calculation, Freight Adjustments – Currency Adjustment Factor (CAF), Bunker Adjustment Factor (BAF). **2.3 Types of Ships:** Mail and Supply Ships, Expedition Ships, Coasters, Bulk Carriers, Tankers, Refrigerated Vessels and Reefers, Livestock carriers, LNG	5 + 1

	Carriers, Car Carriers, Container Ships, Heavy lift Vessels, Tugs, Ro-Ro Vessels.	
3	**3.1 Shipping Formalities:** Booking Shipping Space, Conference Shipping, Non-conference Shipping, Charter Shipping, Charter Party, Shipping Storage, Ocean Shipping procedure. **3.2 Shipping Intermediaries:** Function and Roles of Custom Brokers, Freight Forwarders and Consolidators, Shipping Agents, Stevedores. **3.3 The Major Port Trusts Act, 1963.** **3.4Shipping Corporation of India:** Products and Services, Bulk Carriers, LNG Carriers, STS Lighterage Operations	5 + 1
4	**4.1 Major Ports in India:** Present Policy, Privatization Policy, Indian Port Policy Reform, Major Ports in India – Chennai, Cochin, Ennore, JNPT, Kandla, Mormugao, Mumbai, Paradip, NMPT, Pipavav, Tuticorin, Visakapatnam. **4.2 Important Sea Routes:** Northern Sea route, North Atlantic Route, Mediterranean Route, Panama Route, Baltic Sea Route, Indian Ocean route, Cape Route, South Atlantic Route, North Pacific Route. **4.3International Chamber of Shipping** **4.4 World's Major Ports:** Major Ports and Port codes, Seaports of the world.	5 + 1
5	**5.1 Containerization:** Origin of containerization, Origin of TEU, Container sizes - dimensions and capacity, Container Flavours, Swap Bodies, Other considerations, Registration, Container Classification numbers, Lift/Stacking fittings, Movement of containers, Recent Developments – Coltainer, Cargosprinter, Safety of container ships, Container Classification – General Cargo service, Specific cargo service, Unit Load Device, Rating – Tare Mass and Pay load of Containers, Marking and Identification of Containers. Benefits of containerization. **5.2 Inland Container Depots & Container Freight Stations:** Functions, Benefits, Requirements for successful ICD/CFS, Designs and Layout, Equipping the ICD/CFS, Procedures for approval and implementation. Concor – The Multimodal Logistics Professionals.	5 + 1

Learning Resources:		
1	Text Books	Logistics Management for International Business – Text and Cases, by Sudalaimuthu and Anthony Raj, PHI, 2009 Edition. Global Operations and Logistics: Text and Cases by Dornier, Ernst, Fender and Kouvelis, Wiley India, 2006

2	Reference Books	Global Logistics – New Directions in Supply Chain Management, Edited by Donald Waters, Kogan Page, Fifth Edition
3	Supplementary Reading Material	Logistics in International Business by Rajiv Aserkar, Shroff Publishers, 2nd Edition.
4	Websites	
5	Journals	International Journal of Logistics Management Foreign Trade Review International Trade Forum International Trade Journal Journal of International Business and Economy Journal of International Trade & Economic Development Monthly Statistics of International Trade

Semester	III	Specialization	International Business Management
Course Code	313IB	Type	Subject - Elective
Course Title	Designing Organizations for Uncertain Environment		

Course Objectives:	
1	To develop and acquire cognitive framework to understand and analyses the hyper-turbulent international business environment.
2	To gain insights into strategic models that successful organizations deploy to develop their strategies.
3	To learn designing principles to create organizations capable of performing in uncertainty and hyper-turbulence.
4	To appreciate the HR/People systems and processes required for emergent organizational forms

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Understanding Emerging Environment:** Emergence of Vertical/Type-5 Environment, Understanding Hyper-turbulence, Networks and Business Eco-Systems, Role of Information Technology in Shaping Business Environment, Understanding Impact of Technological Discontinuities, Law of Increasing Returns in Networked, Knowledge-Based Economy	5 + 1
2	**Changing Models of Strategy:** Strategy-Making under Uncertainty, Application of Complexity/Chaos Theory to Strategy, Strategy as "Sense-Making", Shaping and Adapting to Networks	5 + 1
3	**New Forms of Organization:** Organizations as Networks, Types of Network Organizations / Clusters, Self-Organizing Systems, Organizational Designs for Change and Innovation, Designing Principle for New Forms of Organizations	5 + 1
4	**People and Process issues in Emerging Organizational Forms:** Systems for Team-Based Functioning, High Performance Work Systems, Managing Empowerment and Accountability, Designing Roles and Systems for Flat, Networked Organization, Developing Competencies for New Organizational Forms	5 + 1
5	Case Studies	5 + 1

Learning Resources:		
1	Text Books	Adler, Nancy J., International Dimensions of organizational Behaviour, 4th Ed., South western College Publishing Company, Singapore, 2001. Bartlett, C.A. and S. Ghoshal, Managing Across Borders: The Transnational Solution, Century Business London, 1989.
2	Reference Books	Beamish, Paul w., Allen J. Morrison, Phillip M. Rosenzweig and Andrew C. Inkpen, International Management: Text and Cases, Irwin McGraw Hill, Boston, 2000. Fowler, Alam, Negotiation Skills: Skills and strategies, University Press Hyderabad, 1990.
3	Supplementary Reading Material	Helen, D., Management: Managing Across Borders and Cultures, Prentice - Hall, Upper Saddle River, New Jersey, 2000 Pucik, C.A. and Y. Doz and G. Healund, Managing the Global Firm , Routledge, London,1990. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.
4	Websites	-
5	Journals	Indian Journal of International Business and Finances Asian Journal of Management Cases Global Journal of International Business Research Harvard Business Review International Business and Management Journal of International Business Journal of International Business and Economy

Semester	III	Specialization	International Business Management
Course Code	314IB	Type	Subject - Elective
Course Title	**Legal Dimensions of International Business**		

Course Objectives:	
1	To acquaint students with the legal dimensions of international business.
2	To enable students to formulate strategies as compatible with laws and treaties governing international business operations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Legal Framework of International Business:** Nature and complexities; International conventions and trade law; Code and common laws and their implications to business; International Business contract – Legal provisions; Payment terms; International sales agreements; Rights and duties of agents and distributors. Contract of Enforcement and Dispute Settlement; International Commercial Arbitration and Enforcement of Foreign Awards.	5 + 1
2	**Regulatory Frame work of WTO:** Basic principles and charter of GATT/WTO; GATT/WTO; provisions relating to preferential treatment to developing countries, regional grouping, subsidies, technical standards, antidumping duties, and other NTBs, Customs Valuation; Dispute settlement; Implications of WTO to important sector – GATS, TRIP and TRIMs.	5 + 1
3	**Regulations and Treaties:** Relating to Licensing, Franchising, Joint Ventures, Patents and Trade Marks, Technology Transfer and Telecommunications; Restrictions on trade in endangered species and other commodities as based on international conventions; Taxations Treaties.	5 + 1
4	**India Laws and Regulations Governing International Business Transactions:** FERA/FEMA, Taxation of foreign income; Foreign investment; Setting up offices and branches abroad.	5 + 1
5	**Competition Law:** National and International Dimensions. **Consumer Law:** National and International Dimensions. **Electronic Commerce:** Regulatory Framework	5 + 1

Learning Resources:		
1	Text Books	Chuah; J., International Trade Law: Questions and Answer Series, Cavendish. London. Chush, J. C. T., Law of International Trade. Sweet and Maxwell, London. Indian Council of Arbitration Case Law on UNCITRAL Model Laws on International Commercial Arbitration. New Delhi.
2	Reference Books	Bansal. A.K., Law of Commercial Arbitration, Universal law House, Delhi. Jain, R., Foreign Exchange Management Law and Practice, Vidhi, New Delhi, 2000. Pam borides, G.P., International Shipping Law: Legislation and Enforcement, Kluwer Law International. London.
3	Supplementary Reading Material	Petersmann, E. Ed., International Trade Law and GATT/WTO Dispute Settlement System. Kluwer Law International London. Trebilcock, M. and Robert Hawse, Regulation of International Trade, Rout ledge, London. Wadhera, B.C., Relating To Patents, Trademarks, Copyrights and Design Universal Law House, New Delhi.
4	Websites	
5	Journals	Law & Policy in International Business

Semester	III	Specialization	International Business Management
Course Code	315IB	Type	Subject - Elective
Course Title	**Global Strategic Management**		

Course Objectives:	
1	To help students understand strategy making process that is informed integrative and responsive to rapid changes in an organization's globally oriented environment
2	To help students understand tasks of implementing strategy in a global market.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Strategy making strategy implementing and strategic managing; Globalization and strategic management; Strategic flexibility and learning organization. Competitive strategy and competitive advantage in global market.	5 + 1
2	**Hybrid Forms of Economic Organization:** Alliances, Networks and Equity Joint Ventures. Typology of Strategic Alliances. Significance of Networks as a Mode of Economic Organization. Knowledge Networks and Technological Innovation in Networks, Networks to Set Industry Standards, Social Networks: Competitive Significance of Relations Beyond Firm Boundaries, Alliance Between Competitors - Pre-competitive Alliances, Market Sharing Alliances	5 + 1
3	**Strategic Issues and Alternatives in Globally Competitive Markets:** International entry options; Multi-country and global strategies; Concepts of critical markets, global market dominance and global competitiveness, Corporate turnaround, retrenchment and portfolio restructuring strategies; Multinational diversification strategies; Outsourcing strategies; Techniques for analyzing diversified companies.	5 + 1
4	**Corporate Diversification Strategies:** Building shareholder value; Roles of cost sharing and skills transfer in creating competitive advantage via diversification; Competitive advantages to diversified multinational corporations in a globally competitive business world.	5 + 1
5	**Organizational Learning:** Organizational Learning Through Alliances, Structures and Systems for Effective Learning for Partners in Alliances, Managing the Process of Alliance Formation: Partner Selection and Negotiation, Contracts and Trust in Managing Partner Conflict in Alliances, Evolution and Termination of Alliance Relationships, Issues in global strategy implementation; strategy evaluation and control.	5 + 1

Learning Resources:		
1	Text Books	Bartlett, C.A. and S. Ghoshal, Transnational Management: Text, Cases, and Readings in Cross-Border Management, Irwin London. Bleeke, J. and D. Emst, Collaboration to Compete, John Wiley, New York. Brooke, M.Z . and M.L. Remmers, International Management and Business Policy, Houghton Miffin, Boston. Lorange, P. and J. Roos, Strategic Alliances: Formulation, Implementation, and Evolution, Blackwell, Oxford. Miller, Alex and Gregory Dess, Strategic Management, McGraw Hill Publishing Company, New York. Thompson, Arthur A. and A. J. Strickland, Strategic Management, McGraw Hill, New York. Global Strategic Management, Gerardo R. Ungson and Yim-Yu Wong, Segment Books New Delhi, 2009. Strategic Management: Creating Value in a Turbulent World, Peter, Fitzroy and James M. Herbert. Wiley India Pvt. Ltd. New Delhi, 2007. Global Strategic Management, Dr. M. Mahmoudi Maymand, Deep & Deep Publications Pvt. Ltd., New Delhi, 2005. Global Strategic Management, Kamel Mellahi, J. George Frynas, and Paul Finlay, Oxford University Press, New York, 2005. Globalization and Business, Johnd Daniels, Leeh. Radebaugh, and Daniel P. Sullivan, Prentice Hall of India Private Limited, New Delhi, 2002. International Business : Competing in the Global Marketplace : Postscripts 2001, Charles W. L. Hill, McGraw Hill Higher Education, New York, 3rd International Ed., 2001.
2	Reference Books	Davidson, W.H., Global Strategic Management, John Wiley, New York. Ellis, J. and D. Williams, International Business Strategy, Pitman, London, 1995. Eayerweather, W.H. International Business Strategy and Administration Ballinger Publishers, Cambridge Mass. Hitt, Michael A., R.Duane Ireland and Robert E. Hokisson, Strategic Management: Competitiveness and Globalization, 4th Ed, South Western College Publishing, Australia, 2001. Nagadhi, A.R. and M. Welge, Beyond Theory Z: Global Rationalization of American, German and Japanese Multinational Companies, Jai Press,

		Greenwich, Conn.
3	Supplementary Reading Material	Porter, M.E., Competition in Global industries, Harvard University Press, New York 1996. Porter, M.E., The Competitive Advantage of Nations, Macmillan, London, 1990. Root, F.R. and K. Visudtibhean, International Strategic Management: Management Challenges and opportunities, Taylor and Francis, New York, 1992 Salover, G., A. Shepard and J. Podolny, Strategic Management, John Wiley and Sons, 2001. Stone house, George, et. al., Global and Transnational Business: Strategy and Management, John Wiley and Sons Ltd., Chi Chester, 2000. Vernon-Wortzel, H and L. H. Wortzel, Global Strategic Management: The Essentials, John Wiley, New York, 1991. Wheelen, Thomas L. and J. David Hunger, Strategic Management and Business Policy: Emerging 21st Century Global Society, 7th edition, Prentice Hall, New Jersey, 2000.
4	Websites	
5	Journals	Asian Journal of Management Cases Economic and Political Weekly Enterprise and Society: The International Journal of Business History Global Business Review Global Journal of International Business Research Harvard Business Review International Business and Management International Business Research Journal of International Business Journal of International Business and Economy Journal of Asian Business Leadership Excellence South Asian Journal of Management

Semester	III	Specialization	International Business Management
Course Code	316IB	Type	Subject - Elective
Course Title	**International Relations & Management**		

Course Objectives:	
1	To equip the students with an understanding of the multifaceted phenomenon called international relations
2	To help students understand as to how exactly does the existing international environment affect the decision menu? How does it affect what is possible and probable in state behaviour and what are its effects on business?
3	To expose students to these issues focused on India to discern their effect on the management of business.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Historical Context:** The Historical Context of International Relations - The Pre-Westphalian World, The Westphalian System, World Wars I & II & the Cold War. Role of the US - The New World Disorder & the Emerging New World Order. The European Union: Role in Global Security & Business.	5 + 1
2	**New World Order :** New World Order. The Shift of Balance of Power to Asia, Strategic Alignments in Asia: Convergence of Democracy and Emergence of the Asian bloc, Role of Australia, Resurgent Japan.	5 + 1
3	**Indian Perspective - I:** India's Security in its Areas of Strategic Interest, The Rise of China & its Implications for Asia, The Taiwan Issue, The Myth of China's Miracle, The Bamboo Network, The Great Game in the Stans of Central Asia. India's Look East Policy: Relations with SE Asia.	5 + 1
4	**Indian Perspective - II:** The Indian Ocean & India's Maritime Strategy, Pakistan: Future Portents; Democracy & Role of the Military, Terrorism: An International & National Scourge, Future of Afghanistan: Chaos or Stability? Disaster Management & Business.	5 + 1
5	**Indian Perspective - III:** India's Interaction in Africa: Exploiting an Untapped Market & Seeking Resources, India & West Asia: Transfer of Wealth & the Politics of Oil, Energy Security: Oil, Gas & the Nuclear Deal, Iran & Central Asia- Energy & Allies, Iran as a Nuclear State.	5 + 1

Learning Resources:		
1	Text Books	International Business, Justin Paul, Prentice Hall of India Private Limited, New Delhi, 4th Ed. 2008. International Business, Oded Shenkar and Yadong Luo, John Wiley & Sons Inc., New Delhi, 2004. International Business, S Shajahan, Macmillan India Limited, Delhi, 2006. International Business: An Introduction, Geert Hofstede, Palgrave, New York, 2001. Elements of International Business, S. N. Chary, John Wiley & Sons Inc., New Delhi, 2006. Globalization of Business: Practice and Theory, Abbas, J. Ali, Jaico Publishing House, Mumbai, 2006.
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	-
5	Journals	Indian Journal of International Business and Finances Asian Journal of Management Cases Global Journal of International Business Research Harvard Business Review International Business and Management Journal of International Business Journal of International Business and Economy

Semester	III	Specialization	International Business Management
Course Code	317IB	Type	Subject - Elective
Course Title	Foreign Language for International Business – I		

Course Objectives:	
1	To equip the students with a foreign language skill at least to that extent that is required for conducting international business.
2	To provide the student with listening, reading, speaking and writing skills in chosen foreign language.
3	To enhance the vocabulary in the selected Foreign Language.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Socializing:** Wishing, thanking and congratulating somebody and to take leave, Talking about his work, his experiences and his professional plans, Introducing his colleagues and the people with whom he is collaborating.	5 + 1
2	**Telephonic conversation:** Receiving or send simple telephonic message, Identifying the person on phone and his/her request, Spelling, repeating, reformulating, concluding, taking leave.	5 + 1
3	**Writing - I:** Reading simple and commonly used documents in professional and day-to-day life. Filling up forms in professional or day to day life situation. Taking down notes.	5 + 1
4	**Writing - II:** Writing (from indications given) about messages, telegram, notes, as well as informal and formal specifically formatted letters, such as business letters.	5 + 1
5	**Career related Communication:** Organizing the time table. Reading writing and understanding classified ads, a curriculum vitae, and application for a post so that the student can look for a job or a training programme. Interviewing another person and handle a job interview.	5 + 1

Note:
Institute may offer any one of the following foreign languages to the students: SPANISH / FRENCH/ GERMAN/ JAPANESE / CHINESE

Learning Resources:

1	Text Books	Relevant Standard Text Books, Videos, Audio CDs for the language offered to the students.
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

MBA SYLLABUS: SEMESTER III
SUPPLY CHAIN MANAGEMENT - SPECIALIZATION

Semester	III	Specialization	Supply Chain Management
Course Code	305SCM	Type	Subject Core
Course Title	Essentials of Supply Chain Management		

Course Objectives:	
1	To make students understand how supply chain impacts all areas of the firm
2	To introduce the basic concepts of supply chain management
3	To provide insights into supply chain's linkages with customer value

Syllabus:

Unit Number	Contents	Number of Sessions
1	**21st Century Supply Chains:** Concept & definitions of Supply Chain (SC), Physical distribution, Logistics & Supply Chains, Generalized SC Model, Concept of SCM, Role of SC as a value driver: Integrative Management, Responsiveness, Financial Sophistication	6 + 1
2	**Supply Chain Structure:** Shift from enterprise to network, Structure of a SC, Push based SC, Pull based SC, Tradeoff between Push & Pull, Identifying appropriate Push & Pull Strategy for SC, Commodity & cost centric SC, Agile SC	7 + 2
3	**Total SCM:** Changing business landscape – driving forces: Shift from Operations to Services, Impact of globalization & technological revolution, Shift from linear SC to collaborative networks, power shifts in the SC- demands for flexibility of partnerships, core competencies, growth in outsourcing, Increased complexity of processes	7 + 2
4	**SCM Building Blocks**: Overview of customer focus & demand, resources & capacity management, procurement & supplier focus, inventory management, operations management, distribution management in SCM	7 + 2
5	**Customer Value:** Empowered consumer, Customer focused Marketing & SC service outputs, customer service – availability, operational performance, reliability. Customer satisfaction – customer expectations, enhancing customer satisfactions, limitations of customer satisfaction. Customer success – achieving customer success, value added services, customer value requirement mapping, CRM	8 + 3

Learning Resources:		
1	Text Books	Supply Chain & Logistics Management by Bowersox, Closs & Cooper, TMGH, 2nd Edition. Designing & Managing the SC – Concepts, Strategies & Case studies by Levi, Kaminsky et. al., TMGH, 3rd Edition. Supply Chain Management: Strategy Planning & Operations by Sunil Chopra, Peter Meindl, Pearson, 1st Edition. Supply Chain Management Process, System & Practice by N.Chadrasekaran, Oxford, 1st Edition Total Supply Chain Management by Basu & Wright, Elsevier, 1st Edition.
2	Reference Books	Logistics Management & Strategy by Harrison and van Hoek, Prentice Hall, 2005. Supply Chain Management by Mentzer, Response Books, 2007 Logistics Management : The Supply Chain Imperative by Vindo Sople, Pearson Education, 2007
3	Supplementary Reading Material	Competitive Advantage, Michael Porter, Free Press, 1985 Latest Economic Survey of India – Chapter on Infrastructure and Communications. New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007
4	Websites	http://csmp.org/ www.supplychain.org
5	Journals	Logistics And Supply Chain Practices In India by Srivastava, Samir K., Vision , Jul-Sep2006, Vol. 10 Issue 3 What Is the Right Supply Chain for Your Product? by Fisher, Marshall L., Harvard Business Review, Mar/Apr97, Vol. 75 Issue 2 Supply Chain Management: More Than a New Name for Logistics, by Cooper, Martha C.; Lambert, Douglas M.; Pagh, Janus D., International Journal of Logistics Management, 1997, Vol. 8 Issue 1 Customer Service, Customer Satisfaction, and Corporate Performance In The Service Sector, by Dresner, Martin; Kefeng Xu., Journal of Business Logistics, 1995, Vol. 16 Issue 1 Supply Chain Management: Relationships, Chains and Networks, by Harland,

		C. M., British Journal of Management, Mar96 , Special Issue, Vol. 7

Semester	III	Specialization	Supply Chain Management
Course Code	306SCM	Type	Subject Core
Course Title	Logistics Management		

Course Objectives:	
1	To make students understand the role and importance of logistics in modern day economy.
2	To discuss the relationship between logistics and other functional areas.
3	To analyze logistics systems from different perspectives to meet desired corporate objectives.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Context of Logistics:** Introduction, definitions, logistics in the economy a macro perspective, aim of logistics, activities of logistics, value added role of logistics	5 + 1
2	**Logistics in the firm:** Micro dimensions of logistics, interface with operations, manufacturing, marketing, supply chain, Problems with fragmented logistics, Integrating logistics within an organization, integrating logistics along the SC,	7 + 2
3	**Approaches to analyzing logistics systems:** Materials Management v/s physical distribution, Cost centers, nodes v/s links, logistics channel, cost perspective & level of optimality, short run or static analysis, long run or dynamic analysis	8 + 2
4	**Logistics Relationships:** Types of relationships, Competitive relationship, product relationship, spatial relationship, intensity of involvement, logistics outsourcing activities – concept & types of 3PL, 4PL, need for collaborative relationships	7 + 2
5	**Service Response Logistics:** Overview of service Operations – service productivity, global service issues, service strategy development, service delivery systems, service location & layout, primary concerns of service response logistics – service capacity, waiting times, distribution channels, service quality	8 + 3

Learning Resources:		
1	Text Books	The Management of Business Logistics by Coyle, Bardi, Langley, Cengage

		Learning India Ed, 7th Edition. Logistics – An introduction to SCM by Donald Waters, Palgrave Macmillan, 1stEditon Principles of SCM – A Balanced Approach by Wisner, Leong, Tan , Cengage Learning India Ed., 1st Edition
2	Reference Books	Logistics and Supply Chain Management: Cases and Concepts by Raghuraman and Rangaraj, Macmillan Business Books
3	Supplementary Reading Material	Business Logistics: Management of Physical Supply and Distribution, Heskett, Ivie and Glaskowsky, Ronald Press, New York.
4	Websites	http://www.logisticsmgmt.com/ www.asianclm.com/
5	Journals	Principles Of Logistics Management by Payne, Stanley L.; Kramer, Walter H., Journal of Marketing, Apr1967, Vol. 31 Issue 2, The Principles of Logistics Revisited by Voorhees, Roy Dale; Sharp, Merrill Kim., Transportation Journal (American Society of Transportation &Logistics Inc), Fall78, Vol. 18 Issue 1, A Survey of Third-party Logistics (3PL) Service Providers in India by Mitra, Subrata., IIMB Management Review , Jun2006, Vol. 18 Issue 2 The Emerging Role of the Third-Party Logistics Provider (3PL) as an Orchestrator by Zacharia, Zach G.; Sanders, Nada R.; Nix, Nancy W., Journal of Business Logistics, 2011, Vol. 32 Issue 1 Selection process in logistics outsourcing - a view from third party logistics provider by Yee Ming Chen; Meng-Jong Goan; Pei-Ni Huang., Production Planning & Control, Apr 2011, Vol. 22 Issue 3

Semester	III	Specialization	Supply Chain Management
Course Code	307SCM	Type	Subject - Elective
Course Title	Managing Material Flow in Supply Chains		

Course Objectives:	
1	To understand flow of materials in a Supply Chain
2	To appreciate the role of Transportation and Warehouse Management
3	To understand the essentials of Packaging and Materials Handling from Logistics point of view
4	To understand Government statutory requirements related to Logistics Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Flows in SC:** Forward & Reverse SC, Product, Services, Information, Funds, Demand, Forecast flows in Upstream & Downstream direction	4 + 1
2	**Transportation Infrastructure & Operations:** Transport functionality, Principles, Mode Selection criteria, Transportation Service Levels, Transportation Economics and Pricing – economic drivers, costing, carrier pricing strategy. Transport Administration – operational management, consolidation, negotiation, control, Documentation – L/R, B/L, AWB, IGM	5 + 2
3	**Warehouse Management:** Warehousing – economic benefits, service benefits. Warehousing Operations – handling, storage. Warehouse Ownership Arrangements, Warehouse Decisions – site selection, design, product mix analysis, expansion, material handling, layout, Warehouse Management System	5 + 1
4	**Packaging & Materials Handling:** Packaging Perspectives, Packaging for Materials Handling Efficiency – package design, unitization, communication. Material Handling – basic considerations, mechanized systems, semi-automated, automated Systems, information directed Systems, special handling considerations	5 + 1
5	**Role of Government in Logistics:** Overview of CST, LST, Implications of proposed GST, Excise Duties, Octroi, Entry Tax, CENVAT, Motor Vehicles Act, Customs Act	5 + 1

Learning Resources:		
1	Text Books	Supply Chain & Logistics Management by Bowersox, Closs& Cooper, TMGH, 2nd Edition. Logistics and Supply Chain Management- Cases and Concepts by G. Raghuram, N Rangaraj, Macmillan India, 1st Edition. Fundamentals of SCM Twelve drivers of competitive advantage by John Mentzer, Sage Publication, 1st Edition
2	Reference Books	Business Logistics/Supply Chain Management by Ronald Ballou, Pearson Education, 5th Edition. A Logistics Approach to Supply Chain Management by Coyle, Langley, Gibson, Novack, Bardi, Cengage Learning, India Edition, 2009.
3	Supplementary Reading Material	Advanced Supply Chain Management by Poirier C C, Berrett, Koehler Publishers, 1999.
4	Websites	http://www.inboundlogistics.com/cms/ http://www.ciilogistics.com/ http://www.tcil.com/tcil/ http://cscmp.org/
5	Journals	Commodity Futures Markets, Warehouse Receipts and the Dynamics of Warehousing Infrastructure: The Indian Scenario by Pillai, Manoj., IUP Journal of Infrastructure, Dec2010, Vol. 8 Issue 4 What Can You Do About Logistics in India?, Frentzel, David, World Trade: WT100, Mar2011, Vol. 24 Issue 3 Technological Innovations in the Indian Logistics Industry: The Case of Freight Handling, Srinivas, Kolluru; Krishna, Kolluru., IUP Journal of Infrastructure, Sep2009, Vol. 7 Issue 3/4,

Semester	III	Specialization	Supply Chain Management
Course Code	308SCM	Type	Subject - Elective
Course Title	Inventory Management		

Course Objectives:	
1	To understand the Process of Aggregate Planning and its link with Inventory Management
2	To understand concept of Supply Chain Inventory and study a few basic variants of EOQ models
3	To recognize role and importance of Supply Chain Inventory Management in delivering perfect customer order
4	To acquaint with safety and environmental aspects of Inventory Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Aggregate Planning & Inventory Management:** Introduction, Operations Planning, Aggregate Production Plan – Chase Production Strategy, Level Production Strategy, Mixed Production Strategy. MPS, Dependent & Independent Demand. Bill Of Materials, Overview of MRP & MRP II	4 + 1
2	**Managing SC Inventory & Delivering Perfect Customer Orders-I:** Understanding SC Inventory – types of inventory, inventory related costs, Inventory Investment – Asset or Liability? The Right reasons for Investing in Inventory – (support production, operational & customer service requirements, hedge against marketplace uncertainty, opportunity buying). The Wrong reasons for Investing in Inventory – (poor quality & material yield, unreliable supplier delivery, extended order-cycle times, inaccurate demand forecasts, specifying custom items for standard applications, extended material pipelines, inefficient manufacturing processes). Special Applications of EOQ Approaches – adjusting simple EOQ model for modal choice decision, adjusting simple EOQ model for volume transportation rates, adjusting simple EOQ for private carriage	6 + 1
3	**Managing SC Inventory & Delivering Perfect Customer Orders-II:** Managing Inventory Investment – Three V model of inventory management, achieve perfect record integrity, improve product forecasting, Standardize and Simplify product design, leverage companywide purchase volume, use suppliers for on-site inventory management, develop SC planning systems and support structure, Reduce Supplier-buyer cycle times, Delivering the Perfect Customer Order – MRP, DRP, SC inventory planning, automated inventory tracking system, Inventory at Multiple Locations – The Square Root law, inventory for outbound systems, Demand Pull Approach to manage Inventory	5 + 1

4	**Safety & Environmental Aspects of Inventory Management:** Environmental Aspects of Storage – identification of land contamination , water and air contamination & monitoring for fugitive emission, spillages, leakages, dumps, & disposables. Explosive Storage - Petroleum act - storage of explosive – precautions during loading, unloading, storage, transportation & usage, Gas Cylinder rules, Fire and other Hazards & precautions for mitigation, Cross contamination & Hygiene precaution in case of chemicals & pharmacy food storage material, Hazardous Waste Storage and Management – Storage and disposal methods and legal compliance	5 + 1
5	**Key Operational Aspects in SC:**Creating the Lean SC – JIT Purchasing, JIT Transportation and JIT Production. Kanban, VMI	4 + 1

Learning Resources:		
1	Text Books	Purchasing & Supply Chain Management by Monczka, Trent, Handfield, Cengage South Western, 3rd Edition Supply Chain Management Process, System & Practice by N.Chadrasekaran, Oxford, 1stEdition
2	Reference Books	Purchasing & Supply Chain Management by Dobler, Burt, TMGH, 6th Edition.
3	Supplementary Reading Material	The Management of Business Logistics by Coyle, Bardi, Langley, CengageLearning, 5th Indian Reprint
4	Websites	www.apics.org/
5	Journals	Sharpening **I**nventory **M**anagement by*Armstrong, David J. , Harvard Business Review, Nov/Dec85, Vol. 63 Issue 6* Empowering Kanban through TPS - Principles - An Empirical Analysis of the Toyota Production System, *Thun, Jorn-Henrik; Druke, Martin; Grubner, Andre, International Journal of Production Research, Dec2010, Vol. 48 Issue 23* Kanban, MRP, and Shaping The Manufacturing Environment by*Krajewski, Lee J.; King, Barry E.; Ritzman, Larry P; Wong, Danny S., Management Science, Jan1987, Vol. 33 Issue 1* Prerequisites to Vendor-managed Inventoryby *Niranjan, Tarikere T.; Wagner, Stephan M.; Nguyen, Stephanie M., International Journal of Production Research, Feb2012, Vol. 50 Issue 4* A Logistics Network Design Model With Vendor Managed Inventoryby *Shu, Jia; Li, Zhengyi; Shen, Houcai; Wu, Ting; Zhong, Weijun., International Journal of Production Economics, Feb2012, Vol. 135 Issue 2*

		Adaptive Fuzzy Vendor Managed Inventory Control For Mitigating The Bullwhip Effect In Supply Chains by*Kristianto, Yohanes; Helo, Petri; Jiao, Jianxin (Roger); Sandhu, Maqsood., European Journal of Operational Research, Jan2012, Vol. 216 Issue 2* Study of Vendor-Managed Inventory practices in Indian industries by Atul B. Borade; Satish V. Bansod., Journal of Manufacturing Technology Management, Oct2010, Vol. 21 Issue 8

Semester	III	Specialization	Supply Chain Management
Course Code	309SCM	Type	Subject - Elective
Course Title	Purchasing & Supplier Relationship Management - I		

Course Objectives:	
1	To emphasize the managerial perspective of core tasks and challenges in effectively managing the purchasing function within the context of integrated supply chain.
2	To make the students aware of the different demands placed on the purchasing and supply chain managers by business stakeholders.
3	To help the students understand the impact of purchasing on competitive success and profitability of modern day organizations.
4	To provide an in-depth understanding of the fundamentals surrounding the operational aspects of purchasing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Purchasing Process, Policy & Procedures:** Purchasing Objectives, Responsibilities of Purchasing, Types of Purchases, Improving Purchase Process, Purchasing Procedures, Policy Overview – What makes an effective Policy? Advantages & Disadvantages of Policies, Policies defining - Role & conduct of Purchasing, Buyer-Supplier Relationship, Operational Issues, Ethical considerations in Purchasing	5 + 1
2	**Organizing the Purchasing Function:** Purchase Function Position Within the Organization Structure, Factors affecting Purchasing's Position, Reporting of Purchasing function, Organizing of Purchasing, Separating Operational & Strategic Purchasing, Advantages & disadvantages of centralized, decentralized Purchasing, Hybrid Purchasing Structure	5 + 1
3	**Strategic Sourcing – Supplier Evaluation & Selection:** Linking Purchasing and Corporate Strategy, Translating Corporate Objectives into Purchasing Goals, Translating Purchasing Objectives into Purchasing Goals, Purchasing Strategy Development Process, Types of Purchasing Strategies, Supply Base Optimization, Critical Role of In-sourcing / Outsourcing, The In-sourcing / Outsourcing Decision Process, Make or Buy, Supplier Evaluation and Selection Process, Need for Supplier Selection, Identifying key sourcing requirements, Evaluation and Selection, Key Supplier Evaluation Criteria	5 + 1
4	**Supplier Quality Management:** Overview of Supplier Quality Management – What is Supplier Quality? Why be Concerned with Supply Quality? Factors Affecting Purchasing's Role in Managing Supplier Quality, Supplier Quality Management using Total Quality Perspective, Defining Quality in Terms of	5 + 1

	Customers and their Requirements, Pursuing Quality at the Source,	
5	**Negotiation & Contracts Management:** Objectives of negotiation, when to negotiate, The negotiation Process, Preparation, Establishing the Objectives, Dynamics of Negotiation, Phases in face-to-face negotiation, Negotiation Techniques – traditional, collaborative, price analysis, cost analysis. Types of Contracts – Fixed Price, Cost based / Indexation, Long term, Short term. Consideration when selecting contract types, How to write a Contract. Essential elements of Contract, Purchase Order (P.O), Difference between P.O & Contract	5 + 1

Learning Resources:		
1	Text Books	Purchasing & Supply Chain Management by Monczka, Trent, Handfield, Cengage South Western, 3rd Edition. Purchasing & Supply Chain Management by Lysons and Farrington, Pearson Education, 2010.
2	Reference Books	Purchasing & Supply Chain Management by Dobler, Burt, TMGH, 6th Edition. New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007 Extending the Supply Chain by Boyer, Forhlich and Hult, PHI, 3rd Indian Reprint, 2009
3	Supplementary Reading Material	Organizational Buying Behaviour by Webster and Wind, Prentice Hall, 1972 Category Management in Purchasing: A Strategic Approach to maximize business profitability by Jonathan O Brien Kogan Page.
4	Websites	www.cips.org www.eipm.org
5	Journals	Purchasing Competence: A Stakeholder-Based Framework for Chief Purchasing Officers by Kern, Daniel; Moser, Roger; Sundaresan, Naveen; Hartmann, Evi., Journal of Business Logistics, 2011, Vol. 32 Issue 2 Understanding how Formal and Informal Communication Affect Purchasing, Manufacturing and Logistics Integration byAndrea, Furlan; Arnaldo, Camuffo; Romano, Pietro., Advances in Management, Jul2011, Vol. 4 Issue 7 An Empirical Study of the Relationships among Purchasing Skills and Strategic Purchasing, Financial Performance, and Supplier Responsiveness by Carr, Amelia S.; Smeltzer, Larry R., Journal of Supply Chain Management,

		Summer2000, Vol. 36 Issue 3 World-Class Purchasing Skills: An Empirical Investigation by Giunipero, Larry C.; Pearcy, Dawn H., Journal of Supply Chain Management, Fall2000, Vol. 36 Issue 4 The Seven Cs of Effective Supplier Evaluation by Carter R, Purchasing and Supply Chain Management, April, 1995.

Semester	III	Specialization	Supply Chain Management
Course Code	310SCM	Type	Subject - Elective
Course Title	Six Sigma		

Course Objectives:	
1	To provide a comprehensive understanding of six sigma
2	To introduce the six sigma methodology and philosophy
3	To learn how to manage change and sustain benefits
4	To learn how to listen and map customer requirements

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Enterprise-wide Deployment:** **1.1 Six Sigma and Lean:** Brief history of performance initiatives- Quality Control, TQM, Cost of Quality, Customer quality Management, SPC, Reengineering, Six Sigma, Theory of Constraint, Lean manufacturing. **1.2 Business Process Management:** Introduction to Six Sigma-As a metric, As a methodology, As a management System. Six sigma Evolution and approach Lean as a Business Management Strategy, Key elements of lean. Types of lean initiatives, Implementing lean initiatives	5 + 1
2	**DMAIC model for implementing Six Sigma**: **2.1 Define:** Project Selection, Developing the team, DMAIC & DMADV, Deliverables, Tollgate Questions **2.2 Measure:** Determining X variables, Cause and Effect Diagram & Matrix, Overview of MSA, Data Collection Plan – Forms, Baselining the y data, DPMO, Capability Indices, COPQ, Yield, Tollgate Questions **2.3 Analyze:** Tools for identifying Root Causes: Histogram, Boxplot, Scatter Plot, Matrix Plot, DotPlot, Run Chart, Multi-Vari Chart, 5 Why's **2.4 Improve:** Generating Solutions, Random Stimulation, Six Thinking Hats, Mind Mapping, Challenge Assumptions, Decision Making Tools for Selecting Solutions – Pairwise Ranking, Solution Matrix, Force Field Analysis, Costs and Benefits, Pilot Plan, Potential Problem Analysis – Mistake Proofing, Risk Assessment Matrix and Control Assessment Matrix, FMEA, Contingency Plan, Verification Plan, Tollgate Questions	7 + 1

	2.5 Control: Solution Planning, Process Control Plan, Review Meetings, Updated flowcharts & procedures, Control Charts, Out Of Control Action Plan, Project Conclusion Activities	
3	**Six Sigma Impact measurement:** Financial and Performance measurement: Lack of Clear Goals and Metrics linked to Measurable Business Goals, Mismatches between Traditional Accounting and Improvement Campaigns. Metrics That Impact – Revenue Growth, Cost Savings, Productivity Improvement, Reduced Cost of Poor Quality, Cash Flow Improvement, Faster product / service cycle times, Freed up engineering and /or sales / service time, Freed up other indirect time, Cost avoidance savings. Seven Elements of Six Sigma Scorecard	5 + 1
4	**Six Sigma in non-manufacturing environments:** MSA in the DMAIC Cycle. MSA Psychology. Why Non-Manufacturing Processes are Different, MSA Repeatability & Reproducibility (R&R) Studies. Gauge R & R. Comparison of MSA Acceptance Criteria	5 + 1
5	Projects in Six Sigma-Use of DMAIC Cycle	3 + 1

Learning Resources:		
1	Text Books	The Six Sigma Black Belt Handbook by MacCarty, Daniels, Bremer and Gupta, TMGH, 2010 Edition Juran Institute's Six Sigma Breakthrough and Beyond by De Feo and Barnard, TMGH. What is Six Sigma? by Peter Pande, TMGH Six Sigma Management by Blashka, TMGH All about Six Sigma by Warren Brussee, TMGH.
2	Reference Books	TPS-Lean Six Sigma by Hubert Ramprasad, Sara Books Pvt.Ltd.
3	Supplementary Reading Material	The Certified Six Sigma Black Belt Hand Book, Donald Benbow, Pearson Publication Achieving Business Excellence by Pravin Rajpal, Om Books International, India.
4	Websites	http://asq.org
5	Journals	What , Why and How: The importance of statistical thinking for Six Sigma by Krishnamoorth, K. S., Industrial Engineer: IE, Oct 2011, Vol. 43, Issue 10 In pursuit of implementation patterns: the context of Lean and Six Sigma by Shah, R.; Chandrasekaran, A.; Linderman, K., International Journal of

		Production Research, Dec2008, Vol. 46 Issue 23 Critical analysis of Six Sigma Implementation by Moosa, Kamran; Sajid, Ali. Total Quality Management & Business Excellence, Jul2010, Vol. 21 Issue 7

Semester	III	Specialization	Supply Chain Management
Course Code	311SCM	Type	Subject - Elective
Course Title	Supply Chain Planning		

Course Objectives:	
1	To understand essentials of Demand Management
2	To get acquainted to Supply Chain Aggregate Planning
3	To understand how to manage predictable variability in Supply Chain
4	To recognize the role of Network Planning and understand basic Network Planning Design Models

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Forecasting:** Concept and definition of Forecasting & Demand, Role of Forecasting in SC, Traditional Forecasting Methods – Judgment Methods, Market Research Methods, Time Series Methods, Causal Methods. Selection of Appropriate Forecasting technique, Risks in Forecasting – forecasting error	5 + 1
2	**Demand Management:** Collaborative Planning, Forecasting & Replenishment (CPFR). Order fulfillment & Order Management. Customer Service Level & Expected cost of stock outs (Numericals Expected)	5 + 1
3	**Aggregate Planning in SC:** Concept of Aggregate Planning & its role in SC. Aggregate Planning Strategies, Aggregate Planning for Services, Aggregate Planning using MS-Excel, Role of IT in Aggregate Planning, Aggregate Planning in Practice	5 +1
4	**Managing Predictable Variability in SC:** Decision Environment of SC – external factors responsible for decisions, Concept of Variability, Responding to predictable variability, Managing Supply, Managing Demand, Impact of seasonality	5 + 1
5	**Network Decisions:** Choices of Network Configurations – direct shipping, distribution through intermediary, customer pick up, Challenges in Network Configuration. Models – Strategic Facility Location Model with Single Capacity Choice, Strategic Facility Location Model with Two Capacity Choices, Demand Allocation Across different Facilities with Fixed Capacities, Gravity Location	5 + 1

	Model, Uncertainty and Application of Probability	

Learning Resources:		
1	Text Books	Supply Chain Management – Strategy, Planning and Execution by Sunil Chopra, Peter Meindl, D V Kalra, Pearson Education, 3rd Edition Supply Chain Management Process, System & Practice by N.Chadrasekaran, Oxford, 1st Edition
2	Reference Books	The Management of Business Logistics: A Supply Chain Perspective by Coyle, Bardi and Langley, Cengage Learning – India 7th Edition.
3	Supplementary Reading Material	Managing the Supply Chain: A Strategic Perspective by Gattorna and Walters, Palgrave. A Logistics Approach to Supply Chain Management by Coyle, Langley, Gibson, Novack, Bardi, Cengage Learning, India Edition, 2009.
4	Websites	http://www.ibf.org/
5	Journals	Mapping the Future of Supply Chain Management: a Delphi study by Melny K, Steven A.; Lummus, Rhonda R.; Vokurka, Robert J.; Burns, Laird J.; Sandor, Joe., International Journal of Production Research, Aug2009, Vol. 47 Issue 16 Aligning Demand Management with Business Strategy by Jim R and Langabeer II, Supply Chain Management Review, May/June 2000. ABC of Collaborative Planning Forecasting and Replenishment by Ireland, Ron., Journal of Business Forecasting, Summer2005, Vol. 24 Issue 2 Collaborative Planning, Forecasting &Replenishment (CPFR): Realizing the Promise of Efficient by Sherman, Richard J., Journal of Marketing Theory & Practice, Fall 98, Vol. 6 Issue 4

Semester	III	Specialization	Supply Chain Management
Course Code	312SCM	Type	Subject - Elective
Course Title	Supply Chain Coordination		

Course Objectives:	
1	To understand role and importance of business functional coordination across the Supply Chain
2	To know the impact of ineffective Supply Chain coordination and its business implications
3	To understand how managerial levers and partnerships aid in achieving Supply Chain coordination

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Coordinate the Traditional Business Functions Across the Company and Across the SC:** Functional Coordination, Supply Chain Relationships, Failing to coordinate Sales Function with SC Capacity, Failing to coordinate Industrial Service SC, Coordinate Retail Functions for Market Expansion, Coordinating Traditional Retail Functions for SC Economics, Coordinating R&D, Order Processing and Inventory Management	5 + 1
2	**SC Coordination & Bull Whip Effect:** Challenges in SC Coordination, Concept of Bull Whip Effect – impact on manufacturing cost, inventory cost, replenishment lead time, transportation cost, labour cost for logistics, product availability & relationships across the SC, Obstacles to Coordination in SC – incentive obstacles, Information Processing Obstacles, Operational Obstacles, Pricing Obstacles, Behavioural Obstacles, Role of IT in SC Coordination	5 + 1
3	**Managerial Levers to achieve SC Coordination:** Aligning of Goals & Incentives, Improving Information Accuracy, Improving Operational Performance, Designing Pricing Strategies to stabilize orders, Building Partnerships & Trust.	5 + 1
4	**Building Strategic Partnerships within a SC:** Deterrence Based View, Process Based View, Accessing Value of Relationship, Identifying Operational Roles & Decision Rights for each party, Creating Effective Contracts, Designing Effective Conflict Resolution Mechanisms.	5 + 1
5	**Collaborative Planning, Forecasting & Replenishment:** Retail Event Collaboration, DC Replenishment Collaboration, Store Replenishment Collaboration, Collaborative Assortment Planning, Organizational & Technology Requirements for successful CPFR, Risks & Hurdles for CPFR Implementation	5 + 1

Learning Resources:		
1	Text Books	Fundamentals of Supply Chain Management by John Mentzer, Response Books, 1st Edition Supply Chain Management – Strategy, Planning and Execution by Sunil Chopra, Peter Meindl, D V Kalra, Pearson Education, 3rd Edition Supply Chain Management Process, System & Practice by N. Chadrasekaran, Oxford, 1st Edition
2	Reference Books	The Management of Business Logistics: A Supply Chain Perspective by Coyle, Bardi and Langley, Cengage Learning – India 7th Edition
3	Supplementary Reading Material	A Logistics Approach to Supply Chain Management by Coyle, Langley, Gibson, Novack, Bardi, Cengage Learning, India Edition, 2009. Industrial Dynamics by Jay Wright , Forrester, 1961
4	Websites	www.apics.org
5	Journals	The Bullwhip Effect in Supply Chains by Lee, Hau L; Padmanabhan, V. and Whang, Seungjin, Sloan Management Review , 1997Volume 38 Issue 3 Taming the bullwhip by Lee, H.L., Journal of Supply Chain Management 2010, Volume 46 , Issue 1 Capacity Choice and Allocation: Strategic Behavior and Supply Chain Performance by Cachon, Gérard P.; Lariviere, Martin A., Management Science, Aug1999, Vol. 45 Issue 8 Quantifying the Bullwhip Effect in a Simple Supply Chain: The Impact of Forecasting, Lead Times and Information by Chen, Y. F., Z. Drezner, J. K. Ryan and D. Simchi-Levi , Management Science, 2000, Volume 46. Information Sharing and Coordination Mechanisms for Managing Uncertainty in Supply Chains: A Simulation Study by Datta, Partha Priya; Christopher, Martin G., International Journal of Production Research, Feb2011, Vol. 49 Issue 3 Coordinating for Flexibility in e-Business Supply Chains by Gosain, Sanjay; Malhotra, Arvind; El Sawy, Omar A., Journal of Management Information Systems, Winter2004/2005, Vol. 21 Issue 3

Semester	III	Specialization	Supply Chain Management
Course Code	313SCM	Type	Subject - Elective
Course Title	Decision Modeling for Supply Chains		

Course Objectives:	
1	To know how to model typical Supply Chain Domain Problems
2	To understand use of MS- Excel in solving typical Supply Chain Domain Problems

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Overview of MS – Excel Advance Capabilities and Functions**	3 + 1
2	**Linear Programming Models:** Make Buy Decision Problem, Transportation Applications – Vehicle loading Problem, Sensitivity Analysis for Profit Maximization, Cost Minimization	6 + 1
3	**Transportation Models:** LP Formulation for transportation problem, Transportation involving transshipment, Maximal flow model, Shortest Path Model	5 + 1
4	**Integer Programming Model, Goal Programming Model & Nonlinear Programming Model:** New factory Decision Problem (IP), Product Mix Problem (Goal), Profit Maximization Problem (NLP)	6 + 1
5	**Decision Making Models (based on Decision Trees):** Using TreePlan to solve decision tree problems with Excel	5 + 1

Learning Resources:		
1	Text Books	Managerial Decision Modeling with Spreadsheets by Balakishnan, Render, Stair, Pearson, 2nd Edition
2	Reference Books	Excel Models for Business and Operations Management by Barlow, Wiley-India, 2nd Edition.
3	Supplementary Reading Material	Modeling the Supply Chain by Jeremy Shapiro, Cengage Learning, 2nd Edition Supply Chain Modeling & Solutions by B.S. Sahay & A.K. Gupta, Macmillan India Ltd., 1st Edition
4	Websites	http://logistics.about.com/od/supplychainmodels/Modelling_the_Supply_Chain.htm
5	Journals	Overcoming Spreadsheet Risk in Supply Chain Modeling by Galbreth, Michael R.; LeBlanc, Larry J.,Journal of Business Logistics. 2010, Vol. 31 Issue 2, p21-33

		Design and Use of Microsoft Excel Solver by Fylstra, Daniel; Lasdon, Leon; Watson, John; Warren, Allen. Interfaces. (Sep-Oct) 1998, Vol. 28, 5, p29-55. Network Modeling Tools: Enhancing Supply Chain Decision Making by Jiminez, S., T.Brown and J.Jordan, Strategic Supply Chain Alignment, 1998, ed. J. Gattorna. Andershot, Eng.: Gower

Semester	III	Specialization	Supply Chain Management
Course Code	314SCM	Type	Subject - Elective
Course Title	Theory of Constraints		

Course Objectives:	
1	To imbibe in the students the TOC thinking process.
2	To provide insights into managing a business when there are constraints and resolving those by logical thinking.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Thinking Process:** Introduction to Theory of Constraints (TOC), Tools of TOC, Where is TOC applicable? What is a constraint, TOC's thinking process and Human Being, Terminology used in the thinking process, Steps to implement in the thinking process, Current Reality Tree, Conflict Resolution Diagram, Future Reality Tree, Prerequisite Tree, Transition Tree, Three Cloud Method.	5 + 1
2	**2.1 Finance and Measures:** Economic Decisions, TOC and Product Costing, Economic Decisions using TOC Costing. **2.2 Project Management:** Phases of Project Management, Common problems in Project Environment, Critical Chain project Management – A TOC approach.	5 + 1
3	**Drum-Buffer-Rope Solution:** Introduction, The Drum – The MPS of the Capacity Constraint Resource, Implementing Drum-Buffer-Rope, Implementing Drum-Buffer-Rope on the shop floor, MPS using Drum-Buffer-Rope Scheduling method.	5 + 1
4	**Theory of Constraints in Supply Chain Management:** Introduction, TOC in distribution Solution, Drum-Buffer-Rope in distribution	5 + 1
5	**Cases:** Cases in application of TOC thinking process, TOC in Manufacturing,	5 + 1

Learning Resources:		
1	Text Books	Theory of Constraints by S K Mukhopadhyay, Jaico Books. The Goal by E M Goldratt and Cox J, Great Barrington, North River
2	Reference Books	What is the thing called Theory of Constraints? by E M Goldratt, Great Barrington, North River

		The Goal by E M Goldratt and Cox J, Great Barrington, North River It's Not Luck by E M Goldratt, Great Barrington, North River
3	Supplementary Reading Material	Essays on Theory of Constraints by E M Goldratt, Great Barrington, North River Critical Chain by E M Goldratt, Great Barrington, North River
4	Websites	http://www.goldratt.com/ http://www.scienceofbusiness.com/home/what-is-theory-of-constraints-toc/ http://www.tocico.org/
5	Journals	A Tutorial on Project Management from a **T**heoryof **C**onstraints Perspective by *Blackstone, John H.; Cox, James F.; Schleier, John G., International Journal of Production Research, Dec2009, Vol. 47 Issue 24.* Theory of **C**onstraints at UniCo: Analyzing The Goal as a fictional case study by *Tibben-Lembke, Ronald S., International Journal of Production Research, Apr2009, Vol. 47 Issue 7.* Implementing Theory of **C**onstraints in a traditional Japanese Manufacturing Environment: The case of Hitachi Tool Engineering by *Umble, M.; Umble, E.; Murakami, S., International Journal of Production Research, 5/15/2006, Vol. 44 Issue 10.* Determination of buffer sizes for drum-buffer-rope (DBR)-controlled production systems by *Ye, T.; Han, W., International Journal of Production Research, May2008, Vol. 46 Issue 10.* Modified drum**–**buffer**–**rope scheduling mechanism for a non-identical parallel machine flow shop with processing-time variation by *Sirikrai, V.; Yenradee, P., International Journal of Production Research,2006, Vol. 44 Issue 17.* Comparisons between drum**–**buffer**–**rope and Material Requirements Planning: a case study by *Steele, Daniel C.; Philipoom, Patrick R.; Malhotra, Manoj K.; Fry, Timothy D., International Journal of Production Research, 2005, Vol. 43 Issue 15.* Order review/release and lot splitting in drum-buffer-rope by *Russell, G. R.; Fry, T. D., International Journal of Production Research, Mar1997, Vol. 35 Issue 3.* Scheduling using drum-buffer-rope in a remanufacturing environment by *Guide, V.D.R., International Journal of Production Research, Apr96, Vol. 34, Issue 4.* Using Drum-Buffer-Rope Scheduling Rather Than Just-In-Time Production by *Huff, Patricia. Management Accounting Quarterly, Winter2001, Vol. 2 Issue 2*

Semester	III	Specialization	Supply Chain Management
Course Code	315SCM	Type	Subject - Elective
Course Title	Supply Chain Practices - I		

Course Objectives:	
1	To give a practical understanding of the practice of supply chain management in various sectors.
2	To give a practical understanding of the peculiarities of supply chain management practices in various sectors.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Supply Chains for Agro Based Products - Food, Milk Products, Poultry, Edible Oil, Flowers, Seeds & Fertilizers, Public Distribution System	NA
2	Supply Chains for Industrial Products - Auto Components, Steel Products, Lubricants, Industrial Paints, Transformers, Gensets	NA
3	Supply Chains for Consumer Products – Bicycles, Tractors, Cola Cans, Cars, Mobile Phones, Furniture, Sports Goods, Pharmaceutical Products, Fabrics & Garments, Books, Mineral Water, Newspapers & Magazines, Toys, Wrist Watches, Home Décor, Decorative Paints, Wine, White goods	NA
4	Supply Chains for Commodities - Coal, Cotton, Cement, Sugar, Rice, Metals, Oil & Gas	NA
5	Supply Chains for Services - Mobile Telephony, Financial Services, Electricity , Internet Services, Food Chains, Hospitality, Medical services, Airlines, Retail	NA

Students should work in groups of two each on any two Companies from the Sectors listed above. The Sectors should be from different groups. Students shall study various aspects of the SCM principles and practices as followed in these sectors. They should identify the peculiarities of the sector, map the supply chain in detail (identify the parties involved and their role in the supply chain),compare the top two players in each of these sectors and identify best practices,Prepare a summary evaluation of each sector studied.Students shall submit a structured detailed report based on the above parameters.The evaluation shall be made by a panel of two examiners. One of the examiners shall be the Internal Faculty.

The other examiner may be an external faculty or a person from the relevant industry. The evaluation shall be based on the following criteria:
Report – 20 Marks
Presentation – 15 Marks
Question & Answer – 15 Marks
* Field/Self Study under Faculty guidance.

Learning Resources:		
1	Text Books	Indian Supply Chain Architecture by B S Sahay and Ramneesh Mohan, Macmillan, 2007. Excellence in Manufacturing : New Approaches by Sabyasachi Chatterjee, ICFAI Books.
2	Reference Books	Financial Supply Chain by Sanjay Dalmia, TMGH, 2008. Logistics and Retail Management: Insights into Current Practice and Trends from leading Experts by Fernie and Sparks, Kogan Page, 2nd Edition.
3	Supplementary Reading Material	Supply Chain Management in the 21st Century Editor by B S Sahay, Macmillan, 2006 reprint.
4	Websites	www.kpmg.com http://www.futuresupplychains.com/aboutus.html http://www.deloitte.com/us/supplychainindia
5	Journals	The Effects Of Digital Trading Platforms On Commodity Prices In Agricultural Supply Chains by Banker, Rajiv; Mitra, Sabyasachi; Sambamurthy, V., MIS Quarterly, Sep2011, Vol. 35 Issue 3 Supply Chain: Barriers and Benefits Indian SMEs by Zahedirad, Rouhollah; Shivaraj, B., SCMS Journal of Indian Management, Oct2011, Vol. 8 Issue 4 Flexible Strategic Framework for Managing Forces of Continuity and Change: Study of Supply Chain Management of Lighting Industry in India by Gupta, V. K., Global Journal of Flexible Systems Management, Jul-Sep2010, Vol. 11 Issue 3 The Impact of Supplier-Selection, Supply Effort Management, Logistics Capabilities and Supply Chain by Sezhiyan, D. M.; Nambirajan, T., Journal of Contemporary Management Research, Mar2011, Vol. 5 Issue 1 Supply Chain: A Differentiator in Marketing Fresh Produce byVeena, A.; Babu, K. Nagendra; Venkatesha, H. R., IUP Journal of Supply Chain Management, Mar2011, Vol. 8 Issue 1

MBA SYLLABUS: SEMESTER III
RURAL &AGRIBUSINESS MANAGEMENT SPECIALIZATION

Semester	III	Specialization	**Rural & Agribusiness Management**
Course Code	305RABM	Type	Subject - Core
Course Title	**Agriculture and Indian Economy**		

Course Objectives:	
1	To expose learners to the environment in which the agri-business is conducted.
2	Focus will be on understanding micro and macro environmental forces and their impact on agri-business.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Indian Agriculture under the Five Year Plans :** The Green Revolution, The place of agriculture in the national economy, progress of agriculture under the Five Year Plans, Present position of Indian Agriculture : Looming Crisis, New Thrust Areas in Agriculture, National Commissions of Farmers and Green Revolution, Crop Pattern in India since 1951.	7 + 2
2	**Food Security in India:** Green Revolution, Second Green Revolution – the future prospects, Concept of Food Security , Food self-sufficiency and food security, Poverty and need for Public Distribution Systems, Policy Options for reforms of PDS, Food Insecurity at Global level, Food Security Act – Salient features and implications.	7 + 2
3	**Irrigation and other agricultural inputs:** Irrigation, multipurpose river valley project – a controversy, irrigation in the 12th plan, private sector participation in irrigation, fertilizers and manures, improved seeds, soil conservation and reclamation, livestock and dairy development, mechanization of agriculture	7 + 2
4	**Land Reforms:** The need and scope for land reforms in a developing economy, the abolition of intermediaries, tenancy reforms, ceiling on land holdings, an appraisal of land reforms **Size of Farms and Productive Efficiency:** Meaning of economic holding, changing pattern of ownership and operational holdings in India, Farms size, Productivity/ Profitability and farm efficiency, the problem of sub division and fragmentation of holdings, cooperative farming	7 + 2
5	**Agriculture Labour:** Present position of agricultural Labour in India, Agricultural Labour and Minimum Wages, Abolition of Bonded Labour, Recommendations of National Commissions on Rural Labour (NCRL) **Unorganized Sector and Informalisation of the Indian Economy:** Unorganized sector and India's Informal economy, size of unorganized sector, poverty, vulnerability and unorganized sector employment – the high degree of correlation, estimate of organized and unorganized workers, self-employed workers in non-agricultural sector, agricultural labourers, bonded labour, working conditions, of	7 + 2

	farmers, action programme for the unorganized sector, assessment of NCEUS recommendations	

Learning Resources:		
1	Text Books	Indian Economy, Datt and Sundharam, S Chand Indian Economy Since Independence, edited by Uma Kapila, Academic Foundation Indian Agriculture - issues and perspectives, Edited by N Janardhana Rao, ICFAI University Press
2	Reference Books	Adhikary M. 1986. *Economic Environment of Business*. S. Chand & Sons. Aswathappa K. 1997. *Essentials of Business Environment*. Himalaya Publications Francis Cherunilam 2003. *Business Environment*. Himalaya Publications
3	Supplementary Reading Material	Food Security in India: Performance, Challenges and Policies (http://www.oxfamindia.org/sites/default/files/VII.%20Food%20Security%20in%20India-Performance,%20Challenges%20and%20Policies.pdf) National Food Security Mission - Operational Guidelines (http://agricoop.nic.in/nfsm/nfsm.pdf)
4	Websites	www.agricoop.nic.in/agristatistics.htm www.indiaseeds.com/ www.apeda.gov.in
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Indian Management Studies Journal Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	III	Specialization	**Rural & Agribusiness Management**
Course Code	306RABM	Type	Subject – Core
Course Title	**Rural Marketing – I**		

Course Objectives:	
1	To objective of this course is to develop understanding of issues in rural markets
2	To provide an overview of marketing environment, consumer behaviour, distribution channels, marketing strategies, etc. in the context of rural markets in India.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Rural Marketing Opportunities:** What is a Rural Market?, Taxonomy of the Rural Market, Go Rural Decision, Rural Inhibiting factors, Approach Decision: Rural Marketing Models, Bottom of the Pyramid Approach, Integrated, Innovation and Inclusive – Growth Model, Evolution and Scope, Rural versus Urban Marketing, Becoming a Rural Marketer, Testing rural marketing potential. **Understanding the Rural Economy:** Rural marketing Environment, social environment, economic environment, technological environment, innovations, political environment and development initiatives, implications on rural marketers	7 + 2
2	**Rural marketing experiences:** Case of HUL – Project Shakti, Case of CFCL – Uttam Bandhan, Case of ITC – e-Choupal, Case of Colgate – Education, Case of HLL – Social Marketing, lessons from experience	7 + 2
3	**Rural Consumer Behavior**: Rural consumer on the growth, models of consumer behavior, buying decision process, Opinion Leaders, Environmental factors influencing the decision making process, buyer characteristics, buying behavior patterns, brand loyalty, innovation adoption	7 + 2
4	**Rural Marketing Research**: Significance of information, sources of information, marketing research – key decisions, approaches and tools – case for innovation, participatory approaches, innovative tools, rural versus urban marketing research, rural research business, challenges in rural marketing research.	7 + 2
5	**Selecting and Attracting Markets:** Concepts and process, case for segmentation, bases for segmentation, emerging segments – women and youth, guides to effective segmentation, targeting, positioning, Case Study.	7 + 2

Learning Resources:		
1	Text Books	Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH Rural Marketing, Velayudhan, Sage Rural Marketing, Gopalaswamy, Vikas Publishing house Rural Marketing in India, Habeeb - ur – Rahman, Himalaya Publishing House Rural Marketing Text and Cases, S L Gupta, Wisdom Publications
2	Reference Books	Singh AK &Pandey S. 2005. *Rural Marketing*. New Age.SinghSukhpal. 2004. *Rural Marketing*. Vikas Publishing House.
3	Supplementary Reading Material	Rural Marketing, Badi and Badi, Himalaya Publishing House Agricultural Marketing in India¸ Acharya and Agarwal, Oxford and IBH Publishing Agricultural Marketing – New Trends and Techniques, K K.Tiwari , D.N.D Publications New Perspectives in Rural Agricultural Marketing, Ramkishen, Jaico Rural Agriculture and Marketing¸ Verma, Jiloka and Mandal, Deep and Deep Publications
4	Websites	www.agmarknet.nic.in/ www. market.ap.nic.in/ www.bambootech.org/
5	Journals	Agribusiness – An International Journal Decision Indian Journal of Agricultural Marketing Indian Journal of Marketing Indian Management Studies Journal Journal of Agri-business Journal of Marketing Management Journal of Marketing Research

		Journal of Sales Management Management Review Prabandhan Vikalpa

Semester	III	Specialization	**Rural & Agribusiness Management**
Course Code	307RABM	Type	Subject – Elective
Course Title	**Rural Development – I**		

Course Objectives:	
1	To motivate students to understand the realities of rural India its economic strength, weaknesses, opportunities and threats in changing global context.
2	To help students to analyze the rural economic condition from two perspectives viz. actor's (the rural people) and outsider's (economists, development professionals) perspectives
3	To assists students to develop conceptual framework for dealing with rural economy.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Concepts and Connotations of Rural Development, Basic Elements of Rural Development, Growth versus Development, Some Dilemmas in Development Concepts and Connotations of Rural Development, Basic Elements of Rural Development, Growth versus Development, Why Rural Development,	5 + 1
2	**Measures of Development:** Measures of Level of Rural Development, Income Distribution, Development Simplified, Concepts and Measures of Rural Poverty. **Paradigm of Rural Development: T**he modernization theory, the dependency theory of the Marxist school, The Gandhian Model of Rural Development, Development Theories from other social sciences and their relevance.	5 + 1
3	**Determinants of Rural Development:** Changes in Output, Natural Resources, Human Resources, Capital, Technology, Organizational and Institutional Framework, Relation between Rural Development and Its Determinants.	5 + 1
4	**Strategies for Sustainable Development:** The concepts of sustainability and sustainable development, some indicators of non-sustainable development, a critical review of India's strategies of rural development, some elements of a new strategy for sustainable development.	5 + 1
5	**Rural Development Project:** Students to be divided in groups of 5 each and assign to study and present rural development measures and outcomes of a selected rural area.	5 + 1

Learning Resources:		
1	Text Books	Rural Development, Katar Singh, Sage

		Rural Transformation - Infrastructure and Micro Finance, Bhargava and Deepak Kumar, ICFAI University Press Agriculture and Rural Development in India, Smita Patel, Paradise Publishers
2	Reference Books	Mishra,J. My Vision for India's Rural Development, New Delhi, Vikas Publishing
3	Supplementary Reading Material	Dhubashi PR. 1986. *Policy and Performance - Agricultural and Rural Development in Post Independent India*. Sage Publications
4	Websites	www.indiabudget.nic.in/ www.fao.org/index_en.htm www.icar.org.in/
5	Journals	Journal of Rural Development

Semester	III	Specialization	**Rural & Agribusiness Management**
Course Code	308RABM	Type	Subject – Elective
Course Title	**Special Areas in Rural Marketing**		

Course Objectives:	
1	To explore the students to the Special Areas in Rural Marketing Environment
2	To help students to understand opportunities and emerging challenges in the upcoming rural markets .

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Rural Marketing in FMCG –** FMCG :An Introduction, Characteristics of FMCG for rural markets, Challenges to FMCG Industry from a rural perspective, Adopting marketing strategies to rural markets.	5 + 1
2	**Rural Market in Consumer durables – C**onsumer durables: An Introduction, Marketing of consumer durables vs. FMCGs, Issues related to marketing of consumer durables in rural market.	5 + 1
3	**Rural Market in Financial Services –** Marketing of banking services in rural market, evolution of rural banking after independence, key reasons for poor performance of banks in nationalization period, challenges in marketing of banking services in rural market, opportunities for banking in rural areas, marketing strategies for banking services. Marketing of Mutual Funds in rural markets, Micro SIPs, etc.	5 + 1

4	**Rural Market in Agricultural inputs –** Indian tractor industry : A brief overview, fertilizer industry in India: An Introduction, Indian Agrochemical market: An Introduction, Global Agrochemical Market: A brief Overview.	5 + 1
5	**Rural Market in Cottage Industries –**Characteristics of Indian Handicraft industry, Nature of Indian Handicrafts, selected cottage industries clusters identified for enhanced exports, Challenges for rural cottage industries.	5 + 1

Learning Resources:		
1	Text Books	Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH Rural Marketing in India, Habeeb - ur – Rahman, Himalaya Publishing House
2	Reference Books	Singh Sukhpal 2004. *Rural Marketing- Focus on Agricultural Inputs*. Vikas Publishing House.
3	Supplementary Reading Material	Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson Rural Marketing, Velayudhan, Sage Rural Marketing, Gopalaswamy, Vikas Publishing house
4	Websites	www.nhb.gov.in/ www.dcsi.gov.np/ www.fert.nic.in/
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Marketing Journal of Agri-business Journal of Marketing Management Journal of Marketing Research Journal of Sales Management

		Vikalpa

Semester	III	Specialization	**Rural & Agribusiness Management**
Course Code	309RABM	Type	Subject – Elective
Course Title	**Commodity Markets – I**		

Course Objectives:	
1	To help students understand what commodity means and how commodities are traded
2	To make students identify significant areas of risk associated with buying and selling commodities
3	To update students about the regulatory framework for commodity markets in India

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Commodity Markets: An Overview –** What is a Commodity?, Commodity Markets, Marketing of agricultural commodities, physical market operations.	5 + 1
2	**Commodity Risk –** Understanding risk, managing risk, evolution of commodity derivatives, evolution of commodity derivatives in India.	5 + 1
3	**Commodity Derivatives –** What is Derivatives? , types of derivatives, other classification of derivatives, Pricing derivatives, derivatives markets and participants, economic importance.	5 + 1
4	**Commodity exchanges –** What is commodity exchanges?, commodity exchanges around the world, commodity exchanges in India, electronic spot exchanges regulation of commodity markets.	5 + 1
5	**Variety in commodity markets –** designing commodity contracts, weather derivatives, freight derivatives, electricity derivatives, catastrophe derivatives, carbon derivatives, currency derivatives, property derivatives.	5 + 1

Learning Resources:		
1	Text Books	Purcell WD. 1991. *Agricultural Futures and Options: Principles and Strategies*. Macmillan Publications
2	Reference Books	Kaufman PJ. 1986. *The Concise Handbook of Futures Markets*. John Wiley & Sons. Wasendorf RR &McCafferty 1993. *All about Commodities from the Inside Out*. McGraw-Hill.
3	Supplementary Reading Material	Understanding Agricultural Commodity Markets – EPW - December 29, 2012, Vol xlvil no 52

		Leuthold RM, Junkus JC &Cordier JE. 1989. *The Theory and Practice of Futures Markets***.** Lexington Books. Lofton T. 1993. *Getting Started in Futures*. 3rd Ed. John Wiley & Sons, 1993.
4	Websites	www.indiabudget.nic.in/ www.commodityonline.com/ in.reuters.com/finance/commodities
5	Journals	Agribusiness – An International Journal Decision Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Finance Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	III	Specialization	**Rural & Agribusiness Management**
Course Code	310RABM	Type	Subject – Elective
Course Title	**Agricultural Marketing & Price Analysis – I**		

Course Objectives:	
1	To impart adequate knowledge and analytical skills in the field of agricultural marketing issues
2	To enhance expertise in improving the performance of the marketing institutions and the players in marketing of agricultural commodities.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Concepts in Agricultural Marketing:** Characteristic of Agricultural product and Production – Problems in Agricultural Marketing from Demand and Supply and Institutions sides. Market intermediaries and their role - Need for regulation in the present context - Marketable & Marketed surplus estimation. Marketing Efficiency - Structure Conduct and Performance analysis - Vertical and Horizontal integration - Integration over space, time and form-Vertical coordination.	5 + 1
2	**Marketing Co-operatives:** APMC Regulated Markets - Direct marketing, Contract farming and Retailing - Supply Chain Management - State trading, Warehousing and other Government agencies– Market infrastructure needs, performance and Government role - Value Chain Finance.	5 + 1
3	**Role of Information Technology and telecommunication in marketing of agricultural commodities:** Market research-Market information service - electronic auctions (e-bay), e-Chaupals, Agrimarket and Domestic and Export market Intelligence Cell (DEMIC) – Market extension.	5 + 1
4	**Spatial and temporal price relationship:** Price forecasting – time series analysis – time series models – spectral analysis. Price policy and economic development – non-price instruments.	5 + 1
5	**Project:** Students should collect prices of one commodity per group from APMC for a fixed period and analyze the price trends and forecast future prices.	5 + 1

Learning Resources:		
1	Text Books	Singhal AK. 1986. *Agricultural Marketing in India*. Annual Publ., New Delhi.
2	Reference Books	Purecell WD & Koontz SR. 1999. *Agricultural Futures and Options: Principles and Strategies*. 2nd Ed. Prentice-Hall.
3	Supplementary Reading Material	Rhodes VJ. 1978. *The Agricultural Marketing System*. Grid Publ., Ohio. Shepherd SG & Gene AF. 1982. *Marketing Farm Products*. Iowa State Univ. Press.
4	Websites	www.market.ap.nic.in/ www.ncdc.in/ www.agricoop.nic.in/agristatistics.htm
5	Journals	Agribusiness – An International Journal Decision Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Finance Journal of Agri-business Prabandhan Vikalpa

Semester	III	Specialization	**Rural & Agribusiness Management**
Course Code	311RABM	Type	Subject – Elective
Course Title	**Microfinance**		

Course Objectives:	
1	To Appraise the state of microfinance in Indian Economy
2	To make students understand the concept and principles of microfinance
3	To helped students to Identify issues, linkages and role of technology that hinder the success of microfinance

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Overview of Microfinance:** What is Microfinance ? , Economically active poor, Microfinance Institutions, Trends in Poverty in India, Can Poverty be eradicated, Microfinance as a development tool: The India Experience	5 + 1
2	**Subsidized credit to Microcredit:** Progress of rural banking, growth of microcredit, RRBs and micro credit, sustainable micro credit, Microfinance delivery methodologies.	5 + 1
3	**Microfinance Institutions:** Why is credit microcredit booming?, credit delivery, four tier apparatus. **NGO –SHG-Bank Linkage –** Lending through NGOs, scalability – the new mantra of NGOs; State Sponsored Microfinance	5 + 1
4	**Outreach and Viability:** Impact assessment study of microfinance, innovative and creative microfinance models	5 + 1
5	**Role of Technology:** Technology as anEnabler – Case study	5 + 1

Learning Resources:		
1	Text Books	Microfinance - Redefining the Future, Somanath, Excel books
2	Reference Books	Microfinance: Concepts, Systems, Perceptions, and Impact: A Review of Sgsy Operations in India, Soumitra Sarkar, Samirendra Nath, Readworthy Publications Microfinance: Emerging Trends and Challenges, Suresh Sundaresan, Edward Elgar Publishing Limited The Microfinance Revolution: Sustainable Finance for the Poor, Volume 1, Marguerite S. Robinson, The World Bank, Washington, D. C. Open Society

		Institute, New York The Economics of Microfinance Armendáriz, Beatriz, Morduch, Jonathan, PHI Microfinance, V S Somanath, Excel Books
3	Supplementary Reading Material	Microfinance in India: A New Regulatory Structure (http://www.centre-for-microfinance.org/wp-content/uploads/attachments/csy/1602/IIM%20Regulation%20V11.pdf)
4	Websites	http://www.centre-for-microfinance.org/ http://www.microfinanceindia.org/ http://www.emfil.org/
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Journal of Agri-business Prabandhan Vikalpa

Semester	III	Specialization	**Rural & Agribusiness Management**
Course Code	312RABM	Type	Subject – Elective
Course Title	**Agricultural Marketing**		

Course Objectives:	
1	To make students understand the functions performed by the agricultural marketing system.
2	To make students aware of current issues and trends in agricultural markets
3	To help students identify basic market problems and assess the effect of market imperfections on the performance of the marketing

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Agricultural market in India:** Methods of Sale : Hatha system, private negotiations, quotation on samples, dara and moghum sale methods, open auction method. Marketed and Marketable surplus : Relationship between marketed and marketable surplus, relationship between price and marketable surplus. Limitations of Agricultural marketing: post-harvest immediate sales by farmers or distress sales, need and inadequacy of institutional marketing infrastructure.	5 + 1
2	**Grading and Standardization:** Meaning of grading and standardization, purpose of grading, advantages of grading, inspection and quality control, analysis of rural produce, inspection and testing of Agmark Grade, Indian standards, India's progress in grade specifications, consumer perception, producer's problems in grading, Population of grading, Motivation for grading, enactments in support of grade, ISO, CAC (International Standards)	5 + 1
3	**Transportation of farm products:** Functions of transportation, advantages of these functions, transportation methods, details, cost of transportation, transportation problem, suggestions for improvements.	5 + 1
4	**Storage and Warehousing:** Storage, storage practices in India, Risks in storage, storage structures, essentials of storage structures, cost of storage, returns of storage structures, cost of storage, returns of storage cost, warehousing, types of warehouses, warehousing in India, CWC, SWC, functioning of warehouses, growth of warehouses, FCI, warehouse capacity utilization, improvement suggestions, cold storage, advantages, capacity.	5 + 1
5	**New trends in Indian Agriculture:** Agro Processing Sector in India, The present state of agro processing and marketing, agencies involved in agro marketing, food processing and value addition are the keys to the future. Global demand for Indian Agriproduce– project on agricommodity and global prices.	5 + 1

Learning Resources:		
1	Text Books	Agricultural Marketing in India¸ Acharya and Agarwal, Oxford and IBH Publishing Agricultural Marketing – New Trends and Techniques, K K.Tiwari , D.N.D Publications
2	Reference Books	New Perspectives in Rural Agricultural Marketing, Ramkishen, Jaico Rural Agriculture and Marketing¸ Verma, Jiloka and Mandal, Deep and Deep Publications
3	Supplementary Reading Material	India's Domestic Agricultural Markets - Centre for Civil Society (http://www.ccsindia.org/ccsindia/interns2004/22.%20agriculture_Mark&Shalini.pdf)
4	Websites	www.dahd.nic.in/dahd/default.aspx www.coconutboard.nic.in/ www.mofpi.nic.in/ www.market.ap.nic.in/
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Marketing Journal of Agri-business Journal of Marketing Management Journal of Marketing Research Journal of Sales Management Management Review Prabandhan Vikalpa

Semester	III	Specialization	**Rural & Agribusiness Management**
Course Code	313RABM	Type	Subject – Elective
Course Title	**Rural Research Methods**		

Course Objectives:	
1	To equip the students with basic elements of research methodology
2	To assist students to analyze the rural issues in the setting of rural environment.
3	To enhance students' understanding of various approaches in research

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Significance of information, sources of information, Marketing Research – Key Decisions, Approaches and Tools – Case for Innovation, Approaches to Agricultural Marketing – Problem, research areas, research institutions, Data Sources in Agricultural marketing – Coverage, agencies, Publication and Dissemination of Market information**.**	5 + 1
2	**Rural Market Mapping:** Market mapping tools, Indian market demographics, Business Intelligence unit.	5 + 1
3	**Various Methods of Research Applied to Rural Development:** Historical method and rural development; survey method and rural development research, case study and rural development research, unique features of case study for rural development research.	5 + 1
4	**Participatory Farmers' Research:** Meaning of participation, farmers' organizations and participation, the dimension of rural organizations and the emergence of participation.	5 + 1
5	**Participatory Rural Appraisal (PRA):** Meaning, advantages of PRA, disadvantages of PRA, scope of PRA, methods and techniques of PRA, menu of PRA, ranking, preference, ranking, steps of preference ranking, pairwise ranking, drawing maps transact, time line, seasonal calendar, venn diagrams, livelihood analysis, flow of diagram, analysis group discussion, sustainability analysis.	5 + 1

Learning Resources:		
1	Text Books	Research Methods in Rural Development, Nakkiran and Ramesh, Deep and Deep Publications Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH

		Rural Marketing, Badi and Badi, Himalaya Publishing House
2	Reference Books	Gaode and Hall, Methods of Social Research. Sellting And Jahodia, Research Methods In Social Relations. Paulin Young, Scientific Research and Social Survey.
3	Supplementary Reading Material	Supermarkets and rural livelihoods : A research method, United States Agency for International Development, November 2007
4	Websites	www.rbi.org.in/home.aspx www.icrisat.org/ www.icar.org.in/ dare.nic.in/
5	Journals	--

Semester	III	Specialization	**Rural & Agribusiness Management**
Course Code	314RABM	Type	Subject – Elective
Course Title	**Rural Banking**		

Course Objectives:	
1	To enable students to understand the structure and importance of rural banking in Indian Economy
2	To help the students to gain a deeper understanding of rural banking and to explore emerging trends in rural banking

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Regulation of Rural Financial Services:** Regulatory framework of RFIs Reserve Bank of India and its policy and functions in Rural Banking - National Bank for Agriculture and Rural Development (NABARD) and its role in Rural Development Impact of Economic Liberalization.	5 + 1
2	**Regional Rural Banks:** Genesis and need Historical Background Problems of RRBs Structural and other weaknesses Dantwala Committee Working Group of RRBs (KELKAR Committee Report) Recommendations of committee of financial sector reforms Recent policy changes policy relating to RRBs deregulations of interest rates and prudential norms Turnaround strategies DAP/MOU for revamping and restructuring.	5 + 1
3	**Commercial Banks and Rural Banking**: Rural lending by Commercial Banks, Problems of rural branches of Commercial Banks, Transaction cost and risk cost of rural financing, Rural branches as profit center, Impact of recent policy changes Prudential norms.	5 + 1
4	**Local Area Banks/Other Financial Institutions** Emerging Trends – Genesis, RBI Guidelines on Rural Local Area Banks, Other financial institutions like private banks, non-banking financial companies, Linkages with informal money markets, Some experience Alternative credit arrangements.	5 + 1
5	**Emerging trends in Rural Banking:** Financing poor as bankable opportunities, Micro credit: Summit declaration and follow up, SHG/Linkage with banking, Alternative financial institutions, NGO involvement , Reforms in rural credit system, Deregularisation, Prudential norms DAP/IMOU, turnaround strategies.	5 + 1

Learning Resources:		
1	Text Books	R.M. Srivastava: Management of Financial Institutions in India.
2	Reference Books	Vasant Desai: Nature and problems of Commercial Banking in India. Vasant Desai: Development Banks: Issues and Options Banking Regulation Act. Basu. A.K. Fundamentals of Banking Theory and Practice. Chatterjee, A., Bank Credit Management. Choubay, B.N., Principles and Practice of Co-operative Banking. Tanan, M.L. Banking Law and Practice in Negotiable Instrument India Act. Banking Books Evidence Act. RBI. Manual for UCB
3	Supplementary Reading Material	Future of Rural Banking – Y V Ready (http://rbidocs.rbi.org.in/rdocs/Bulletin/PDFs/10991.pdf) Regional Rural Banks: The Past and the Present Debate, Sukanya Bose (http://www.macroscan.net/pdfs/rrb_debate.pdf)
4	Websites	www.eximbankagro.com/ www.eands.dacnet.nic.in/latest_2006.htm www. mospi.nic.in/fod.htm www.nabard.org/ www.rbi.org.in/home.aspx
5	Journals	Indian Cooperative Review Indian Journal of Agricultural Economics Indian Journal of Finance Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	III	Specialization	**Rural & Agribusiness Management**
Course Code	315RABM	Type	Subject – Elective
Course Title	**AgriSupply Chains Management**		

Course Objectives:	
1	To introduce students to the concepts and processes of agricultural supply chain management
2	To provide a framework for structuring supply chain drivers; network designs,
3	To develop an understanding of demand forecasting, inventory planning, sourcing decisions and IT enablement of supply chain.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Supply Chain:** Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.	5 + 1
2	**Demand Management in Supply Chain:** Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management.	5 + 1
3	**Procurement Management in Agriculture Supply chain:** Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory (VMI).	5 + 1
4	**Logistics Management:** History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.	5 + 1
5	**Information Technology in SCM:** IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management**-** Benchmarking: introduction, concept and forms of Benchmarking.	5 + 1

Learning Resources:		
1	Text Books	Altekar RV. 2006. *Supply Chain Management: Concepts and Cases*. Prentice Hall of India. Monczka R, Trent R &Handfield R. 2002. *Purchasing and Supply Chain*

		Management. Cengage Asia.
2	Reference Books	van Weele AJ. 2000. *Purchasing and Supply Chain Management Analysis, Planning and Practice*. Vikas Publ. House
3	Supplementary Reading Material	Building Agri Supply Chains: Issues and Guidelines – World Bank
4	Websites	http://indiagovernance.gov.in/bestpractices.php?id=627 planningcommission.nic.in/reports/genrep/rep_logis.pdf
5	Journals	Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Marketing Journal of Agri-business Journal of Marketing Management Journal of Supply Chain Management Vikalpa

Semester	III	Specialization	**Rural & Agribusiness Management**
Course Code	316RABM	Type	Subject – Elective
Course Title	**ICT for Agriculture Management**		

Course Objectives:	
1	To Acquire A Clear Understanding Of Theory And Application Of Information & Communications Technology In Various Fields Of Agriculture Management.
2	To help students in developing the linkage across various technological fields of agriculture management

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction :** Basic terminology , Recent history of adoption of ICT in developing countries , Leapfrogging technology – the mobile phone , ICT and its ramifications for rural economies , Introduction to various ICT enabled rural services related to land, education, health, insurance, micro-credit, marketing etc. Village Resource Centre (VRC), Common resource Centre (CRC), Tele-education, community radio etc. Potential impact	5 + 1

2	**ICT for production systems management :** Types of ICT information service , Short-term productivity information services , Crisis management information services , Long-term productivity information services , Risk management information services , Common ICT platforms for information services , Collection and analysis , Delivery , Issues and challenges for ICT information services , Advantages of and opportunities for ICT information services	5 + 1
3	**ICT for market access:** Types of market access ICT service, Pricing services , Virtual trading floors , Holistic trading services, Downstream (and upstream) administration , Issues and challenges for market access ICT services , Advantages of and opportunities for market access ICT services	5 + 1
4	**ICT for financial inclusion:** Types of financial inclusion, ICT services , Transfers and payments , Agricultural credit , Savings for agricultural needs , Insurance , Common ICT platforms for financial inclusion services , Issues and challenges for ICT financial inclusion services , Advantages of and opportunities for ICT financial inclusion services.	5 + 1
5	**Overview of Geographical Information Systems (GIS):** Remote Sensing and Image Processing, GPS, GIS Data Modeling, Geographical Information Systems, Issues and Concerns in Land and Water Management, The GIS Approach. Planning and Implementing a GIS; Case studies on GIS; GIS and Precision farming; GIS Applications in micro resource mapping, principles in micro planning, modeling in resource mapping GIS Technology trend and next generation Systems.	5 + 1

Learning Resources:		
1	Text Books	Sustainable Agriculture, edited by A. Bandyopadhyay, Bhoovigyan Vikas Foundation Concepts and Techniques of Geographic Information Systems , Lo, C.P. and Yeung, A.K.W. (2002)., Prentice Hall. E- Governance Concepts and case Studies- C.S.R Prabhu , Prentice Hall of India
2	Reference Books	Cases on Developing Countries and ICT Integration: Rural Community Development ,edited by Rebecca Nthogo Lekoko, Ladislaus M. Semali, IGI Fundamentals of Geographic Information Systems. DeMers, M.N. (1999) 2nd Ed., Wiley Press. Principles of Geographical Information Systems Burrough, P.A. and R.A. McDonald (1998), Oxford University Press.
3	Supplementary	The Relevance of Content in ICT Initiatives in Indian Agriculture – International Food Policy Research Institute

	Reading Material	(http://www.ifpri.org/sites/default/files/publications/ifpridp01180.pdf) Developing a Rural Market e-hub: The Case Study of e-Choupal Experience of ITC www.planningcommission.nic.in/reports/sereport/ser/stdy_ict/4_e-choupal%20.pdf.
4	Websites	www.deity.gov.in www.nasscom.org/
5	Journals	ASCI Journal of Management Agricultural Extension

Semester	III	Specialization	**Rural & Agribusiness Management**
Course Code	317RABM	Type	Subject – Elective
Course Title	**Tourism Marketing - I**		

Course Objectives:	
1	To provide a global and local perspective on tourism
2	To build theoretical knowledge of the tourism industry and related sectors
3	To develop critical awareness of the physical, social and economic environments

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Tourism:** Background, Tourism: Concept, Tourist: Concept, Motives Behind Travel, Tourism: Typology, Tourism: An Industry, Effect of Tourism, Tourist Organizations, Market Potential of Tourism.	5 + 1
2	**Tourism Marketing:**The Perception, Why Tourism Marketing? Purpose of Tourism Marketing, Significance of Tourism Marketing, Tourism Marketing in the Developed Countries, Tourism Marketing in Indian Environment.	5 + 1
3	**User's Behavioural Profile:** Background, Users- A General Description, Users' Behaviour, Behavioural Influence, Users' Behaviour and Life Style, Typology of Users' Behaviour, Behaviour Determinants Model, Understanding the Behaviour of Tourism, Psycholocomotion of Tourists.	5 + 1
4	**Tourism Product Planning and Development:** Background, Product- the Concept, A View of the Tourism Product, Tourism Product- The Salient Features, Tourism Product Planning, Why Product Planning? Planning Process, Environment and Planning, Regional Planning, Appraisal of Project and Tourism Planning, Tourism Product Planning in India.	5 + 1
5	**Tourism Market Segmentation:** Background, Concept of Tourism Market, Concept of Market Segmentation, Justification For Segmenting the Market, Importance of Market Segmentation, Bases of Market Segmentation, Life Style: An Importance Base, Effective Market Segmentation, Decision Processes for Segmentation.	5 + 1

Learning Resources:		
1	Text Books	Tourism Management, Anil Sharma, Essential Books, New Delhi Tourism and Travel Management, Biswanath Ghosh, Vikas Publishing House Pvt. Ltd. New Delhi Basic of Tourism Management, Suddhendu Mishra, Excel Books, New Delhi Starting a Tourism Company, Monika Prakash and Nimit Chowdhary, Matrix Publishers, New Delhi
2	Reference Books	Tourism Development Revisited: Concepts, Issues and Paradigms , SutheeshnaBabu. S, Sitikantha Mishra, BirajBhusanParida, Response Books New Delhi Tourism Management , Stephen J Page, Butterworth-Hienemann Oxford
3	Supplementary Reading Material	Foundations For Tourism Development, JagmohanNegi, Galgotia Publishing Company, New Delhi Tourism Marketing, Tapan K Panda and Sitikantha Mishra, The ICFAI University Press, Hyderabad
4	Websites	www.agritourism.in/ www.agritourismworld.com www.tourism.gov.in/
5	Journals	Decision Indian Journal of Marketing Journal of Marketing Management Management Review Vikalpa

Semester	III	Specialization	**Rural & Agribusiness Management**
Course Code	318RABM	Type	Subject – Elective
Course Title	**Millennium Development Goals**		

Course Objectives:	
1	To make students understand the importance of millennium development goals and its applicability to rural economy
2	To highlight the contribution of agrarian economy and its role towards millennium development goals
3	To make students aware about the varied approaches towards the achievement of millennium development goals

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Millennium Development Goals** – Origin and Concept, Strong international commitment, eight millennium development goals, Issues in Indian Agriculture	5 + 1
2	**Role of Agriculture in Meeting the Millennium Development Goals** – The Marginalization of Agriculture, Growth and poverty under structural adjustment, Prospects of reducing poverty by 2015.Agricultural growth is pro poor growth, Improving market access to encourage pro-poor growth, Agriculture and MDG 1, Perspectives on the role of Agriculture in meeting the Millennium Development Goals	5 + 1
3	**Agriculture's Contribution to Food and Nutrition Security** – The current growth path and increase in poverty, Growth in staples and poverty reduction, Assessing investment options and poverty reduction, Poverty Reduction through Agriculture led Economic Growth	5 + 1
4	**Global trends and emerging issues in meeting MDGs –** Policy Actions and impact on MDG, Trade Policies, Polices for Developing countries, Policies in Development Assistance - the case of Food aid, Macroeconomic Reforms and National Government Infrastructure Investments, Importance of Rural Infrastructure, Public Investment and Infrastructure	5 + 1
5	**Private Sector & Millennium Development Goals** – Role of Private sector in supporting agriculture to meet the MDGs, The rural nonfarm private sector, Private-Public Partnerships and Investment Synergies, The Role of Governance Structures in Agriculture for Achieving the MDGs, The Role of Foreign Direct Private Investment in Agriculture for Achieving the MDGs	5 + 1

Learning Resources:		
1	Text Books	Rural India: Achieving Millennium Development Goals and Grassroots Development, edited by Madaswamy Mon, Concept Publishing Company
2	Reference Books	Agriculture, Food Security, Nutrition and the Millennium Development Goals, Joachim Von Braun, Mark W Rosegrant, International Food Policy Research Institute Attaining the Millennium Development Goals in India: Reducing Infant Mortality, Child Malnutrition, Gender Disparities and Hunger-Poverty and Increasing School Enrollment and Completion, Anil B. Deolalikar, Oxford University Press India Attaining the Millennium Development Goals in India: Role of Public Policy & Service Delivery, , World Bank. South Asia Regional Office. Human Development Unit, World Bank Development Communication in Practice: India and the Millennium Development Goals, J V Vilanilam, Sage Publications
3	Supplementary Reading Material	Millennium Development Goals: India Country Report 2011
4	Websites	www.un.org/millenniumgoals www.undp.org/mdg/ www.un.org.in/_layouts/UNDP/MDG.aspx
5	Journals	Food Policy American Journal of Agricultural Economics

MBA SYLLABUS: SEMESTER III
FAMILY BUSINESS MANAGEMENT SPECIALIZATION

Semester	III	Specialization	Family Business Management
Course Code	305FBM	Type	Subject – Core
Course Title	Essentials of Family Business Management – I		

Course Objectives:	
1	To motivate the entrepreneurial instinct of students and expose them to family owned business challenges and issues.
2	To develop and strengthen entrepreneurial quality and motivation especially towards Family owned business.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Family businesses Uniqueness:** Definitions of Family business, What constitutes a family business? Succession and Continuity, Economic impact, What Makes it Unique - The Nature, Importance, and Uniqueness of Family Business - Special strengths - family business culture and values, predictable problem resolution, commitment, Knowledge, Flexibility in work, time and money, Long-range thinking, A stable culture, Speedy decisions, Reliability and pride. Dilemmas and challenges for family businesses- Resistance to change, Business challenges, Succession, Emotional issues, Leadership. A competitive edge and outperformance? Successful sectors for family businesses. The system theory perspective, Blurred System Boundaries, The Alternative to Blurred system boundaries: joint optimization, The agency theory perspective, The strategic perspective: competitive challenges faced by family businesses, Competitive advantage: the resource based view, The stewardship perspective.	7 + 2
2	**Family business dynamics: People, system and growing complexity:** Family culture, organizational culture, and cultural blur in family firms, A system perspective on continuity resulting from generational conflict and culture change, Family business people – Founders, Women in family businesses, Husband and wife teams, In-laws, Multifamily ownership, Non-family employees, Managing conflicts in family firms. Family unity and a positive family –business interaction as a resource in the creation of inimitable competitive advantages. Family business systems - Seeking a balanced approach, Introducing the ownership dimensions. Family business life cycles: a story of growing complexity - Life-cycle stages, A customer-active paradigm, continuous evolution-not revolution-and family business continuity, Ownership transitions. Erosion of the future entrepreneurial culture. The need to preserve the entrepreneurial spirit and promote a positive-sum dynamic in later generation. Great Family Businesses.	7 + 2
3	**The family's relationship with business: developing a strategic vision and building teamwork:**	7 + 2

	Articulating values and shared vision, Effective business families, How families add value: the family-business interaction factor, Ingredients of successful planning - Family emotional intelligence, Establishing open communication, Family Communication: Family Meetings, The benefits of family meetings, Family Councils, and Family Offices, Family retreats, Family constitutions Family Meetings, The use of facilitators and advisors, The family employment policy, Ownership and family policy making, Guidelines for policy making, The family contribution, Creative versus destructive conflict, Building family teamwork. Unifying plans, processes and structures - Designing family governance.	
4	**The next generation: human resource management and leadership perspective:** To join or not to join? The importance of outside experience - Self-esteem and confidence -Wider business experience, Credibility with non-family employees. Systems overlap and human resource management issues – Recruitment, Training and development, Remuneration, Performance appraisal and promotion. Working in the business - Seek out a mentor, Gain the respect of employees, Tread carefully, Beware sibling rivalry, Work at establishing personal identity, Relationship with the senior generation	7 + 2
5	**Getting help: making the most of outside resources:** The Perspective of nonfamily managers, Career opportunities for nonfamily managers, Non-family managers - Relationship with the family, Introducing external executives, Motivation and rewards, Incentive design and delivery. Extending the family culture to nonfamily managers, Motivating and retaining nonfamily managers, Non-executive directors -Selecting the right candidate, Board practices. Professional advisers and consultants - Are your advisers keeping pace with your needs? Consultants, Family business consultants, Beware conflicts of interest, Relationships underpinning an advisory role, A nonfamily manager as a bridging president or CEO, Outsider advisors: the family business consultant.	7 + 2

Learning Resources:		
1	Text Books	Family business: The essentials by Peter Leach, Profile books Ltd. Family Business by Ernesto J. Poza
2	Reference Books	Entrepreneurs: Talent, Temperament, Technique 2nd Edition. By – Bolton, Bill and John, Thompson. Butterworth-Heinemann, MA. 2004. ISBN: 978-81-312-1366-7 Unleashing your Entrepreneurial Potential. By – Raghu Nanadan. Response Business Book from Sage, New Delhi.2009. ISBN: 978-81-7829-908-2 Peter Drucker: Innovation and Entrepreneurship – Practice and Principles, Affiliated East West Press, 1986 Robert Hisrich and Michael Peters: Entrepreneurship, Tata McGraw Hill, 2002

		Jack Kaplan: Patterns of Entrepreneurship, Wiley, 2004 John Mullins: New Business Road Test, Prentice Hall, 2004
3	Supplementary Reading Material	Management of Succession in Family-Owned Business. Edited by Pramod Verma. The ICFAI University Press, Hyderabad. 2007. ISBN: 978-81-314-1185-8 Family Wars: Classic Conflicts In Family Business and How to Deal With Them. By - Grant Gordon and Nigel Nicholson. Kogan Page, London. 2008. ISBN: 978-0-7494-5457-9
4	Websites	-
5	Journals	The Role of the Founder in Creating Organizational Culture, Edgar H. Schein, Organizational Dynamics, Summer 1983. Milestones for Successful Venture Planning, Z. Block and I. C. Macmillan (1985), HBR

Semester	III	Elective	Family Business Management
Course Code	306FBM	Type	Subject – Core
Course Title	Managing Innovation – I		

Course Objectives:	
1	To develop innovative approach to business related skills of marketing, quality management production, distribution and human resource management etc.
2	To develop aptitude towards innovative approaches by empowering them with necessary tools.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**The Innovation Imperative - Why innovate?** The changing world of business, Key Definitions – Creativity, Invention, Innovation, Business Design, Innovation to Energize, Innovate for Growth, Profit, Innovate for Survival, Managing Change, Creativity & innovation. Myths Surrounding Creativity, Difference between innovation and creativity.	7 + 2
2	**Models of Innovation – Static Models :** Incremental versus Radical Innovation, Abernathy –Clark Model, Henderson – Clark Model, Disruptive Technological Change Model, Innovation Value – Added Chain, Strategic Leadership View, Familiarity Matrix, Imitability & Complementary Assets – Teece Model. Dynamic Models: Utterback – Abernathy Model, Tushman – Rosenkopf technology Life Cycle Model, Foster's S Curve.	7 + 2
3	**Competencies, Assets and Knowledge:** Profit Chain, Value Configurations – Value Chain, Value Network, Value Shop. Assets and Competencies. Assets – Coreness, Imitability, Profits. Competencies – Coreness, Imitability, Profits. Relationship between Competencies and Assets. Knowledge – Newness, Quantity, Tacitness. Sources of Assets and Competencies. Implications for Competition. Innovation and Competencies.	7 + 2
4	**The Innovation Portfolio – What to innovate?** Vision – Portfolios and Feelings, What is the right question. Identifying Feelings and Needs, Innovating Experiences, Battling Commoditization, Technology & Psychology, Innovation, Feelings, Needs: Creating Emotional Appeal, Searching for Innovation Opportunities. Process Innovation, Innovation Portfolios for Established Organizations. Pioneers, Migrators & Settlers.	7 + 2
5	**Sources of Innovation:** Functional Sources of Innovation – Internal Value Chain, Spillovers from Competitors, Suppliers, Customers and Complimentary Innovators, University, Government & Private Laboratories, International Sources. Circumstantial Sources of Innovation – Planned Firm Activities, Unexpected Occurrences, Creative Destruction.	7 + 2

Learning Resources:		
1	Text Books	Innovation Management, Allan Afuah, Oxford Indian Edition. Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi. Innovation: the attacker's advantage, Foster, Richard N., London, Macmillan, 1986.
2	Reference Books	Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books.
3	Supplementary Reading Material	Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition. Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press. The Innovator's ToolKit , Harvard Business Press. Fastrack to Success Innovation , Andy Bruce and David Birchall, Prentice Hall - Financial Times. Getting to Innovation, Arthur B VanGundy, PHI – Eastern Economy Edition.
4	Websites	-
5	Journals	-

Semester	III	Specialization	Family Business Management
Course Code	307FBM	Type	Subject – Elective
Course Title	Business Plan		

Course Objectives:	
1	To help students appreciate the purposes and audiences for business plans.
2	To help students understand the structure and content of a business plan, including the reasons for the structure and content.
3	To guide students in preparing a first draft of their own business plan
4	To train students in critical evaluation of business plans

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Business Plan:** Business Plan – Concept, need, use. Business planning overview - Business planning as a change agent - Idea brainstorming session - Understanding your motivations for preparing a plan - Raising money , Clarifying the company's future , Launching a new venture , Searching for partners , Plotting against the competition, Recruiting.	5 + 1
2	**Key elements of a Business Plan:** Executive summary - Business description - Industry analysis and trends - Competitive analysis - Target market - strategic position – risk assessment - Market strategies - Design and development plan - Technology plan -management and organization - Financial factors - Financial features - sales, profits, cash flows and return on investment - Financial requirements - loan , equity source of collateral - Current business position- Relevant information about the company, its legal form of operation, when it was formed, the principal owners and key personnel - Major achievements - developments within the company that are essential to the success of the business.	5 + 1
3	**Writing a Business plan:** Decide why you're writing your plan - Research other business plans - Collect Information - press releases, related articles, Trade and industries associations - industry journals, Internet, government sources and statistics - offline research resources - library - historical financials, important web sites. Evaluating data- benefits of market study -coverage of market study. Put it down on paper - brainstorming - Prepare your rough draft - Compile information and research to support the claims and assertions you make in your plan - Start thinking about the numbers- Write a final draft and finish the numbers - Set a deadline.	5 + 1
4	**Evaluating a B Plan from the Investor's Perspective:** (O) Opportunity: Is this a positive present value opportunity?	5 + 1

	(I) What is the idea / industry? (M) Is the target market large enough to support substantial growth / valuation? (P) Why does the opportunity generate a positive present value? What is unique? (A) Acceptance: Will customers in that market accept / buy this new product / service? (C) Why won't the value be competed away? (T) Why is this a good time to enter? (S) Speed? How quickly can this be implemented?	
5	**Risk Assessment:**Possible uncertainties: Market size, Customer acceptance, Customer approach, Competition, Management team, Potential real options, Which uncertainties can be managed so that outcome is more likely to be favorable? Choice of initial customers? Choice of investors? **Team Evaluation:** Can management team implement opportunity? How does previous experience relate to opportunity? How "hungry" is the management team? If management pieces are missing: What pieces are missing? What type of person will you look for to fill them? How will you find that person? Importance of a good team and a good opportunity are for VCs. **Strategy:** Is strategy consistent with opportunity, uncertainty, team, and exit? **Investment requirements / cash flows:** Is the amount of money required reasonable? Do the cash flows / forecasts make sense? Bottom-up, Top-down. **Deal:** Does deal structure provide appropriate incentives? Is the deal priced attractively? Do key individuals have incentives to do deal? Do key individuals have incentives to make deal work? Does deal structure provide / ensure appropriate governance? Does deal structure help manage the uncertainties? **Exit:** Is the deal excitable? How?	5 + 1

Learning Resources:		
1	Text Books	Entrepreneurial Small Business, Katz J A , Green II R P, McGraw Hill/Irwin, New York, NY, 2008. 3rd Ed. Getting to Plan B, Mullins J and Komisar R, Harvard Business Press, Boston, Massachusetts, 2009. Business Planning: A guide to Business Start-up. By – David Butler. Thompson. Butterworth-Heinemann, MA. 2008. ISBN: 978-81-312-1432-9

2	Reference Books	The Successful business Plan Secret Strategies by Rhonda Abrams PH The business plan in a day by Rhonda Abrams , PH. Business plan preparation - Entrepreneurship Development Institute of India
3	Supplementary Reading Material	How Much Money Does Your New Venture Need?, James M. Stancill, HBR, 1986.
4	Websites	-
5	Journals	Business Plans: Two Major Types; Fry, Fred L., Stoner, Charles R.;Journal of Small Business Management. Milwaukee: Jan 1985. Vol. 23, Issue. 1; p. 1 How to Write a Great Business Plan, William A. Sahlman, HBR, July 01, 1997, 11 pgs. How to Write a Winning Business Plan, S. R. Rich and D. E. Gumpert (1985), HBR, May-June, 1985 (Reprint No. 85314)

Semester	III	Specialization	Family Business Management
Course Code	308FBM	Type	Subject – Elective
Course Title	Private Equity		

Course Objectives:	
1	To lay the foundations of a career in private investment activity in countries with transitional or developing economies, either as part of a corporate development effort, or through venture capital or buyout fund activity.
2	To develop an understanding of the fundamental dynamics of venture funding as a way of building a company, or considerations for buying a company amongst students who expect to engage in entrepreneurial activity.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** The structure of the VC industry , Company formation: structures, ownership and issues , Capitalization Tables and Valuation , Governance, Value Add and Exits; corporate venture capital funds. Issues in Private Equity in Emerging Markets (PEEM) and Development of Fund Strategy and Managing Crisis, History and trends , Contrasts with US/Europe , Hierarchy of risks , Risk mitigation strategies , Role of PE/VC in economic development.	5 + 1
2	**Deal Sourcing, Due Diligence and Company Strategy in PEEM - I:** Evolution of fund development in selected emerging markets , Contrasts in India, China and Brazil , Role of governments in the building of a venture capital base in emerging markets , Approaches to inventorying base of opportunities , Understanding the point of view and expectations of entrepreneurs, families and existing owners, Identifying and navigating relationships with corporate partners.	5 + 1
3	**Deal Sourcing, Due Diligence and Company Strategy in PEEM - II:** Working with international financial institutions, e.g., the IFC, World Bank and other regional development banks, Approaches to building deal flow in emerging markets, Special issues in setting up a system for deal processing , General transactional path , Special diligence factors in emerging markets and approaches to analyzing these , Challenges of deal origination , “Concept arbitrage” , Building companies around products or technologies transferred from other countries , The dangerous allure of “roll-up” strategies in emerging markets , Laying the groundwork for value added activity in the emerging market circumstances.	5 + 1
4	**PE and VC Valuation Challenges in PEEM :** Basic universal PE/VC valuation methods , Special considerations in emerging market PE , Special considerations in emerging market VC . Special considerations in term sheet provisions in PEEM - IFC’s “quasi-equity structures”, Country limitations in VC deal structure , PE and buyout considerations in deal structuring and contrast with US , Structuring PE deals without leverage.	5 + 1

5	**Exit Planning, Alternatives and Execution in Emerging Markets :** Alignment with entrepreneurs' expectations and goals , Role and risks of local listing , Information resources for offshore listing , Inherent problems of illiquidity in emerging markets , Strategies for domestic and off-shore trade sales.	5 + 1

Learning Resources:		
1	Text Books	Poza, E. (2010). Family Business, 3rd Edition. Mason, OH: South-Western Cengage Learning. [ISBN : 0470998105] Tom Copeland et al: Valuation – Measuring and Managing the Value of Companies, Wiley 1996
2	Reference Books	Udayan Gupta (Editor), Done Deals: Venture Capitalists Tell Their Stories.
3	Supplementary Reading Material	Paul A. Gompers and Josh Lerner, The Money of Invention: How Venture Capital Creates New Wealth.
4	Websites	-
5	Journals	Zider, Bob "How Venture Capital Works" Harvard Business Review Roberts, Michael J. and Lauren Barley, "How Venture Capitalists Evaluate Potential Venture Opportunities" (HBSP 9-805-019) Amar Bhide: Bootstrap Finance – The Art of Start-ups, Harvard Business Review, November 1992, pp. 109-117

Semester	III	Specialization	Family Business Management
Course Code	309FBM	Type	Subject – Elective
Course Title	Franchising		

Course Objectives:	
1	To introduce franchising as the most efficient form of entrepreneurship, a marketing tool, a distribution technique, the ultimate capital leverage device, a real estate platform, a combination of some or all of the above.
2	To learn how to evaluate franchise management opportunities - Ability to identify opportunities to expand local businesses through franchising.
3	To develop an ability to work out details needed to establish and develop a franchise network.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Franchising:** What is Franchising? - Franchising: History and Overview, Types of Franchises, Threshold Business Issues, Advantages and Disadvantages to Franchisor, Advantages and Disadvantages to Franchisee, Elements of a Successful System, Growth of Franchising, Key Learning	7 + 2
2	**How to become a Franchisor?** Basic business concept, pilot operation, Developing the operational manual, Developing the franchise package, Marketing the franchise package, Selecting franchisees, Developing the Franchisor's organization, Gross Revenues, Profit and Loss Statement, Capital Expenditure, Franchisee Sales, Marketing the product or service, Operations (including innovation), initial services, ongoing services.	6 + 2
3	**How to become a Franchisee?** How does being a franchisee differ from running your own non-franchisee business, Self-examination, Type of business, Assessing the Franchisor, Assessing the business proposition, What happens if the Franchisor fails,	6 + 2
4	**Financial Aspects of Franchising:** Initial Franchisee Fee, Sale of the franchise package, Leasing of premises, Continuing fees, Advertising funds, Role of Banks. Financial analysis and comparison of two franchise cases: This analysis should include: 1. Demographic analysis of the area 2. Traffic counts 3. Estimated start-up cost and ongoing fees (franchise fees and start-up expenses) 4. Assessment of the overall competitiveness of the franchise, considering	10 + 2

	the demographic and market potential. 5. Break even analysis to recover franchise fees, royalties and start-up costs 6. Selected ratio analysis based on industry selection (Using RMA data) 7. A pro forma income statement for the first three years of operations for the two franchises 8. A recommendation on the best franchise (with data support) 9. All market or location assumptions must be clearly stated in the analysis and supported by facts.	
5	**Franchisor Franchisee Relations:** Foundations, Parties responsible, Continuing relationship, Channels of communication – personal contacts, written communication, Franchisee Meetings, Franchisee Associations, Contractual Issues, Structure of Franchisee Agreements ,	6 + 2

Learning Resources:		
1	Text Books	Martin Mendelsohn , Guide to Franchising 7th Ed, Cengage Learning Judd, R., & Justis, R. (2008). Franchising: An Entrepreneur's Guide, 4th ed. Mason, OH: Cengage
2	Reference Books	Hoy, F and Stanworth, J (2003), Franchising : An International Perspective, Routledge
3	Supplementary Reading Material	Bradach, J.L. (1998) Franchise Organizations, Harvard Business School Press Carter, S. & Jones-Evans, D (eds) (2000): Enterprise and Small Business, FT/Prentice Hall. Chapter 12 Felstead,A, (1993) The Corporate Paradox: Power and control in the Business Franchise International Thompson Business Press Lashley, C. & Morrison, A (eds) (2000) Franchising Hospitality Services, Butterworth Heinemann Perdy, D., Stanworth, J. and Hatcliffe, M., (1996) Franchising in Figures, University of Westminster Press Price,S., (1997)The Franchise Paradox, Cassell Toplis, N, Marsh, G (2004) The 60 Minute Guide to Franchising, 60 Minute Book Company, England Love, J.F.(1995) McDonald's: Behind the Arches, Bantam Ritzer, G (1993) The McDonaldisation of Society, Pine Forge Press
4	Websites	www.whichfranchise.com www.thefranchisemagazine.net

5	Journals	Castrogiovanni, G. (1998). Universal business brokers. Entrepreneurship Theory & Practice, 22 (2), 75-86. Ciavarella, M., & Amason, A. (2001). Nawkaw, Inc.: Changing the color of masonry. Entrepreneurship: Theory & Practice, 26 (2): 77-91. Finkle, T. (1998). Beano's Ice Cream Shop. Entrepreneurship Theory & Practice, 23 (1): 87-99. Elango, B. and Fried, V. H. (1997) Franchising research: A literature review and synthesis, Journal of Small Business Management, 35, 3, pp68-81 Fulop, C. and Forward, J. (1997) Insights into franchising: A review of empirical and theoretical perspectives, The Service Industries Journal, 17, 4, pp603-625 Stanworth, J and Curran, J (1999) Colas, Burgers, Shakes and Shirkers: Towards a sociological model of franchising in the market economy, Journal of Business Venturing, 14, 4, pp. 323-344 Peterson, A and Dant, RP (1990) Perceived advantages of the franchise option from the franchisee perspective: Empirical insights from a service franchise, Journal of Small Business Management, July, pp. 46-61 Withane, S (1991) Franchising and the Franchisee Behaviour: An examination of Opinions, Personal Characteristics and Motives of Canadian Franchisee Entrepreneurs, Journal of Small Business Management, January, pp. 22-29 Kaufmann, PJ (1999) Franchising and the Choice of Self-Employment, Journal of Business Venturing, 14, pp. 345-362 Guilloux, V; Gauzente, C; Kalika, M and Dubost, N (2004) How France's Potential Franchisees Reach Their Decisions: A Comparison with Franchisers' Perspectives, Journal of Small Business Management, 42, 2, pp. 218-224 Kaufmann, PJ; Eroglu, S (1998) Standardization and adaptation in business format franchising, Journal of Business Venturing, 14, pp. 69-85 Stanworth, J., Price, S., Purdy, D., Zafiris, N. and Gandolfo, A. (1996) , Business Format Franchising: Innovation and Creativity or Replication and Conformity', Franchising Research: An International Journal 1(2): 29 -39 Pizanta, I and Lerner, M (2003) Examining control and autonomy in the franchisor-franchisee relationship, International Small Business Journal, 21, 2, pp. 131-159 Dant, RP and Gundlach, GT (1999) The Challenge of Autonomy and Dependence in Franchised Channels of Distribution, Journal of Business Venturing, 14, pp. 35-67

Semester	III	Specialization	Family Business Management
Course Code	310FBM	Type	Subject – Elective
Course Title	Social Entrepreneurship		

Course Objectives:	
1	Build appreciation of the nature of poverty, the needs of the poor and the obstacles to development in emerging markets.
2	Enhance capacity to analyze the challenges, opportunities and potential of social entrepreneurs and social organizations that are addressing global problems
3	Develop business strategies and operational plans that are tailored to the reality of emerging markets and that will help social entrepreneurs increase their impact and sustainability.
4	Build empathy, teamwork and leadership skills
5	To introduce students to the broad spectrum of emerging global social (including environmental and socially responsible) ventures - Laying the ground work for students' own potential career paths in social entrepreneurship.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Social Entrepreneurship & Social Enterprises: What is a social business? How is it different from social entrepreneurship ? Definition of Social Entrepreneurship, Why social enterprises, Situating social enterprises, Defining social enterprises, Broad and Narrow Definitions, Recognizing Opportunities, The Idea of Social innovation, Social enterprises as hybrid organizations, Characteristics of social enterprises, Emergence of social enterprises, Influence of policy on emergence of social enterprises, Market influence on the development of social enterprises, Future & sustainability of social enterprises.	5 + 1
2	Skills for Social Entrepreneurship: Identifying and Defining Community need, Skills required for Identifying and Defining Community need, Stakeholder participation and involvement – Social policy context, Where do social enterprises fit within the changing landscape, Financing the social enterprise, funding gap. Income forecast, income statement, cash flow forecast, Managing financial risk.	5 + 1
3	Challenges and Risk of Innovation in Social Entrepreneurship – Conceptualizing innovation and its ethics, Analyzing for innovation system skills, Implementing innovation – mind set shifts. Distinctive leadership and management tasks in social enterprises.	5 + 1
4	BoP markets – definition, examples, the impact of culture, the poor as consumers, business models at the BoP, designing products that will create	5 + 1

	value for the BoP. Providing access to credit, Providing access to information and financial services through technology, Providing access to health care, education.	
5	Newer business models at the BoP – Social Entrepreneurs, Challenges for social entrepreneurs – creating a successful business model and finding funding, generating income, scaling and replicating to increase impact , social entrepreneur's point of view, New opportunities for collaborative ventures at the BoP. Evaluating the social impact of BoP ventures.	5 + 1

Learning Resources:		
1	Text Books	Bornstein, David, How to Change the World: Social Entrepreneurs and the Power of New Ideas, 2007, Oxford University Press Social Entrepreneurship: A Skills Approach, By Robert Gunn, Chris Durkin
2	Reference Books	F. Perrini (Ed.) The New Social Entrepreneurship: What Awaits Social Entrepreneurship Ventures? Cheltenham and Northampton, MA: Edward Elgar, 2006 Carlo Borzaga and Jacques Defourny (eds.), The Emergence of Social Enterprise, Routledge, London, 2001, 400 pp. Social enterprise : at the crossroads of market, public policies and civil society by Nyssens, Marthe.; Adam, Sophie, London ; New York : Routledge, 2006.
3	Supplementary Reading Material	Nicholls, Alex. 2006. Social Entrepreneurship: New Models of Sustainable Social Change. Oxford University Press.
4	Websites	http://www.gsb.stanford.edu/csi/ http://www.fuqua.duke.edu/centers/case/ http://www4.gsb.columbia.edu/socialenterprise/
5	Journals	The World of the social entrepreneur, John L Thompson, (2002), The International Journal of Public Sector Management. Bradford. Vol.15, iss.4/5; Pg. 412. Journal of Nonprofit & Public Sector Marketing International Journal of Nonprofit and Voluntary Sector Marketing Nonprofit Management and Leadership

Semester	III	Specialization	Family Business Management
Course Code	311FBM	Type	Subject – Elective
Course Title	Intraprenuership		

Course Objectives:	
1	To understand what an intrapreneur is, what the benefits are, the risks, and the responsibilities.
2	**To learn how to manage a startup business or service within an existing company in ways that allows it to succeed, to make a profit and to continue to grow.**
3	To understand the mechanics of putting together a business plan and presenting it for a new company.
4	To see how it is possible to overcome various financial, economic and political barriers and succeed with a new idea in an existing corporate environment.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**The concept of Intraprenuership:** Defining an intrapreneur, characteristics of people within an organization who are likely to become Intrapreneurs, Why Intraprenuership is important now - Decentralization of ideas, Empowering the frontlines, User Driven innovation, The Digital Generation. Realizing the Promise of Intraprenuership, Lens and Perspective of Intraprenuership.	5 + 1
2	**Ideas, Roles and Processes:** Ideas – Scaling Ideas, Scope of Ideas, Degree of Change of Ideas, Orientation of Ideas, Navigating the idea space. Roles – The Intrapreneur, The Manager, The Observers, The Owner and/or the organization, The Process. **Idea Generation and Mobilization:** Organizational Perspective – Idea Generation, Idea Mobilization, Design Considerations for Idea Generation and Mobilization. Employee Perspective – Idea creation, Idea Mobilization.	5 + 1
3	**Advocating & Screening:** Organizational Perspective – Idea Advocacy, Idea Screening, Design Considerations for Idea Advocacy and Screening. Employee Perspective - Idea Advocacy, Idea Screening. **Idea Experimentation:** Organizational Perspective – Looking beyond R & D Labs for experimentation, Valuing an Experimentation Culture, Developing an Experimentation process to test the feasibility of ideas, Refining the Experimentation process of the organization. Design Considerations in Experimentation. Employee Perspective – Methods for Experimentation, Experimentation Simplified, and Getting help from friends, Experimenting Outside the Organization.	5 + 1
4	**Idea Commercialization:** Organizational Perspective – Creating the Commercialization Team, Conversation with the Idea creators, Identifying Resources and Assets, Markets, Packaging, pricing and Promotion. Implementation Plans. Performance Measurement. Employee Perspective – Appreciate the Commercialization Process, Working with the Commercialization team, Negotiating Compensation for Idea and Effort. **Diffusion and Implementation of ideas:** Organizational Perspective – Diffusing Ideas, Implementing ideas. Employee Perspective – Diffusing Ideas, Implementing ideas.	5 + 1
5	**Intraprenuership – from concept to sustained Competitive Advantage:** Open up a dialogue, Take a Community approach, Lean Unlearn and Relearn, Build Multiple Avenues, Keep feedback mechanisms simple, Collect feedback	5 + 1

	with a plan in mind, Communicating Feedback, Technology doesn't drive the process, The Human Factor, Importance of Measurement, tracing the Maturity of Intraprenuership Processes and linking them to business value.	

Learning Resources:		
1	Text Books	Intraprenuership: Managing Ideas Within Your Organization By Kevin C. DeSouza
2	Reference Books	Managing Corporate Culture, Innovation and Intraprenuership by Howard W. Oden Creating the Intrapreneur: The Search for Leadership Excellence by Victoria C. DePaul Corporate Entrepreneurship: Top Managers and New Business Creation. By – Vijay Sathe. Cambridge University Press, New York. 2003. ISBN: 978-0-521-61392-7 Morris, M.H. and Kuratko, D., Corporate Entrepreneurship, Ft. Worth, TX: Harcourt, 2002.
3	Supplementary Reading Material	Intrapreneuring in Action, by Gifford Pinchot and Ron Pellman, Barrett Koehler, San Francisco, 1999, ISBN 978-1-57675-061-2 Essentials of Entrepreneurship and Small Business Management by Thomas W. Zimmerer and Norman M. Scarborough, Pearson Prentice Hall, 4th edition, 2005, ISBN 0-13-149178-4 Crossing the Chasm, by Geoffrey Moore, Harper Collins, 1999, ISBN 0-06662-002-3 Payback: Reaping the Rewards of Innovation by James P. Andrew, Harold L. Sirkin, John Butman , Harvard Business School Press; 1st edition, 2007, ISBN: 978-1422103135 Intrapreneuring: Why You Don't Have to Leave the Corporation to Become an Intrapreneur by Gifford Pinchot, Harpercollins , 1986, ISBN: 978-0060913359
4	Websites	-
5	Journals	Internal entrepreneurship: strategy for growth, Roberts EB and Frohman A., Business Quarterly, 1972 The Four Models of Corporate Intraprenuership by Robert C. Wolcott and Michael J. Lippitz, Reprint 49115; Fall 2007, Vol. 49, No. 1, pp. 75-82 Entrepreneurs and Intrapreneurs in Corporations by Teltumbde, Anand. Vikalpa: The Journal for Decision Makers, Jan-Mar2006, Vol. 31 Issue 1, p129,132, 4p; (AN 20500312) On the way to creativity: Engineers as intrapreneurs in organizations; Hanns C. Menzela, Iiris Aaltiob, Jan M. Ulijna; Technovation 27 (2007), Pp 732–743 Connect and Develop Inside Procter & Gamble's New Model for Innovation; Larry Huston, Nabil Sakkab; Harvard Bus. Rev., March 2006 The Ten Commandments of Intrapreneurs, Mark Robinson, Management, Dec 2001, Pp 95-98 Managing in the Whitespace, Maletz, M.C., Nohria, N., Harvard Bus. Rev., Feb. 2001, 11p DuPont Tyvek(R): Commercializing a Disruptive Innovation, Jeffery, Mark;

		Cooper, Robert; Buchanan, Scott, 01/01/2006 HBS Number: KEL194 The 12 Different Ways for Companies to Innovate, Mohanbir Sawhney, Robert C. Wolcott and Inigo Arroniz, MIT Sloan Management Review, SPRING 2006 VOL.47 NO.3 The Middle Manager as Innovator (HBR Classic), Rosabeth Moss Kanter, HBR # R0407M Joline Godfrey and the Polaroid Corporation, Nancy A Kamprath, Melinda B. Conrad, HBSP 9-492-037, Rev April 4, 2000 The relationship between corporate entrepreneurship and strategic management, Barringer, B., and Harrison, J. (1999), Strategic Management Journal, 20: 421-444. Emerging Business Opportunities at IBM (A); DAVID A. GARVIN, LYNNE C. LEVESQUE, Harvard Bus. Sch. Pub. 9-304-075, Rev Feb 28, 2005

Semester	III	Specialization	Family Business Management
Course Code	312FBM	Type	Subject – Elective
Course Title	Trends in Entrepreneurship		

Course Objectives:	
1	To develop necessary knowledge and Entrepreneurial skills among the Students
2	To sensitize the potential entrepreneur towards environment.
3	To make the potential entrepreneurs know about the possible risks and failures of the project and make them learn how to overcome these problems

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Women and Entrepreneurship:** Role of women in Society, Women: Historical Context in India , Challenges to Women Entrepreneurs, Increasing trends of Women in Business, Emerging Eco-system for Women Entrepreneurship, Benefits of Women Entrepreneurship	5 + 1
2	**Rural Entrepreneurship:** What is Rural Entrepreneurship? Need of Rural Entrepreneurship, Problems in Rural Entrepreneurship, Challenges to Rural Entrepreneurship, Government and Rural Entrepreneurship, Rural Entrepreneurship Opportunities, Benefits of Rural Entrepreneurship.	5 + 1
3	**Globalization and Virtual Enterprises:** Introduction to Globalization, Factors Motivating Globalization, Challenges due to Globalization, Trend towards Globalization, The fading 'Ship and Sell Approach', The new 'Borrow-Blend-Bill' Model, Why is Globalization important? Challenges in International Trade, Virtual Enterprises	5 + 1
4	**Technology Driven Entrepreneurship:** Technology in Perspective, Technology is an Enabler, Types of Technology Ventures, Profile of '**Technopreneur**', Why Technology-based Enterprises fail, Challenges faced by Technology based Enterprises, Technology Application Strategies - Diffusion of Innovation, Right Timing	5 + 1
5	**Sustainability, Climate Change And Entrepreneurship:** Understanding Climate Change, Impact of Global Warming, What is Sustainability? Need for Sustainability in Business, Creating buy-in to Practice Sustainable Business,	5 + 1

	Entrepreneurship and Sustainability.	

Learning Resources:		
1	Text Books	Entrepreneurship - Theory and Practice , Raj Shankar, TMGH. Technology Ventures: From Idea to Enterprise - Dorf, R. and Thomas Byers, Technology Entrepreneurship: Creating, Capturing, and Protecting Value by Thomas N. Duening, Robert A. Hisrich, Michael A. Lechter High Technology Entrepreneurship by Ray Oakey Cases on Information Technology Entrepreneurship by José Aurelio Medina Garrido, Salustiano Martinez-Fierro, José Ruiz Navarro Idea Makers and Idea Brokers in High-Technology Entrepreneurship by Elias G. Carayannis, Todd L. Juneau Information Technology Entrepreneurship and Innovation by Fang Zhao Small Business And Entrepreneurship by S. Anil Kumar Managing Technology Entrepreneurship and Innovation by Paul Trott, Dap Hartmann, Victor Scholten
2	Reference Books	Hisrich, R. D. (2010). International Entrepreneurship. Thousand Oaks, CA: Sage [ISBN: 978-1- 4129-5798-4] Handbook of research on high technology entrepreneurs by Ayala Malakh-Pines, Mustafa F. Ozbilgin Entrepreneurs in High Technology : Lessons from MIT and Beyond by Massachusetts Institute of Technology Edward B. Roberts David Sarnoff Betting It All: The Entrepreneurs of Technology by Michael S. Malone
3	Supplementary Reading Material	Handbook of research on techno entrepreneurship by François Thérin Handbook of Research on Entrepreneurship Policy by David B. Audretsch, Isabel Grilo, A. A. Roy Thurik Cases in Technological Entrepreneurship: Converting Ideas Into Value by Claudio Petti From Entrepreneurs to Leaders: Building Billion Dollar Software Product Companies from India. By – Shirish Deodhar. Tata McGraw Hill Education Private Limited, New Delhi.2010.ISBN: 978-0-07-068070-8
4	Websites	-
5	Journals	-

Semester	III	Specialization	Family Business Management
Course Code	313FBM	Type	Subject – Elective
Course Title	Small Scale Industries Management		

Course Objectives:	
1	To provide an overview of Small Scale Industry in the Indian context.
2	To highlight the role of institutional support to Small Industries.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Small Industry:** Introduction, Concept of small industry, Position in India, Role of small industries in economic development. Definition of Small scale Industries, Undertakings, SSI Policy Statement, Procedure for SSI Registration, The Strengths and Weakness of Small Business. Reasons for the significance of small sector, various forms of small scale enterprises, **Policy Support to Small Sector in India:** Industrial Policy Resolution 1948, 1956, 1977, 1980, 1990, 1991, Small Industries during various five year Plans, Policies and measures for promoting small industries, Ancillarisation and its role, Conclusions and suggestions.	5 + 1
2	**Institutional Support to Small Industries:** Institutional Infrastructure set up by Central Government and at the state level- SIDO, DCSSI, SISIs, NSIC, PDTCs Specialized Corporations, DICs, Specialized Corporations DICs, and Addresses of SISIs etc. **Finance for Small Industries:** Financing by commercial banks, Assistance by other agencies NSIC; IDBI - Refinance assistance, Bills rediscounting scheme, Special Capital/Seed Capital Scheme, Export Finance; Non-traditional methods of financing, common problems in raising finances.	5 + 1
3	**Sickness in SSI, Status and Dimensions of SSIs and Industrial Sickness:** Definition of 'Sickness' in SSI, SSI in India: An Overview. **Symptoms for Detecting Sickness in Small-Scale Industries –** Detecting Sickness , Ratio Analysis, Fund Flow Analysis **Causes of Sickness in Small-scale Industries –** Mismanagement, Marketing , Implementation Lacunae, Poor Information System, Energy Problem, Improper Technology , Overtrading , Psychological Melodrama, Lack of Financial Control, Competition and Cost of Production and Raw Material, Improper Human Resource Management , Problems of Entrepreneurs in SSIs, Other Constraints Causing Sickness , In-Built Unfavourable Policies of Government/ Institutions Leading to Sickness. **Assessment of Viability of Sick Industries and their Rehabilitation:** Viability Study, Rehabilitation of Small-scale Industries, Government Policy - An effort to Strength the Small-scale Industries in India , Taxation Benefits: Boon for the Growth of SSI.	5 + 1
4	**Legal Requirements Concerning Business:** Factories Act, 1948; Employment of Children Act, 1938; ESIC Act, 1948, Employees Provident Fund Act, 1952, Industrial Disputes Act, 1947, Workmen's Compensation Act, 1923;	5 + 1

	Trade Union Act, 1948; Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959; Apprentices Act, 1961; Indian Boilers Act, 1923; Payment of Bonus Act, 1965; Payment of Gratuity Act, 1972.	
5	**Taxation Benefits to Small Industry:** Depreciation, Investment Allowances & Investment Deposit Account, Expenditure on Scientific Research, Acquisition of patents & copyright, Know how; Amortization of Certain preliminary expenses; Deductions from Gross Total Income.	5 + 1

Learning Resources:		
1	Text Books	Entrepreneurship and Small Business Management by Dr. C L Bansal, Har Anand Publications Pvt. Ltd. New Delhi, 2012
2	Reference Books	Entrepreneurship by Lall, Madhurima. Sahai, Shikha. Excel Books, New Delhi, 2008, 2nd Edition
3	Supplementary Reading Material	-
4	Websites	http://niesbud.nic.in/ http://msme.gov.in/ http://ssi.nic.in/
5	Journals	P erformance of small scale industries in India in the post-liberalization ERA, Dr. Palaniappan A, International Journal of Business Economics and Management Research, 2010, Volume : 1, Issue : 2

Semester	III	Specialization	Family Business Management
Course Code	314FBM	Type	Subject – Elective
Course Title	Entrepreneurial Case Study		

Course Objectives:	
1	To provide learning through interaction and analysis of a real life entrepreneurial venture.

Syllabus:
Study visit by students to TWO entrepreneurs of their own choice. With the help of an interview schedule / questionnaire, students will gather information about:

1. Background of entrepreneur – Family, Social, Educational, Financial, etc.
2. History of the enterprise
3. Reasons / Motivations for selecting the entrepreneurial career
4. Process of starting the enterprise
5. Type of enterprise
6. Products / Services
7. Production Process
8. Marketing policies and plans
9. Investments
10. Institutional Finance
11. Financial Monitoring and controls
12. People management – Core team
13. Profit or loss, BEP
14. Managerial Process and Systems
15. Growth and Development of the Enterprise
16. Problems faced
17. Family support or opposition
18. Formal / informal training in Entrepreneurship
19. Future Plans

Students will map the Life Cycle of the Enterprise and carry out a SWOT analysis of the Enterprise as well as the Entrepreneur. The student shall also document the learning through the above activity.
They shall submit a spiral bound report in two copies and a soft copy of the above information. They shall seek a certificate from the Entrepreneurs to the effect that the information has been collected by the student from the entrepreneurs. Reports can both the entrepreneurs can be submitted in the same spiral bound copy.
Students shall present the details in an open house viva which shall be evaluated by a faculty. To the extent possible an entrepreneur should be involved in the evaluation process.

Learning Resources:		
1	Text Books	NA
2	Reference Books	NA
3	Supplementary Reading Material	NA
4	Websites	NA
5	Journals	NA

MBA SYLLABUS: SEMESTER III
TECHNOLOGY MANAGEMENT SPECIALIZATION

Semester	III	Specialization	Technology Management
Course Code	305TM	Type	Subject – Core
Course Title	Fundamentals of Technology Management		

Course Objectives:	
1	To provide students with a broad perspective on the key issues involved in the effective management of technology and innovation, including market, technological, and organizational factors, in today's fast-changing, competitive, global environment
2	To stress technology's crucial role in creating wealth and achieving competitiveness
3	To describe technology product life cycle linkages.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Technology Management:** Definition of Technology, Characteristics of Technology. Levels of Development of Technology. Technology & Society, Technology as Socially Constructed. Relation of Knowledge and Technology, Technology and Business. Levels of technology Development – Ideas, Theories, Perspectives, Tacit Knowledge, Physical embodiment in products, services of procedures. Management of Technology (MOT), MOT at the level of the firm, National and Government Level. Need for MOT in the present Global context. Firm as a Value Chain, Industries as Competitive Domain, Value Creation and Competitive Advantage. Market Based views and Resource Based views in Management. General Manager's Perspective on Managing Technology.	7 + 2
2	**Technology & Wealth Creation:** Role of Technology in wealth creation, Historical perspective, Creation of wealth, Long Wave Cycle, Evolution of Production Technology, Product Technology, Technology & the National Economy.	7 + 2
3	**Critical Factors in Managing Technology:** Creativity – Invention – Innovation. Link between Science and Technology. Types of Innovation. Creativity & Innovation. Bringing Innovation to Market. Technology – Price Relationship. The Timing Factor. The Vision to Change Strategy. Productivity, Effectiveness and Competitiveness. Leaders versus Followers.	7 + 2
4	**Management of Technology - The New Paradigms:** Technology Trends, Resources and the Business Environment, The Structure and Management of Organizations, Project Planning & Management, Management of Human Resources, MOT guiding principles for Managing Enterprises, Changes in the Business Environment – Communication, Integration, Collaboration, Strategic Directions of the Industry, Changes in Organizational forms and structures, Financial Sector Structure.	7 + 2

5	**Management of Technology &Competitiveness:** Definitions and Indicators of Competitiveness, Investment, Productivity, Trade, Standard of Living, Management of Technology & Global Competitiveness, Case of Japan, Singapore, Various Indices on Competitiveness - Standard of Living Indexes, Trade Indexes, Productivity Indexes, Investment Indexes, Patents Index. Emergence of the Tigers, Competitiveness – The Game of Nations, Competitiveness of Firms – The Micro Level. Competitiveness of India and China – a comparative analysis.	7 + 2

Learning Resources:		
1	Text Books	Management of Technology – The Key to Competitiveness and Wealth Creation, Tarek Khalil and Ravi Shankar, TMGH, New Delhi, 2nd Edition.
2	Reference Books	Managing Technology and Innovation for Competitive Advantage, V K Narayanan, Pearson Education, 2009 Edition. Strategic Management of Technology & Innovation, Robert A Burgelman, Modesto A Maidique, Steven C Wheelwright, MGH International Edition.
3	Supplementary Reading Material	Technology, Management & Society – Peter Drucker, Harvard Business Review Press. Technology Management – Text and International Cases, Norma Harrison and Danny Samson, MGH. Managing Strategic Innovation and Change – A Collection of Readings, Michael L Tushman and Philip Anderson, Oxford University Press. 2nd Edition. Management of Technology and Innovation – Competing through Technological Excellence, P N Rastogi, Response Books, 2nd Edition.
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Cattani, G. & Simone Ferriani. 2008. A Core/Periphery Perspective on Individual Creative Performance, in **Organization Science**, 19(6): 824-844.

Semester	III	Elective	Technology Management
Course Code	306TM	Type	Subject – Core
Course Title	Managing Innovation – I		

Course Objectives:	
1	To highlight the importance of innovation in competitive world of business
2	To describe various models of innovation and corresponding assets & knowledge requirements
3	To highlight the threat of disruptive technologies and its managerial implications

Syllabus:

Unit Number	Contents	Number of Sessions
1	**The Innovation Imperative**: Why innovate? The changing world of business, Key Definitions – Creativity, Invention, Innovation, Business Design, Innovation to Energize, Innovate for Growth, Profit, Innovate for Survival, Managing Change, Creativity & innovation. Myths Surrounding Creativity, Difference between innovation and creativity. **Sources of Innovation:** Functional Sources of Innovation – Internal Value Chain, Spillovers from Competitors, Suppliers, Customers and Complimentary Innovators, University, Government & Private Laboratories, International Sources. Circumstantial Sources of Innovation – Planned Firm Activities, Unexpected Occurrences, Creative Destruction.	7 + 2
2	**Models of Innovation:** Static Models : Incremental versus Radical Innovation, Abernathy –Clark Model, Henderson – Clark Model, Disruptive Technological Change Model, Innovation Value – Added Chain, Strategic Leadership View, Familiarity Matrix, Imitability & Complementary Assets – Teece Model. Dynamic Models: Utterback – Abernathy Model, Tushman – Rosenkopf technology Life Cycle Model, Foster's S Curve.	7 + 2
3	**Competencies, Assets and Knowledge**: Profit Chain, Value Configurations – Value Chain, Value Network, Value Shop. Assets and Competencies. Assets – Coreness, Imitability, Profits. Competencies – Coreness, Imitability, Profits. Relationship between Competencies and Assets. Knowledge – Newness, Quantity, Tacitness. Sources of Assets and Competencies. Implications for Competition. Innovation and Competencies.	7 + 2
4	**The Innovation Portfolio:**What to innovate?Vision – Portfolios and Feelings, What is the right question? Identifying Feelings and Needs, Innovating Experiences, Battling Commoditization, Technology & Psychology, Innovation, Feelings, Needs: Creating Emotional Appeal, Searching for Innovation Opportunities. Process Innovation, Innovation Portfolios for Established	7 + 2

	Organizations. Pioneers, Migrators & Settlers.	
5	**Innovator's Dilemma**: Sustaining versus disruptive technologies, trajectories of market need versus technology improvement, Value Networks, Implications of the Value Network for Innovation, Managerial Decision Making & Disruptive Technological Change, Value Networks and Characteristic Cost Structures, Resource Allocation & Upward Migration, Case Studies on Management of Disruptive Technological Change	7 + 2

Learning Resources:		
1	Text Books	Innovation Management , Allan Afuah, Oxford Indian Edition. Innovation Management ,ShlomoMaital and D V R Seshadri, Response Books, Sage Publications, New Delhi. Moore, G. **Crossing the Chasm**. Revised ed. New York, NY: Harper Collins, 1999. ISBN: 9780066620022. Iansiti, M., Levien, R.: The Keystone Advantage – What the New Dynamics of Business Ecosystems Mean for Strategy, Innovation, and Sustainability, Harvard Business School Press, Boston, 2004 Miller, W.L., Morris, L.: 4th Generation R&D: Managing Knowledge, Technology, and Innovation, John Wiley, New York, 1999 Matheson, D., Matheson,J.: The Smart Organization: Creating Value Through Smart R&D, Harvard Business School Press, Cambridge, 1998
2	Reference Books	**The Innovator's Dilemma**. Cambridge, MA: Harvard Business School Press, 1997, pp. 3-28. Diffusion of innovations Rogers, E. M. New York: The Free Press. 1995, 4th ed. Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books. The Innovator's Dilemma, Clayton M. Christensen, Harper Business Essentials
3	Supplementary Reading Material	Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition. Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press. The Innovator's ToolKit , Harvard Business Press. Fastrack to Success Innovation , Andy Bruce and David Birchall, Prentice Hall - Financial Times. Getting to Innovation, Arthur B VanGundy, PHI – Eastern Economy Edition. Teaching with technology. Hooper, S., &Rieber, L.P. (1995). In A. Ornstein (Ed.), *Teaching: Theory into practice.* Boston, MA: Allyn and Bacon.
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/

		http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Eisenhardt, Kathleen, and Charles Galunic. "Coevolving: At Last, A Way to Make Synergies Work." *Harvard Business Review*, January 1, 2000. Eisenhardt, Kathleen, and Shona Brown. "Patching: Restitching Business Portfolios in Dynamic Markets." *Harvard Business Review*, May 1, 1999. Brown, Shona, and Kathleen Eisenhardt. "The Art of Continuous Change: Linking Complexity Theory and Time-paced Evolution in Relentlessly Shifting Organizations." **Administrative Science Quarterly** 42 (1997): 1-34. Eisenhardt, Kathleen and Shona Brown. "Time Pacing: Competing in Markets that Won't Stand Still." *Harvard Business Review*, March 1, 1998.

Semester	III	Elective	Technology Management
Course Code	307TM	Type	Subject – Elective
Course Title	Technology Forecasting		

Course Objectives:	
1	To understand the purpose of technology forecasting and techniques used for technology forecasting.
2	To appreciate the strengths and weaknesses of technology forecasting techniques.
3	To underline the need for different technology forecasting techniques for different purposes.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Technology Forecasting Methods – I:** **Expert Opinion Methods:** Delphi (iterative survey), Focus Groups [panels, workshops], Interviews, Participatory Techniques **Trend Analysis:** Trend Extrapolation [Growth Curve Fitting], Trend Impact Analysis, Precursor Analysis, Long Wave Analysis **Monitoring and Intelligence Methods:** Monitoring [environmental scanning, technology watch], Bibliometrics [research profiling; patent analysis, text mining]	5 + 1
2	**Technology Forecasting Methods – II:** **Creativity:** Brainstorming [brainwriting; nominal group process (NGP)], Creativity Workshops [future workshops], TRIZ, Vision Generation, Science Fiction Analysis **Scenarios:** Scenarios [scenarios with consistency checks; scenario management], Scenario-simulation [gaming; interactive scenarios], Field Anomaly Relaxation Method [FAR]	5 + 1
3	**Technology Forecasting Methods – III:** **Statistical Methods:** Correlation Analysis, Demographics, Cross Impact Analysis, Risk Analysis. **Modeling and Simulation:** Agent Modeling, Cross Impact Analysis, Sustainability Analysis [life cycle analysis], Causal Models, Diffusion Modeling, Complex Adaptive System Modeling (CAS) [Chaos], Systems Simulation [System Dynamics, KSIM], Technological Substitution, Scenario-simulation [gaming; interactive scenarios], Economic base modeling [input-output	5 + 1

	analysis], Technology Assessment.	
4	**Technology Forecasting Methods – IV:** **Valuing/Decision/Economics Methods:** Relevance Trees [futures wheel], Action [options] Analysis, Cost-benefit analysis, Decision analysis [utility analyses], Economic base modeling [input-output analysis]	5 + 1
5	**Technology Forecasting Methods – V:** **Descriptive and Matrices Methods:** Analogies, Backcasting, Checklist for Impact Identification, Innovation System Modeling, Institutional Analysis, Mitigation Analysis, Morphological Analysis, Road mapping [product-technology roadmapping], Social Impact Assessment, Multiple perspectives assessment, Organizational analysis, Requirements Analysis [needs analysis]	5 + 1

Learning Resources:		
1	Text Books	A brief introduction to technology forecasting: concepts and exercises by James Rieser Bright Foster, R. "The S-curve: A New Forecasting Tool." Chapter 4 in *Innovation, The Attacker's Advantage*. New York, NY: Summit Books, Simon and Schuster, 1986, pp. 88-111. ISBN: 9780671622503. Technological forecasting: a practical approach, Marvin J. Cetron Business Forecasting, Holton Wilson and Barry Keating, TMGH, New Delhi, 2010 Edition. Martino, J. P. (1983). *Technological Forecasting for Decision Making*, 2 ed., North-Holland, New York NY.
2	Reference Books	Bright, J. R. (1972). *A Brief Introduction to Technology Forecasting*, 2nd. ed., The Permaquid Press, Austin TX. Bright, J. R. and M. E. F. Schoeman (1973). *A Guide to Practical Technological Forecasting*, Prentice Hall Inc., Englewood Cliffs NJ. Hickman, L. A., ed. (1990). *Technology as a Human Affair*, McGraw-Hill Publishing Company, New York NY.
3	Supplementary Reading Material	Steele, L. W. (1989). *Managing Technology: The Strategic View*, McGraw-Hill Book Company, New York NY. Committee on Forecasting Future Disruptive Technologies; National Research Council. (2010). *Persistent forecasting of disruptive technologies.* National

		Academies Press.
4	Websites	Coates, J. (2001). A 21st Century agenda for technology assessment. *Technological Forecasting and Social Change 67*, 303-308. Retrieved January, 22, 2007, from http://josephcoates.com/pdf_files/252_21st_Century_TA_Agenda.pdf
5	Journals	Technological Forecasting and Social Change (Journal) Lienhard, J. H. (1985). "Some Ideas About Growth and Quality in Technology," *Technological Forecasting and Social Change*, Vol. 27, pp. 265-281. Martino, J. P. (1985). "Measurement of Technology Using Tradeoff Surfaces," *Technological Forecasting and Social Change*, Vol. 27, pp. 147-160. Martino, J. P. (1992). "Probabilistic Technological Forecasts Using Precursor Events," *Technological Forecasting and Social Change*, Vol. 42, pp.121-131. Martino, J. P. (1993a). "Baysian Updates Using Precursor Events," *Technological Forecasting and Social Change*, Vol. 43, pp.169-176. Martino, J. P. (1993b). "A Comparison of Two Composite Measures of Technology," *Technological Forecasting and Social Change*, Vol. 44, pp.147-159. Triplett, J. E. (1985). "Measuring Technological Change with Characteristics-Space Techniques," *Technological Forecasting and Social Change*, Vol. 27, pp. 283-307.

Semester	III	Elective	Technology Management
Course Code	308TM	Type	Subject – Elective
Course Title	Strategies for Information Goods and Network Economies – I		

Course Objectives:	
1	To learn about the characteristic features of network and information goods (and related products).
2	To understand the distinctive impact of network and information goods on competitive strategies in these industries, and how to manage them.
3	To highlight distinctive role of pricing in case of information goods.
4	To highlight importance of network effects & strategies to exploit network effect.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Introduction to information and network goods. Cost structures, network effects, product complements, two-sided networks, standards, compatibility, product and price differentiation, Platforms and two-sided networks	5 + 1
2	**Methods for Pricing and Price Discrimination:** Demand, supply, price elasticity, price optimization, variety of pricing schemes, price discrimination, Pricing information goods, Characteristics of information goods, and how they affect product differentiation, price discrimination, versioning.	5 + 1
3	**Game theory and competition:** Introduction to the concept of Game theory. Competitive dSPPUoly pricing and product decisions. Price Discrimination through Versioning and Bundling. Product bundling. The design and pricing of product bundles	5 + 1
4	**Network Effects:** Product Design, Launch, and Pricing Strategies, Multiple Dimensions of Value – Technology's standalone value, Networks Externality value. Markets/products as networks, positive feedback, compatibility. Adoption dynamics for network goods. Managing network goods. Competing for Design Dominance in Markets with Network Externalities. Dynamic pricing, product complements and bundles, versioning, product launch strategy	5 + 1
5	**Strategies for Platforms and Two-Sided Markets:** Determining which side to charge, how to balance growth across both networks. Determining firm structure in platform market.	5 + 1

Learning Resources:

1	Text Books	Carl Shapiro and Hal R. Varian. Information rules: a strategic guide to the network economy. Boston, MA, USA: Harvard Business School Press, 1998 Economics of Information Technology: An Introduction , Hal R. Varian, Joseph Farrell, and Carl Shapiro. Cambridge University Press, 2005.
2	Reference Books	Competition, Regulation and Strategy: The Information Technology Industry, Morris Game Theory and Business Strategy , Oberholzer-Gee and Yao
3	Supplementary Reading Material	The Economics of Network Industries. Oz Shy , Cambridge University Press, 2002.
4	Websites	The Information Economy and Network Economics (at UC Berkeley): lots of pointers to research resources http://www2.sims.berkeley.edu/resources/infoecon/Networks.html and data http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/
5	Journals	DeLong, J. B. and Froomkin, A. M. (2000). "Speculative Microeconomics for Tomorrow's Economy". Vol 5 No. 2, February 2000 Nagle, T. (1984). Economic Foundations for Pricing. *Journal of Business*, 57 Sahay, A. (2007), “How to Reap Higher Profits with Dynamic Pricing”, *Sloan Management Review*, 48(4/Summer): 53-60. Lancaster, K. (1966). A New Approach to Consumer Theory. Journal of Political Economy, 74(2), 132-157. Brooks, Christopher H., Robert S. Gazzale, Rajarshi Das, Jeffrey O. Kephart, Jeffrey K. MacKie-Mason, and Edmund H. Durfee (2002). "Model Selection in an Information Economy: Choosing What to Learn," Computational Intelligence, vol. 18, no. 4 (Nov.): 566-582. Shapiro, Carl, and Hal Varian. "The Art of Standards Wars." *California Management Review* 41, no. 2 (1999): 8-32. Hamel, Gary, Yves L. Doz, and C. K. Prahalad. "Collaborate With Your Competitors — And Win." **Harvard Business Review**, January 1, 1989. Katz, M.L., Shapiro, C.: Network Externalities, Competition, and Compatibility, American Economic Review vol. 75, 1985, pp. 424 – 440

Semester	III	Elective	Technology Management
Course Code	309TM	Type	Subject – Elective
Course Title	Advanced Manufacturing Technology		

Course Objectives:	
1	To provide students with an understanding of the key concepts of advanced manufacturing technology used in modern manufacturing facility
2	To develop an understanding of the principles of operation and characteristics of specific technologies and processes.
3	To appreciate the effect of technologies on global manufacturing and competitiveness.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Advance Manufacturing Technology:** Introduction to Advanced Manufacturing Technologies, Production System facilities, Manufacturing Support Systems, Automation in Production System, Manufacturing Operations, Product/Production Relationships, Cost of Manufacturing Operations.	5 + 1
2	**Material Handling and Identification Technologies:** Introduction to Material Handling, Considerations in Material Handling System Design, Material Transport Systems, Automated Guided Vehicle Systems, Cranes and Hoists, Storage Systems, Automated Storage Systems, Engineering Analysis of Storage Systems, Automatic Data Capture, Bar Code Technology.	5 + 1
3	**Manufacturing Systems:** Introduction to Manufacturing Systems, Components of a Manufacturing System, Conventional Manufacturing System, and Manufacturing Progress Functions. **Single Station Manufacturing Cells:** Single Station Manned Workstations, Single Station Automated Cells, Applications, Analysis of Single Station Cells.	5 + 1
4	**Group Technology and Cellular Manufacturing:** Part Families, Parts Classification and Coding, Production Flow Analysis, Cellular Manufacturing, Application Considerations in Group Technology, Quantitative Analysis in Cellular Manufacturing, Flexible Manufacturing Systems. Why consider FMS? What are FMS advantages over conventional manufacturing? FMS Management & Control Functions & Performance Statistics, FMS applications.	5 + 1
5	**Rapid Manufacturing Processes**: Classification of Rapid Manufacturing (RM) Processes- Additive/Subtractive/Formative Principles of various rapid manufacturing process, Typical Process Chain; Materials for RM; Operating principles, and characteristics of R M processes; Introduction of alternative	5 + 1

	technologies like Laminated Object Manufacturing , Shaped Deposition, Stereo-lithography , 3D printing, Selection of RM processes based on the product requirements; Process selection, Applications and Case studies.	

Learning Resources:		
1	Text Books	Automation, Production Systems and Computer-Integrated Manufacturing, Mikell P. Groover, Prentice Hall. Flexible Automation and Intelligent Manufacturing, Begell House, 1998
2	Reference Books	Manufacturing Engineering and Technology, S.Kalpakjian, S.Schmid, Prentice Hall, 2006, 5th Edition.
3	Supplementary Reading Material	Computer Integrated Manufacturing and Engineering, Rembold, Nnaji, Storr, Addison Wesley, 1994 Computer-Aided Manufacturing, Tien-Chien Chang, Richard A. Wysk, Hsu-Pin Wang, Prentice Hall Gibson, I, Rosen, D W., and Stucker, B., Additive Manufacturing Methodologies: Rapid Prototyping to Direct Digital Manufacturing, Springer, 2010. Hopkinson, N, Haque, R., and Dickens, P., Rapid Manufacturing: An Industrial Revolution for a Digital Age: An Industrial Revolution for the Digital Age, Wiley, 2005.
4	Websites	http://www.wohlersassociates.com http://www.materialise.com/materialise/view/en/449917-Rapid+Manufacturing.html http://www.ifm.eng.cam.ac.uk/research/ctm/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	International Journal of Technology Management Journal of Technology, Management and Applied Engineering Journal of Manufacturing Science and Engineering, Transactions of the ASME

Semester	III	Elective	Technology Management
Course Code	310TM	Type	Subject – Elective
Course Title	Product Strategy for High Technology Companies – I		

Course Objectives:	
1	To increase student's awareness of the forces driving the competition among technology-based companies& need for strategic approach to product management in high technology companies.
2	To provide an understanding of decision making frameworks for managing products in high technology companies.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Strategy & Vision:** Impaired Vision - Tunnel Vision, Blindness, Shortsightedness, Hallucination. Exceptional Vision – 20/20 Vision, Peripheral Vision, Foresighted Vision. Core Strategic Vision – Focus, Clarity, Completeness, Feasibility. Change in Vision – Need for Clarification, Evolution, Obsolescence. Vision Guides Strategy. **Aligning Vision and Strategy:** CSV Boundary Framework, Aligning Financial Plans/Economic Model. Aligning Market Trends. Aligning Technology Trends/Strategy. Aligning Product Strategy. Aligning the Business Charter. Aligning Core Competencies / Value Chain.	5 + 1
2	**Product Platform Strategy:** Ingredients of Product Platform Strategy. Benefits of Platform Strategy. Product Platform of Microsoft, Apple, AT & T, Walt Disney, Amazon, etc. Product Platform Management. **Product Line Strategy:** Ingredients of Product Line Strategy. Product Line Strategy of Amazon, HP Color, Dell, Walt Disney, etc. , Product Line Management.	5 + 1
3	**The MPP framework:** Product Structure Strategy. The Market Platform Plan (MPP) Framework – Markets & Market Segments, Economic and Business Case, Product Offerings and Product lines, Product Platforms, Value Chain Strategies and Ongoing MPP Management. Managing the Technology Elements.	5 + 1
4	**Successful Expansion Paths:** Leveraging Product or Technical Competencies. Leveraged Expansion framework. Leveraged Expansion Paths.	5 + 1
5	**Strategic Balance and Portfolio Management:** Strategic Balance Tradeoffs - Focus versus Diversification, Short Term versus Long Term, Current Platforms versus New Platforms, One Business Unit versus Another, Research versus Development. High versus Low Risk, Financial Return. Setting priorities.	5 + 1

	Beyond Portfolio Management.	

Learning Resources:		
1	Text Books	Product Strategy for High Technology Companies, Michael McGrath, MGH, 2nd Edition.
2	Reference Books	Marketing of High-Technology Products and Innovations by Jakki Mohr, SanjitSengupta, Stanley Slater, 2nd Edition
3	Supplementary Reading Material	Marketing High Technology by William H. Davidow Product Marketing for Technology Companies by Mark Butje, Elsevier
4	Websites	http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/ http://www.ifm.eng.cam.ac.uk/research/ctm/
5	Journals	International Journal of Technology Management International Journal of Technology Intelligence and Planning

Semester	III	Elective	Technology Management
Course Code	311TM	Course Type	Subject – Elective
Course Title	Foundations of Knowledge Management		

Course Objectives:	
1	To familiarize the participants with basic concepts of data, information & knowledge
2	To highlight importance of knowledge management in complex environments.
3	To provide an overview of systems, technologies & infrastructure required for knowledge management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Knowledge 1.1 Meaning of data, information, knowledge and expertise 1.2 Meaning of epistemology, Types of Knowledge - Subjective & Objective views of knowledge, procedural Vs. declarative, tacit Vs. explicit, general Vs. specific. 1.3 Types of expertise – associational, motor skill, theoretical 1.4 Characteristics of knowledge – explicitness, codifiability, teachability, specificity 1.5 Reservoirs of knowledge	5 + 1
2	Introduction to Knowledge Management (KM) 2.1 Meaning of Knowledge Management, Forces Driving 2.2 Organizational issues in KM 2.3 KM Systems & their role 2.4 Relevance of KM in today's dynamic & complex environment 2.5 Future of Knowledge Management	5 + 1
3	KM Solutions for capture, sharing & applications 3.1 KM Processes, 3.2 KM Systems, 3.3 Mechanisms & Technologies	5 + 1
4	KM Infrastructure	5 + 1

	4.1 Organizational Structure 4.2 Organizational Culture 4.3 Communities of Practice 4.4 Information Technology Infrastructure 4.5 Common Knowledge	
5	KM Impact 5.1 Dimensions of KM Impact – People, Processes, Products &Organizational Performance 5.2 Factors influencing impact – universalistic & contingency views 5.3 Assessment of KM Impact – Qualitative & quantitative measures 5.4 Identification of appropriate KM solutions	5 + 1

Learning Resources:		
1	Text Book	Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). *Knowledge Management Challenges, Solutions, and Technologies* . Prentice Hall. ISBN: 0-13-109931-0.
2	Reference Books	Elias M. Awad, Hassan M. Ghaziri (2004). Knowledge Management. Prentice Hall. ISBN: 0-13-034820-1. Donald Hislop, Knowledge Management in Organizations, Oxford 2nd Edition. Ian Watson (2002). Applying Knowledge Management: Techniques for Building Corporate Memories. Morgan Kaufmann. ISBN: 1558607609. Madanmohan Rao (2004). Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann. ISBN: 0750678186. Stuart Barnes (Ed.) (2002). Knowledge Management Systems Theory and Practice. Cengage Learning. KimizDalkir, Knowledge Management in Theory and Practice, Elsevier, Butterworth-Hinemann. SheldaDebowski, Knowledge Management, Wiley India Edition.
3	Supplementary	Chris Collison, Geoff Parcell (2001). Learning to Fly: Practical Lessons from one of the World's Leading Knowledge Companies. Capstone. ISBN: 1-84112-124-

	Reading Material	X. Helen N Rothberg and G Scott Erickson, From Knowledge to Intelligence – Creating Competitive Advantage in the Next Economy, Elsevier, Butterworth-Hinemann. Peter F. Drucker, David Garvin, Leonard Dorothy, Straus Susan, John Seely Brown (1998). Harvard Business Review on Knowledge Management. Harvard Business School Press. ISBN: 0875848818. Madanmohan Rao, Leading with Knowledge – Knowledge Management Practices in Global Infotech Companies, TMGH.
4	Websites	http://www.research.ibm.com/journal http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Dueck, G. (2001) Views of knowledge are human views. IBM Systems Journal, 40(4), 885-888. http://www.research.ibm.com/journal/sj/404/dueck.html. Lesser, E.L. &Storck, J. (2001) Communities of practice and organizational performance. IBM Systems Journal, 40(4), 831-841. http://www.research.ibm.com/journal/sj/404/lesser.html. Prusak, L. (2001) Where did knowledge management come from? IBM Systems Journal, 40(4), 1002-1007. http://www.research.ibm.com/journal/sj/404/prusak.html. Avram, G (2006). “At the Crossroads of Knowledge Management and Social Software” The Electronic Journal of Knowledge Management 4 (1), 1-10. http://www.ejkm.com/volume-4/v4-i1/Avram.pdf. Marwick, A.D. (2001) Knowledge management technology. IBM Systems Journal, 40(4), 814-830. http://www.research.ibm.com/journal/sj/404/marwick.html. Gongla, P. &Rizzuto, C.R. (2001) Evolving communities of practice: IBM Global Services experience. IBM Systems Journal, 40(4), 831-841. http://www.research.ibm.com/journal/sj/404/gongla.html. Thomas, J.C., Kellogg, W.A. & Erickson, T. (2001) The knowledge management puzzle: human and social factors in knowledgemanagement. IBM Systems Journal, 40(4), 863-884.

		http://www.research.ibm.com/journal/sj/404/thomas.html.

Semester	III	Elective	Technology Management
Course Code	312TM	Type	Subject - Elective
Course Title	Business Intelligence and Analytics		

Course Objectives:	
1	To understand principles of BI and Analytics at conceptual level
2	To understand application areas for implementing BI and Analytics
3	To develop skills to design BI and Analytics projects

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Business Intelligence:** definition , concept and need for Business Intelligence, Case studies **BI Basics :** Data, information and knowledge, Role of Mathematical models	5+1
2	**Business Analytics at the strategic level:** Strategy and BA , Link between strategy and Business Analytics, BA supporting strategy at functional level, dialogue between strategy and BA functions, information as strategic resource **Business Analytics at Analytical level :** Statistical data mining, descriptive Statistical methods, lists, reports, automated reports, hypothesis driven methods, data mining with target variables, cluster analysis, Discriminate analysis, logistic regression, principal component analysis**.**	5+1
3	**Business Analytics at Data Warehouse Level** Designing physical database , Deploying and supporting DW/BI system	5+1
4	**Business Intelligence Architectures:** Cycle of Business Intelligence Analysis, Development of Business Intelligence System, spread sheets, concept of dashboard, OLAP, SOA, decision engineering. **BI Tools:** Concept of dashboard**.**	5+1
5	**BI Applications in different domains- CRM, HR, Production**	5+1

Learning Resources:		
1	Text Books	Decision Support and Business Intelligence Systems, Turban, Sharda, Delen, Pearson
2	Reference Books	Business Intelligence Success Factors Tools for aligning your business in the global economy by Olivia Parr Rud, John Wiley and sons , 2009 The Profit impact of Business Intelligence by Steve Williams and Nancy Williams , Morgan Kauffman Publishers/ Elsevier, 2007 Business Intelligence: Practices, Technologies, and Management- Rajiv Sabherwal, Irma Becerra-Fernandez Business Analytics for Managers : Taking Business Intelligence beyond reporting by GERT H.N. Laursen, JesperThorlund, Wiley and SAS Business Series, 2010
3	Supplementary Reading Material	The Great Mind Challenge for Business, Vol. 1 and 2, IBM (I) Pvt. Ltd, Bangalore
4	Websites	www.sas.com www.smartdatacollection.com http://hbswk.hbs.edu/ http://www.ifm.eng.cam.ac.uk/research/ctm/
5	Journals	International Journal of Business Intelligence Research ,

Semester	III	Elective	Technology Management
Course Code	313TM	Type	Subject – Elective
Course Title	Designing Organizations for Uncertain Environment		

Course Objectives:	
1	To develop and acquire cognitive framework to understand and analyze the hyper-turbulent international business environment in the era of technological discontinuity.
2	To gain insights into strategic models that successful organizations deploy to develop their strategies.
3	To learn designing principles to create organizations capable of performing in uncertainty and hyper-turbulence.
4	To appreciate the HR/People systems and processes required for emergent organizational forms

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Understanding Emerging Environment:** Emergence of Vertical/Type-5 Environment, Understanding Hyper-turbulence, Networks and Business Eco-Systems, Role of Information Technology in Shaping Business Environment, Understanding Impact of Technological Discontinuities, Law of Increasing Returns in Networked, Knowledge-Based Economy	5 + 1
2	**Changing Models of Strategy:** Strategy-Making under Uncertainty, Application of Complexity/Chaos Theory to Strategy, Strategy as "Sense-Making", Shaping and Adapting to Networks	5 + 1
3	**New Forms of Organization:** Organizations as Networks, Types of Network Organizations / Clusters, Self-Organizing Systems, Organizational Designs for Change and Innovation, Designing Principle for New Forms of Organizations	5 + 1
4	**People and Process issues in Emerging Organizational Forms:** Systems for Team-Based Functioning, High Performance Work Systems, Managing Empowerment and Accountability, Designing Roles and Systems for Flat,	5 + 1

	Networked Organization, Developing Competencies for New Organizational Forms	
5	Case Studies	5 + 1

Learning Resources:		
1	Text Books	Adler, Nancy J., International Dimensions of organizational Behaviour, 4th Ed., South western College Publishing Company, Singapore, 2001. Bartlett, C.A. and S. Ghoshal, Managing Across Borders: The Transnational Solution, Century Business London, 1989.
2	Reference Books	Beamish, Paul w., Allen J. Morrison, Phillip M. Rosenzweig and Andrew C. Inkpen, International Management: Text and Cases, Irwin McGraw Hill, Boston, 2000. Fowler, Alam, Negotiation Skills: Skills and strategies, University Press Hyderabad, 1990.
3	Supplementary Reading Material	Helen, D., Management: Managing Across Borders and Cultures, Prentice - Hall, Upper Saddle River, New Jersey, 2000 Pucik, C.A. and Y. Doz and G. Healund, Managing the Global Firm , Routledge, London, 1990. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.
4	Websites	http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/ http://www.ifm.eng.cam.ac.uk/research/ctm/
5	Journals	Indian Journal of International Business and Finances Asian Journal of Management Cases Global Journal of International Business Research Harvard Business Review International Business and Management Journal of International Business Journal of International Business and Economy

Semester	III	Elective	Technology Management
Course Code	314TM	Type	Subject – Elective
Course Title	Technology Transfer & Commercialization		

Course Objectives:	
1	To understand the key concepts and options in technology transfer and commercialization
2	To provide the students with working knowledge and skills to plan and implement technology assessment, market assessment, alignment of technology in technology transfer and transmission process.
3	To provide the students with understanding on issues concerning roles of various intellectual property rights, patent search, sustainability and competitive advantage, science and technology policy, start-up, and licensing and spin-off companies.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Technology Entrepreneurship and Innovation; Technology Transfer & Transmission Process; Technology Commercialization Process; Role of Intellectual Property in Protecting Innovation	5 + 1
2	**Technology and Market Assessment:** Customer Needs Driven Product Specifications; Negotiating the Deal and Marketing the Innovation; Financial Plan and Selection of Innovation Projects; Innovation and Risk Management; Technology Valuation and Impact Analysis; Market Assessment and Alignment of Technology.	5 + 1
3	**Business Plan:** Executive summary - Business description - Industry analysis and trends - Competitive analysis - Target market - strategic position – risk assessment - Market strategies - Design and development plan - Technology plan -management and organization - Financial factors - Financial features - sales, profits, cash flows and return on investment - Financial requirements - loan , equity source of collateral - Current business position- Relevant information about the company, its legal form of operation, when it was formed, the principal owners and key personnel - Major achievements - developments within the company that are essential to the success of the business.	5 + 1
4	**Commercialization Strategy:** Coming Full Circle in the Commercialization Loop; Business Plan Science and Technology Policy; Negotiating and Monitoring the Licensing Agreement; Start-Up and Spin-Off Companies; Joint Venture.	5 + 1
5	**Case Studies:** Case studies drawn from commercial, industrial and research applications.	5 + 1

Learning Resources:		
1	Text Books	Cooke, I. and Mayes, P. (1996), Introduction to Innovation and Technology Transfer, Norwood: Artech House. Jolly, Vijay. 1997. Commercializing New Technologies, Getting From Mind to Market. Harvard Business School Press. Eskelin, A. (2001), Technology Acquisition: Buying the Future of your Business, Boston, Mass.: Addison-Wesley. Jolly, V.K (1997), Commercialization of New Technologies, Greeting from Mind to Market, Boston, Mass.: Harvard Business School Press. K. Allen, Bringing New Technology to Market, Upper Saddle River, NJ: Prentice-Hall, 2003. Braun, Ernest. 1998. Principles of technology assessment in Technology in Context: Technology Assessment for Managers. New York: Routledge.
2	Reference Books	Dorf, R.C. (1999), The Technology Management Handbook, Boca Raton, Fla.: CRC Press. Inzelt, A. and Hilton, J. (1999), Technology Transfer: From Invention to Innovation, Kluwer Academic, Norwell. Melissa, A. Schilling (2008), Strategic Management of Technology Innovation, McGraw-Hill International Edition, 2nd Edition, Singapore. Muir, A.E. (1997), The Technology Transfer System, New York: Latham Book Publishing. Parr, R.L. and Sullivan, P.H. (1996), Technology Licensing: Corporate Strategies for Maximizing Value, New York: John Wiley & Sons.
3	Supplementary Reading Material	Clifford, M. Gross and Joseph P. Allen, (2003) “Technology Transfer for Entrepreneurs – A Guide to Commercializing Federal Laboratory Innovation”, Praeger Publishers, USA. Iansiti, M. (1998), Technology Integration: Making Critical Choices in a Dynamic World, Mass.: Harvard Business School. Paulson, E. (2001), The Technology M&A Guidebook, New York: John Wiley & Sons. Megantz, R.C. (2002), Technology Management: Developing and Implementing Effective Licensing Programs, New York: John Wiley & Sons. Spencer, R.H. (2003), Technology Best Practices, New York: John Wiley & Sons.

		Timmons, J.A. (2003), New Venture Creation, Sixth edition, Chicago: Irwin.
4	Websites	Protecting Innovations by Utility Models (http://www.wipo.int/sme/en/ip_business/utility_models/utility_models.htm). Ramsey. W.S., "Financing a New Venture", http://www.williamramseylaw.com/pages/Pfinancing.html
5	Journals	Cohen, M. W., "Patents and Appropriation_ Concerns and Evidence", Journal of Technology Transfer, 30(1&2): 57-71, 2005. Farris, G.F., "Research in Innovation Management and Technology Transfer in China", The Journal of Technology Transfer, 32(1-2) 123-126, April 2007. Johnson, S.D., Gatz, E.F., & Hicks, D. (1997). Expanding the content base of technology education: Technology transfer as a topic of study. *Journal of Technology Education, 8*(2).

Semester	III	Elective	Technology Management
Course Code	315TM	Type	Subject – Elective
Course Title	Digital Marketing		

Course Objectives:	
1	To confront students with discussions about the implications of an increasingly technological society.
2	To provide insights on how to implement marketing in a digital world.
3	To make students understand the traditional and new communication/marketing approaches to create competitive advantage in the Digital world.
4	To understand how the emergence of the technology will affect marketing, value creation, and consumer perceptions.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**The Technological Society:** Introduction to internet and WWW technology including security. Introduction to digital marketing and e-commerce: Business models, Business Models on the Web. Public policy: social, legal, ethical, political issues for e-commerce. Mobile e-commerce, Killer apps for strategic goals. Retailing (e-tailing) , Disintermediation , Channel conflict. Pricing Strategies in 'fluid e-retail markets.' Services online : Online content & digital media , B2B e-commerce , Global opportunities and issues.	5 + 1
2	**Marketing in the Age of Fragmentation:** Mapping Digital Marketing Media, The Long Tail , The Economics of the Attention Economy , Goldhaber's Attention Economy. Know your customer - Buyer behavior, segmentation, targeting. The customer experience - Web design, customer service, Quality of the online experience. Characteristics of E Marketing: Addressability, Interactivity, Accessibility, Connectivity, Control.	5 + 1
3	**Digital Marketing Tools:** Overview, the website, branding, banner ads, affiliate marketing. Paid search, search engine optimization (SEO), comparison shopping engines. Email, RSS, podcasting,Blogs, Viral, Wikis, CRM. Auctions, Portals. Online Branding: When they talk back... Communication and Branding in the Networked Economy. Search Engine Marketing. Online Communities and Innovation Communities, Mass Collaboration and Crowd-sourcing: How does the Internet help Innovate? Social networks, Value Creation through Social Networking.	5 + 1
4	**Web analytics & marketing metrics:** Marketing research. The New Rules of Customer Intelligence: Laboratory Marketing and Customer Branding. Understanding Digital Analytics, Acquisition, Engagement and Conversion,	5 + 1

	Measuring Social Impact, Multi-Touch Analytics, Mobile Analytics, The Future of Digital Analytics: Big Data.	
	Project on web marketing: Each student shall undertake a project on web marketing and submit it as a document (Word or PDF) or PowerPoint or other interactive presentation. Student shall apply basic principles learned in this course. Student is expected to develop a web marketing plan for any organization – real or imaginary (proposed). The project shall include the following: 1. Company Overview 2. Product and/or Service Description 3. Web Sales and Marketing Goals (traffic, sales, leads, brand awareness, etc.) 4. Website Purpose 5. Target Customer 6. Market Description/Competitive Analysis 7. SWOT Analysis 8. Unique Selling Proposition or Value Proposition 9. Revenue Generation 10. Web Marketing Medium Suggestion(s) (How will you get there?) 11. New Website/Web Redesign 12. Search Engine Marketing 13. E-mail 14. Online Advertising 15. Social Media 16. Affiliate Marketing 17. Website optimization/analytics 18. Viral Marketing 19. Traditional Media 20. Online Networking 21. Marketing Execution Plan 22. Budget 23. Tracking and Analysis (how can you tell when you're there, or what's working?)	5 + 1

Learning Resources:		
1	Text Books	Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation by Damian Ryan, Calvin Jone. Kogan Page. Marketing 2012 by William M. Pride, O. C. Ferrell, Cengage Learning. Integrated Marketing Communications: Asia Pacific Edition by William Chitty, Nigel Barker, Michael Valos, Terence A. Shim, Cengage Learning. DigiMarketing: The Essential Guide to New Media and Digital Marketing by Kent Wertime, Ian Fenwick Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity by Avinash Kaushik
2	Reference Books	Wiki Brands – Reinventing Your Company In A Customer Driven Market Place, Sean Moffitt and Mike Dover, TMGH. Advanced Web Metrics with Google Analytics by Brian Clifton. Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know Mark Jeffery
3	Supplementary Reading Material	Direct and Digital Marketing in Practice by Brian Thomas, Matthew Housden
4	Websites	http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/ http://www.ifm.eng.cam.ac.uk/research/ctm/
5	Journals	-

MBA SYLLABUS: SEMESTER III
BANKING & INSURANCE MANAGEMENT – SPECIALIZATION

Semester	III	Specialization	Banking & Insurance Management
Course Code	305 BIM	Type	Specialization – Core
Course Title	Banking Concepts and Operations		

Course Objectives:	
1	To understand the basics of Banking and the emergence of Banking in India.
2	To get acquainted with the functionality of the Banks.
3	To know the meaning and use of commonly used technologies in Banking.
4	To make the students understand Banking accounts.

Unit Number	Contents	Number of Sessions
1	**1.1: Banking Basic Concepts**, Emergence of Banks – Global and Indian Perspective, Journey of Banking in India, Role of Banks as important Aids to Trade, Functions of Banks, Contribution in GDP and effect on Indian Economy, Role Banking in India pre and post-independence, Banking in post 1991 Reforms, Role of foreign players in Indian Banking. **1.2:** Types of Banks & Banking: Nationalized & Co- Operative Banks, Regional Rural Banks, Scheduled Banks, Private Banks, Foreign Banks, Wholesale and Retail Banking.	7 + 2
2	**2.1: Regulatory Framework:** Banking Regulation Act, RBI Act, SEBI, IRDA, RBI regulations with regard to Nationalized & Cooperative Banks, Private Banks, Foreign Banks, Commercial Laws with reference to Indian Banks, Security Norms, Core Banking Environment. Standard Books and registers to be maintained for different accounts. **2.2: Funding & Recovery:** Sector Specific funding, short term and long term loans, MSME funding, Mortgage, Pledge & Hypothecation, Recovery of loans, Non- Performing Assets, Effect of NPA on bank's profitability, Provision for NPAs.	7 + 2
3	**Concepts in Banking and Accounting of transactions:** Accounting in banks, Electronic Banking, RTGS, ATM, MICR, OCR, OMR, DATANET Bank Reconciliation Statement - Need for Bank Reconciliation; Causes of Differences; Preparation of Bank Reconciliation Statement; How to prepare a Bank Reconciliation Statement when Extracts of Cash Book and Pass Book are given; Bills of Exchange - Types of Instruments of Credit; Term and Due Date of a Bill; Certain Important Terms.	7 + 2
4	**Final Accounts of Banking Companies:** Requirements of Banking Companies as to Accounts and Audit; Principal Books of Accounts; Preparation of Vouchers, Cash receipt and payment entries, Preparation and Presentation of Financial Statements of Banks according to schedules in prescribed format. KYC, Different documents to satisfy KYC.	7 + 2
5	Calculation of Simple Interest and Compound Interest -Fixed and Floating interest rates - Calculation of EMIs - Calculation of front end and back end interest - Calculation of Annuities - Interest calculation using products /balances, Amortization and Sinking Funds Bonds - Calculation of YTM - Duration - Bond Pricing - Premium and Discount - Bond valuation rules preliminary method, definition of debt, rules on compounding in respect of loan accounts, penal interest etc.	7 + 2

Note:	
1	Weightage of theory and numerical problems shall be 60:40
2	Numerical shall be asked on Bank reconciliation statement and preparation of Final Accounts of Banks, Calculation of simple interest and compound interest, Calculation of EMI, Calculation of YTM, Bond valuation.

Learning Resources:		
1	Text Books	Banking Concepts & Operations by Dr. E B Khedkar & Dr. D. B. Bharati Himalaya The Indian Financial System and Development – Vasant Desai – Himalaya Publishing House Banking - E. Dharmaraj – SciTech Publications Management of Banking & Financial Services, 3e, Padmalatha Suresh, Pearson Publication Fundamaentals of Banking & Finance- Dr. K. M. Bhattacharya- Himalaya Publications Development Banking & Financial Intermediaries –Dr Vasant Desai- Himalaya Publications
	Reference Books	Indian Financial System – M Y Khan – Tata McGraw Hill Accounting and Finance for Bankers – Indian Institute of Banking & Finance – Macmillan Mudra Banking evamlok with (Money banking & Public Finance)1/e –Dr. S. N. Singh Indian Financial System-A A Avadhani
3	Supplementary Reading Material	Reserve Bank Bulletins Economic Times Business Standard Companies Act Banking Regulation Act
4	Websites	www.bankingandfinancereview.com
5	Journals	Journal of banking and finance International Journal of Banking Accounting and Finance

Semester	III	Specialization	Banking & Insurance Management
Course Code	306 BIM	Type	Specialization – Core
Course Title	Principles and Practices of Insurance		

Course Objectives	
1	To provide a basic understanding of the insurance mechanism and principle of insurance
2	To provide a overview of Indian insurance industry

Unit Number	Contents	Number of Sessions
1	**Insurance:** Meaning of insurance, Evolution and nature of insurance Meaning of risk and types of risk, management of risks – loss minimization techniques. Scope of insurance, Benefits of insurance, management of risk with insurance different classes of insurance – importance of insurance.	7+2
2	**Insurance Terminology:** Common terms used in insurance – terms common to both life and non – life insurance –Basic terminology used in Insurance, Various types of Insurance (Life, General, Health).Difference between Life insurance and General insurance.	5+4
3	**Principles of insurance:** Meaning, importance and applicability of the principle of insurable interest – the principle of indemnity – the principle of subrogation – the principle of contribution – principle of utmost good faith – the relevance of proximate cause – the insurance contract. Disclosure principle.	7+2
4	4.1: Role and Functions of IRDA, Introduction to underwriting, Meaning and Process of Claim management. 4.2: Introduction to Reinsurance and meaning and type of reinsurance.	6+3
5	Overview of Indian Insurance market, Key players of insurance industry, Scope of insurance business in India, Key challenges of Indian Insurance Industry, role of insurance in economic development of India.	6+3

Learning Resources		
1	Text Books & Reference Books	Principles & Practices of Insurance by Dr. E B Khedkar & Dr. D. B. Bharati Himalaya 1.Life and health insurance handbook— Davis W. Gregg 2. M. N. Srinivasan: Principles of Insurance Law, Wadhwa & Co. 3. Rajiv Jain : Insurance Law and Practice, Vidhi Publication Private Limited 4. Taxmann : Insurance Manual, Taxmann Publication Private Limited 5. Bharat : Manual of insurance Laws, Bharat Publication Private limited 6. Dr. Avtar Singh : Law of Insurance, Universal Publication Pvt. Limited 7. George E. Rejda : Principles of Risk Management and Insurance 8. Principals & Practice of Insurance – Periasamy Himalaya Publications 9. Fundamental so Insurance by P K Gupta Himalaya Publications
2	Websites	www.irda.gov.in
3	Journal	Journal of risk and insurance IRDAI-Handbook on Insurence

Semester	III	Specialization	Banking & Insurance Management
Course code	307 BIM	Type	Elective Courses
Course Title	Treasury Management		

Course Objectives:
1. To make students conversant with operational dimensions of monetary and treasury management practices in India.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	Monetary Policy: Objectives-A macroeconomic view-Central Bank Tools to regulate Money Supply-The Impact of Open Market Operations on other Tools of Monetary Policy-the Monetary Ratios-Other Factors that impact Monetary Base and Bank Reserves	**5+1**
Unit – 2	Credit Policy: Objectives, Theory and Practice, Instruments; Fiscal Policy: Importance of Budgets, Union Budget, State Budget, Finances of Union and State Governments, Finance Commission-Striking balance between inflation and growth Through monetary and fiscal policies.	**5+1**
Unit – 3	Treasury Management: Objectives of Treasury, Structure and organization, Functions of a Treasurer, Responsibility of a Treasurer	**2+1**
Unit – 4	Treasury operations: Treasury Instruments- Liquidity Management- CRR/CCIL/RTGS-Objectives, sources and deployment, internal control, Netting- Cost centre/Profit centre, integrated treasury, Planning & control, Risk analysis	**3+1**
Unit – 5	Treasury and investment policy-Role of IT in treasury management-Regulation and compliance-Internal & External Audit	**4+1**
	Note : Case Studies are compulsory	

Learning Resources:		
1	Text Books	Treasury Management in India - Avadhani, VA., Himalaya Publishing House, Mumbai Financial Markets & Services - Vasanth Desai, Himalaya Publishing House, Mumbai Indian Financial System, Khan, M.Y., Tata McGraw Hill Publishing Company Ltd., New Delhi Monetary Theory Vaish, MC Vikas Publications, Mumbai
2	Reference Books	1.The Indian Institute of Bankers, Treasury, Investment and Risk Management, Mumbai 2. Indian Institute of Banking & Finance, Treasury Management, Mumbai 3. Bagchi, Treasury Risk Managementy, Jaico Publishing House, Mumbai 4. Bragg, Treasury Management-The Practitioners Guide, John Willey & Sons, New Delhi
3	Supplementary Reading Material	Reserve Bank Bulletins Economic Times Business Standard Companies Act
4	Websites	www.bankingandfinancereview.com
5	Journals	Journal of banking and finance International Journal of Banking Accounting and Finance

Semester	III	Specialization	Banking & Insurance Management
Course code	308 BIM	Type	Elective Courses
Course Title	Practice of Life Insurance		

Course Objectives:

1. To know the basics of Life Insurance.
2. To understand the different types of life insurance plans & products, and its variations.
3. To learn the method of premium calculation and bonus, the different types of annuity plans.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	**PRACTICE OF LIFE INSURANCE:** Overview of the Indian Insurance Market – Growth of Insurance business in India – Organizational structure of the Life Insurance Corporation of India (LIC) – Postal Life Insurance – Organizational structure of Postal Life Insurance – Appointment of life insurance agents and their functions – Need of an agent in life insurance selling – Appointment of agents – Remuneration to agents – Trends in life insurance distribution channels	**5+1**
Unit – 2	**PREMIUMS AND BONUSES:** Concept of premium – Different types of premium – Different factors considered in calculating premium – Bonus in policies – Different types of bonus in life insurance policies.	**4+1**
Unit – 3	**PLANS OF LIFE INSURANCE:** Different types of life insurance plans – Term Plan – Endowment Plan – Money Back Insurance Plan – Whole-Life Insurance Plan – Unit Linked Insurance Plans (ULIPs) – Joint Life Insurance Plans – Child Insurance Plans – Rider benefits – Industrial life insurance – MWP Policies – Keyman insurance – Health insurance and its types.	**5+1**
Unit – 4	**ANNUITIES, GROUP INSURANCE:** Understand the concept of annuity – Different types of annuity plans – Advantages and disadvantages of annuity – Annuity Vs Life Insurance – Important terms used in annuity, Importance of group insurance schemes – Main features of group insurance schemes – Eligibility conditions in group insurance – Different types of group insurance schemes – Concept of Unit-linked policies,	**4+1**
Unit – 5	**APPLICATIONS AND ACCEPTANCE:** Fundamentals of life insurance contracts – Principles of utmost good faith – Insurable interest – Life insurance policy application and process – Proposal form and related documents.	**4+1**

Learning Resources:

1	Text Books	A text book on principles and practice of life insurance by G. Krishnaswami. Elements of Banking and Insurance, by Sethi, Jyotsna, Bhatia Principles and Practices of Banking and Insurance by V. S. Gopal and Sumati Gopal Life Insurance Today by Sashi Publications
2	Reference Books	Life and health insurance handbook— Davis W. Gregg Life Isurance: Principles and Practice- Mr. C. S. Kumar & Dr. K. C. Mishra M. N. Mishra & S. B. Mishra (2010)- Insurance – Principles and Practice (17th edition) Legal & Regulatory aspects of Business- Mrs. M V Bakshi & Dr K C Mishra
3	Supplementary Reading Material	Reserve Bank Bulletins Economic Times Business Standard Companies Act
4	Websites	www.bankingandfinancereview.com
5	Journals	Journal of banking and finance International Journal of Banking Accounting and Finance

Semester	III	Specialization	Banking & Insurance Management
Course code	309 BIM	Type	Elective Courses
Course Title	Retail & Universal Banking		

Course Objectives:

1. To enable the students familiarizing with operational aspects of retail Banking products and developing suitable strategies to broaden the retail client base.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	Concept of Retail Banking-Distinction between Retail and Corporate/Wholesale Banking; Retail Products Overview: Customer requirements, products development process, Liabilities and Assets Products, Approval process for retail loans, credit scoring	**(Hours: 6+1)**
Unit – 2	Important Retail asset products: Home loans, Auto/vehicle loans, Personal loans, Educational loans -Study of these products in terms of Eligibility, Purpose, Amounts, Margin, Security, Disbursement, Moratorium, Prepayment issues, Repayments/Collection; Credit/Debit Cards-Eligibility, Purpose, Amounts, Margin, Security, Process of using the cards, Billing Cycle, Credit Points; Other Products / Remittances/Funds Transfer	**(Hours: 5+1)**
Unit – 3	Retail Strategies: Tie-up with institutions for retail loans; Delivery Channels- Branch, Extension counters, ATMs, POS, Internet Banking-Banking; Selling process in retail products; Customer Relationship Management-Role and impact of customer relationship management, stages in CRM process; Technology for retail banking	**(Hours: 5+1)**
Unit – 4	Trends in Retailing-New products like insurance, Demat services, online/phone banking, property services, investment advisory/wealth management, Reverse Mortgage-Growth of e-banking, Cross selling opportunities	**(Hours: 5+1)**
Unit – 5	Recovery of Retail Loans-Defaults, Rescheduling, recovery process-SARAFAESI Act, DRT Act, use of Lok Adalat forum, Recovery Agents-RBI guidelines	**(Hours: 4+1)**
	Note : Case Studies are compulsory	

Learning Resources:		
1	Text Books	Fundamentals of Retail Banking Agarwal, O.P., Himalaya Publishing House, Mumbai. Banking Marketing Jha, SM, Himalaya Publishing House, Mumbai Indian Financial System, Khan, MY, Tata McGraw Hill Publishing Company Ltd., New Delhi Modern Banking in India, Uppal;, RK,& Bishnupriya N, New Century Publications, New Delhi
2	Reference Books	Indian Institute of Banking & Finance, Retail Banking, Mumbai Banking Services and IT, Uppal, RK, New Century Publications, New Delhi Introduction to financial Planning by Taxmann Elements of Banking and Insurance, by Sethi, Jyotsna, Bhatia
3	Supplementary Reading Material	Reserve Bank Bulletins Economic Times Business Standard Companies Act
4	Websites	www.bankingandfinancereview.com
5	Journals	Journal of banking and finance International Journal of Banking Accounting and Finance

Semester	III	Specialization	Banking & Insurance Management
Course code	310 BIM	Type	Elective Course
Course Title	Practice of General Insurance		

Course Objectives:

1. This course primarily deals with practical aspects of General insurance within the framework of prevailing legislation.
2. It aims at familiarizing the reader with the market structure, procedures and practices, coverage's under various insurance policies, underwriting practices, claims management, accounting, investments and customer service.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	**INSURANCE LEGISLATION:** The Insurance Act 1938 – Insurance Regulatory & Development Authority (IRDAI) Act 1999 – General Insurance Councils – Amendments to Life Insurance Corporation Act 1956 – Amendments to General Insurance Business (Nationalization) Act regulations issued by IRDAI – Motor Vehicles Act 1988 – Other Acts – Exchange Control Regulations – Consumer Protection Act 1986 – Insurance Ombudsman, Market – Statutes & Regulations that affect conduct of business in India,	**5+1**
Unit – 2	**INSURANCE MARKET**: Historical – Present scenario – Agents – Corporate Agents – Brokers – Third Party Administrators (TPA) – Surveyors / loss Assessors – Overseas Markets – U K – U S A,	**4+1**
Unit – 3	**INSURANCE FORMS:** Proposal Forms – Cover Notes – Certificate of Insurance – Policy Forms – Endorsements – Interpretation of policies – Co-insurance – Standard policies.	**3+1**
Unit – 4	**FIRE & MARINE INSURANCE COVERAGES:** Fire insurance Coverage's – Marine insurance Coverage's – Types of Marine insurance policies – Duty & increased value insurance.	**4+1**
Unit – 5	**MISCELLANEOUS COVERAGES:** Motor insurance – Liability only policy – Package policy – Personal Accident insurance – health insurance – Burglary insurance – Baggage insurance – Legal Liability insurance – Public & Product Liability insurances – Professional Indemnity insurance – Workmen's Compensation insurance – Fidelity Guarantee insurance – Banker's Indemnity insurance – Carrier's Legal Liability insurance – Jewelers' Block insurance – Composite policies – Aviation insurance – Engineering insurance – Rural insurances – Micro insurance. Industrial All Risks insurance – Advance Loss of Profits	**5+1**

	insurance – Oil & Energy Risks insurance – Satellite insurance	

Learning Resources:		
1	Text Books	General Insurance: Business Operations in executing: Dr. K C Mishra B. D. Bhargav (2008)- Insurance Theory And Practice (First edition) M. N. Mishra & S. B. Mishra (2010)- Insurance – Principles and Practice (17th edition) Principle & Prctice of Non Life Insurance- P K Gupta Himalaya Publications
2	Reference Books	1. General Insurance, John Magee & David Bicklhaupt 2. Operational Transformation of General Insurance Industry during the period 1950 to 1990 & Beyond, R. D.Samarth 3. Study on Distribution Functions in General Insurance & Role of Intermediaries, Arun Agarwal / P R Rao 4. General Insurance for Information Technology Professionals, Martin Frappoli.
3	Supplementary Reading Material	Economic Times Business Standard The Hindu IRDAI Publication
4	Websites	www.irda.gov.in
5	Journals	Journal of risk and insurance IRDAI-Handbook on Insurance

Semester	III	Specialization	Banking Insurance Management
Course code	311 BIM	Type	Elective Course
Course Title	E-Banking		

Course Objectives:

1. To make the students conversant with e-banking products in terms of delivery, security and controls with reference to India

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	Introduction to E-Banking-Impact of Information Technology on Banking- Changing Financial Environment and IT as a strategic response Hardware and Software.	**5+1**
Unit – 2	Applications in Banking-Centralized Banking System/Core Banking System/System Administration, Database Administration, Application Server and Application Administration, Network Administration, Domains, Data Downloads/Uploads, Band widths, Data Centre, Data Storage Devices, Data Backups/Restoration;	**5+1**
Unit – 3	Delivery Channels-ATM, EFTPOS, Phone Banking, Internet Banking, SMS Banking, Mobile Banking, Credit/Debit Cards, Smart Cards, E-Commerce-Secure Electronic Transfer(SET), Payment Gateways (Credit card/Debitcards), Authentication of payments, etc.	**4+1**
Unit – 4	Security, Controls and Guidelines- Threats to Information System: i)Physical (Insiders/outsiders) ii) Viruses, Worms, Trojan horse, Malwares, Software bombs, Phishing, Spoofing, Spamming, denial of service attacks, etc., Information System Security Measures, policy, controls	**4+1**
Unit – 5	Basel guidelines for E-Banking, various RBI Committee Reports on Information	**3+1**

	Systems.	
	Note : Case Studies are compulsory	

Learning Resources:		
1	Text Books	Internet Banking & Shopping by G Chapman E Banking & emerging multidisciplinary processes – Mohommad Ali Sarlak Indian Banking-Nature and Problems, Vasantha Desai, Himalaya Publishing House, Mumbai.
2	Reference Books	Banking with Technology, Uppal RK, New Century Publications, New Delhi Information System for Modern Management Murdick RG, Ross JHE and Clagget JR Prentice Hall of India, New Delhi
3	Supplementary Reading Material	Reserve Bank Bulletins Economic Times Business Standard Companies Act
4	Websites	www.bankingandfinancereview.com
5	Journals	Journal of banking and finance International Journal of Banking Accounting and Finance

Semester	III	Specialization	Banking & Insurance Management
Course code	312 BIM	Type	Elective Course
Course Title	Financial Inclusion		

Course Objectives:
1. To know about the details of Financial Inclusion.
2. To have an idea about the working of NGOs / SHGs.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	Financial inclusion: Concept and its role in inclusive growth- Micro credit, micro insurance scheme - Business Facilitators	**4+1**
Unit – 2	Business Correspondents in rural financing- SHGs/NGOs, linkages with banking, latest guidelines of GOI and RBI	**4+1**
Unit – 3	Priority Sector Financing and Govt. initiatives: Components of priority sector- RBI Guidelines; Government initiatives: Poverty alleviation programmes/Employment programmes/Production oriented programmes-	**3+1**
Unit – 4	Rural housing and Urban housing schemes under priority sector-Educational loans	**3+1**
Unit – 5	V-Problems and prospects of Rural Banking: Problems of rural branches of Commercial banks and regional rural banks-emerging trends in rural banking-financing poor as bankable opportunity.	**4+1**
	Note : Case Studies are compulsory	

Learning Resources:		
1	Text Books	Financial Inclusion And Poverty Allevaition In India: Ajay Kumar Tomar Financial Inclusion In India Issues And Challenges by Ramesh

		Financial Inclusion For Inclusive Growth Indian Institute of Banking & Finance, Rural Banking, Mumbai
2	Reference Books	Banking in the New Millenium, Guruswamy, S., New Century Publications, New Delhi Banking Sector Reforms in India, Uppal RK, & Rimpi Kaur, New Century Publications, New Delhi New Dimensions of Bank Management, Shyam Ji Mehrotra, Skylark Publications, New Delhi
3	Supplementary Reading Material	RBI Publication Economic Times Business Standard
4	Websites	www.bankingandfinancereview.com
5	Journals	Journal of banking and finance International Journal of Banking Accounting and Finance

Semester	III	Specialization	Banking & Insurance Management
Course code	313 BIM	Type	Elective Course
Course Title	Corporate Insurance Management		

Course Objectives:

1. The course is framed to create an appreciation of the importance of the Regulatory Environment necessary for the orderly and smooth functioning of the Insurance Business in India.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	**The Concept of Corporate Insurance and its Evolution:** The basics and nature of corporate insurance – evolution and nature of corporate insurance – how insurance operates today – different classes of insurance – importance of corporate insurance – how insurance takes care of unexpected eventualities	**4+1**
Unit – 2	**IRDA Functions and Insurance Councils:** Mission and Composition of IRDA –Duties and powers and Functions of IRDA –Regulations issued –Motor Vehicle Act 1988 – Salient features – No Fault liability – Hit and Run Accidents – Marine Insurance Act – The Bill of Lading Act – Indian Railways Act – Carriage of Goods by Sea act and various other acts – Workmen's compensation Act – Employee State Insurance Act – Public Liability act – General and Life Insurance Councils – Formation, duration and dissolution of Executive committee – Functions and Powers of the executive committee.	**6+1**
Unit – 3	**Regulations on Conduct of Business:** IRDA regulations on Obligation of Insurers for rural and Social sector – Classification of Rural – Obligations for Rural and social sector before and Sixth financial Plan onwards – Micro Insurance –concept and origin – Govt. recommendations on Micro Insurance – Conditions for Micro Insurance Agents – Life and Non-life Micro Insurers Product parameters – Regulation and working of ULIPs – IRDA guidelines	**5+1**
Unit – 4	Risk Management and Reinsurance: Economics of insurance; Managerial aspects of risk management; Reinsurance-legal principles and methods of reinsurance	**3+1**
Unit – 5	**International Trends In Corporate Insurance Regulation:** Purpose and area of focus of regulations – Regulatory systems of other countries.	**3+1**

Learning Resources:

1	Text Books	General Insurance, John Magee & David Bicklhaupt B. D. Bhargav (2008)- Insurance Theory And Practice (First edition) M. N. Mishra & S. B. Mishra (2010)- Insurance – Principles and Practice (17th edition)
2	Reference Books	1. Agarwal, OP, Banking & Insurance, Himalaya Publishing House, Mumbai 2. George E Rejda, Principles of Risk Management & Insurance, Pearson Education, New Delhi 3. Balachandran S., General Insurance, Insurance Institute of India, Mumbai 4. Arthur C., William Jr., Michael Smith, Peter Young, Risk Management and Insurance, Tata McGraw Hill Publishing Company, New Delhi 5. Tripathy Nalini Prava & Prabir Pal, Insurance Theory & Practice, Prentice Hall of India POvt. Ltd., New Delhi 6. Balachandran S., Life Insurance, Insurance Institute of India, Mumbai
3	Supplementary Reading Material	Right to Information Act Guidelines for Grievance Redressal by Insurance Companies
4	Websites	IRDAI
5	Journals	Journal of risk and insurance IRDAI-Handbook on Insurance

Semester	III	Specialization	Banking & Insurance Management
Course code	314 BIM	Type	Elective Course
Course Title	Marketing of Financial Services		

Course Objectives:
1. To know financial services.
2. To understand marketing of financial services.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	Evolution of Financial Services – Meaning of Financial Services – Various types of Financial Services, Fund based and Non-fund based – Significance of Financial Services – Growth of Financial Services in India – Emerging Trends in Financial Services – Constraints to the growth of Financial Services.	**5+1**
Unit – 2	Mutual Funds Concept – History of Mutual fund Industry in India – Different Schemes – Fund Accounting and Valuation – Advantages – UTI: Objective – Functions – Regulation– Performance Measurement and Evaluation of Mutual Fund Schemes – Unit holder's Protection.	**4+1**
Unit – 3	Merchant Banking – Facets of Merchant Banking - Functions – Legal and Regulatory Frameworks – Relevant Provisions of Companies Act – SEBI Guidelines – Role in Issue Management, Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing.	**5+1**
Unit – 4	Other Financial Services – Leasing and Hire Purchase – Factoring and Forfeiting – consumer Finance – Securitization – Venture Capital – Loan Syndication –	**4+1**

	Custodial and Depository Services – Credit rating.	
Unit – 5	Marketing of Financial Services – Categories of Financial Products – Insurance, Banks, Stocks, Mutual Funds, Pension Plans, other Savings Products – Financial Services Marketing Environment – Micro and Macro Environmental Forces – Marketing Mix for Financial Services – Promotional Strategies – Customer Relations and Servicing.	**4+1**

Learning Resources:		
1	Text Books	Financial Services, M. Y. Khan Tata McGraw Hill. Indian Financial System Machiraju, Vikas Publishing House Emerging Scenario of Financial Services E. Gordon and K. Natarajan Himalaya Publishing House, Mumbai.
2	Reference Books	Merchant banking and Financial Services S. Gurusamy Cengage South – Western. Mutual Funds in India, Sadhale H., Sage, New Delhi Financial Markets and financial services, Vasant Desai Himalaya Publishing house
3	Supplementary Reading Material	Right to Information Act Guidelines for Grievance Redressal by Insurance Companies
4	Websites	IRDAI
5	Journals	Journal of risk and insurance IRDAI-Handbook on Insurance

Semester	III	Specialization	Banking & Insurance Management
Course code	315 BIM	Type	Elective Course
Course Title	Marketing of Insurance Services		

Course Objectives:

1. To familiarize the students with the concept & tools of marketing
2. To provide skills for evaluating competition and develop strategies of marketing

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	Concept- scope of marketing – marketing orientations, production, product, selling, marketing and societal – concepts – emergence and growth of services – understanding the marketing environment- Marketing mix for services – Developing marketing plan	**5+1**
Unit – 2	Consumer Behaviour – factors influencing purchase decisions – Purchase process – Marketing research – Definition- Steps Research approaches and techniques – forecasting Market demand	**5+1**
Unit – 3	Market Segmentation – Factors influencing segmentation – Segmentation approaches targeting- Differentiated and undifferentiated marketing – positioning ; concept and approaches – Repositioning	**4+1**
Unit – 4	Developing insurance services mix- service product – service pricing – promotion-distribution – physical evidence – People – Service delivery process – product / service life cycle – New service product planning and development – understanding power of branding – brand equity – insurance salesmanship	**5+1**
Unit – 5	Service quality for Competitive advantage – Customer relationship management – Marketing strategies for different insurance services and businesses – e-selling of insurance and other advancements.	**4+1**

Learning Resources:		
1	Text Books	Lovelock, Christopher et al Service Marketing, Pearson Education New Delhi
2	Reference Books	1. Harsh V Verma, Services Marketing- Pearson Education New Delhi 2. Vinnie Jauhari, Services Marketing & Management, Oxford University Press, Mumbai 3. Course Book . IC-31, Insurance Salesmanship, Insurance Institute of India ; Mumbai 4. S.M.Jha, Services Marketing, Himalaya Publishing House
3	Supplementary Reading Material	Economic Times Business Standard The Hindu IRDAI Publication
4	Websites	www.icmrindia.org, www.gremler.nets, www.wiley.com,www.palgrave.com www.emeraldinsight.com
5	Journals	Emerald- Journal of Services marketing, Sage- Journal of Marketing & Services Journal of financial services Marketing, Market logy Journal of marketing

Semester	III	Specialization	Banking & Insurance Management
Course code	316 BIM	Type	Elective Course
Course Title	Rural Banking & Micro Finance		

Course Objectives:
1. To understand the concept of Rural Banking.
2. To know about Micro Finance.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	Rural India: Demographic features-Economic features-Rural poverty-main causes and methods of measuring rural poverty-Rural Infrastructure-Rural Development Policy-Govt. policies and programmes-Economic Reforms and its impact on rural economy	**5+1**
Unit – 2	Financing Rural Development: Functions and policies of RBI and NABARD ;Rural Credit Institutions-Role and functions -Role of Information and Communication Technologies in rural banking- Regulation of Rural Financial Services;	**4+1**
Unit – 3	Genesis and evolution of microfinance: different models of microfinance operating in India; study of the Self Help Group-Bank Linkage Programme (SBLP) as an innovative strategy of microfinance evolved in India.	**5+1**
Unit – 4	Outline of subsidy-linked credit programmes of the Government like PMRY, SGSY, SJSRY & SLRS, etc. Initiatives of the Government (without subsidy-link) like Kisan Credit Card (KCC) scheme, Financing of Agriclinics/Agribusiness Centres etc. and the	**5+1**

	DifferentialRate of Interest (DRI) scheme.	
Unit – 5	Overview of Lead Bank Scheme (LBS) and Service Area Approach (SAA) and the framework envisaged under LBS and SAA for achieving co-ordination at various levels -aimed at facilitating effective implementation of the social banking initiative. Reference in this context will be made to the functioning of forums of coordination like DCC, SC & DLRC at the district-level and SLBC at the State-level (all constituted under LBS) and BLBC (constituted under SAA).	**4+1**

Learning Resources:		
1	Text Books	Indian Banking-Nature and Problems, Vasantha Desai, Himalaya Publishing House, Mumbai Rural Banking, Pai Panandikar & NC Mehra, National Institute of Bank Management, Pune Indian Financial System, Khan, M.Y., Tata McGraw Hill Publishing Company Ltd., New Delhi
2	Reference Books	Rural Banking by S C Bandyopadhyay
3	Supplementary Reading Material	Bankers Handbook by Taxmann Publication
4	Websites	www.icmrindia.org, www.gremler.nets, www.wiley.com,www.palgrave.com www.emeraldinsight.com
5	Journals	Journal of financial services Marketing, Market logy Journal of marketing

Semester	III	Specialization	Banking & Insurance Management
Course code	317 BIM	Type	Elective Course
Course Title	Personal Financial Planning		

Course Objectives:
1. To Know basics of financial planning.
2. To understand the concept of tax planning.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	**BASICS OF FINANCIAL PLANNING:** What is Financial Planning – Needs for Financial Planning – Disintegration of the Joint Family System – Multiple Investment Options – Changing Lifestyles – Inflation – Increased longevity – Other Contingencies – Right time to start Financial Planning – Financial Advisory Services - Financial Planner – Steps process of Financial Planning – Personal Financial Statements – Personal Financial Ratio – Certification requirement for a financial planner – Checking – Regulatory Authority	**5+1**
Unit – 2	**PORTFOLIO MANAGEMENT:** What is Portfolio Management – Portfolio Manager - Portfolio Theory – Stages in Portfolio Management - Tax benefits - Investment Horizon – Asset Allocation – Portfolio Management Strategies - Constraints in Portfolio Revision - Portfolio Performance Evaluation.	**4+1**

Unit – 3	**INVESTMENT VEHICLES:** Meaning of investment vehicles – Classification of investment – Bonds and Debentures – Types of Bonds – Mutual Funds – Fixed Maturity Plans - Tax advantages under Fixed maturity plans.	**4+1**
Unit – 4	**RETIREMENT PLANNING:** Need for Retirement Planning - Need for income replacement in retirement – Schemes available – Sources for funding retirement corpus – Government sponsored plans – National pension System – Income tax concession – Employer Sponsored Pension Plans - Defined Benefit Plans – Voluntary Pension Plans or Annuity Plans – Optimizing returns on retirement plans – Maintenance of Retirement Plan – Pensions in US – Types of IRAs.	**5+1**
Unit-5	**TAX PLANNING:** What is Tax Planning – Income Tax Law in India – Basic Concept – Definitions – Income Tax Rates – Education Cess – Incomes Exempt from Income Tax – Classification of Heads of Income – Income tax on Salary – VRS guidelines – Quantum Exemptions – Tax Free perquisites – Income from House Property – Gross Annual Value – Profits and Gains of Business or Professions – Depreciation & its definition – Capital Gains – Income from other sources – Deductions – Clubbing of Income – Aggregation of Income – Deductions and Rebates – Rebates and Reliefs – Wealth Tax – Gift Tax.	**5+1**

Learning Resources:		
1	Text Books	V.V. Bhatt – Financial System: Sage, New Delhi. Periasamy p. – Principles and Practices of Insurance – MUMBAI Himalaya
2	Reference Books	Introduction to financial Planning by Taxmann Personal Tax Planning by Yashaswi Basics of Banking & Insurance by Shri Pravin M V & Dr K Venugopalan
3	Supplementary Reading Material	Bankers Handbook by Taxmann Publication
4	Websites	www.icmrindia.org, www.gremler.nets, www.wiley.com,www.palgrave.com www.emeraldinsight.com
5	Journals	Journal of financial services Marketing, Market logy Journal of marketing

Semester	**III**	**Specialization**	**Banking & Insurance Management**
Course code	**318 BIM**	**Type**	**Electric Course**
Course Title	**Property Insurance**		

Course Objectives:
1. To know the meaning of Property Insurance.
2. To understand the procedure of claims.

Syllabus:

Unit Number	Contents	No. of Sessions

Unit – 1	**BASIC PRINCIPLES & THE FIRE POLICY:** Background – Insurable Property – Indian Contracts Act 1872 – Basic Principles of Insurance – Utmost Good Faith – Insurable Interest – Indemnity – Terms Relating to sum insured viz. Reinstatement Value, Market Value, Book Value – Subrogation – Contribution – Fire Tariff & its Sections – Standard Fire & Special Perils Policy – Insured Perils – General Exclusions – Conditions.Information through Proposal Form – Risk Inspection Report – Premium – Cover Note – Warranties & Clauses – Policy Schedule – Endorsements – Renewal Notice.	**6+1**
Unit – 2	**ADD ON COVERS & SPECIAL POLICIES:** Spontaneous Combustion – Earthquake – Forest Fire – Impact Damage – Architects etc Fees – Debris Removal – Reinstatement Value Policies & Local Authorities Clause – Declaration Policies – Floating Policies – Floater Declaration Policies – Special Clauses.	**5+1**
Unit – 3	**FIRE HAZARDS AND FIRE PREVENTION**: Hazard Based Risk Classification – Originating Hazards – Contributory Hazards – Hazards Originating from Construction – Constructional Features – Silent Risk – Hazards Arising from Goods – Miscellaneous Hazards – Fire Protection Systems – Good Housekeeping.	**4+1**
Unit – 4	**ERSTWHILE TARIFF RULES & RATING:** The Standard Fire & Special Perils Policy – Partial Insurance – Short Period Rates – Cancellation of Policies – Mid-term Cover – Rating – Simple Risks – List of Hazardous Goods – Industrial & Manufacturing Risks – Utilities – Storage Risks – Classification of Goods – Tanks & Gas Holders,	**5+1**
Unit- 5	**CLAIMS PROCEDURAL ASPECTS:** First Step on Receiving Intimation of a Claim– Registration – Issue of Claims Form – Appointment of Surveyor – Preliminary Survey Report – Process of Surveying & Loss Assessment – Examination of Policies – Inspection of Scene of Loss – Cause of Loss – Assessment of Loss – Final Survey Report and its Contents – Final Assessment of Loss.	**4+1**

Learning Resources:		
1	Text Books	V.V. Bhatt – Financial System: Sage, New Delhi. Indian Financial System in the World Monetary Order by H Y Kulkarni
2	Reference Books	Periasamy p. – Principles and Practices of Insurance – MUMBAI Himalaya
3	Supplementary Reading Material	Right to Information Act Guidelines for Grievance Redressal by Insurance Companies
4	Websites	IRDAI
5	Journals	Journal of risk and insurance IRDAI-Handbook on Insurance

MBA SYLLABUS: SEMESTER III
HEALTHCARE MANAGEMENT – SPECIALIZATION

Semester	III	Specialization	Health Care
Course Code	305 HM	Type	Generic – Core
Course Title	Introduction to Healthcare Management		

Course Objectives:	
1	Introduction to Healthcare Management & Healthcare Services.
2	To create awareness about the Healthcare Delivery.

Syllabus:

Unit Number		Number of Sessions
1	Introduction to Health Care Management, Classical Management & Healthcare Services.	2 + 4
2	Organization Theories & Health Services Management and The Managerial Role.	2 + 4
3	Managerial Role: A Framework for Thinking as well as in Practices.	2 + 4
4	Concept of Motivation and Motivating People in Health Care Delivery.	2 + 4
5	Groups and Teams Organizational Learning, Innovation and Change	6

Note:

Learning Resources:		
1	Text Books	Organizing Design and Behavior in Health Care Services: Stephen M. Shortell, Arnold D. Kaluzny: CENGAGE Lernings Healthcare Management Ruchi Singh Himalaya Publishing House.
2	Reference Books	Hospital Management by S. M. Jha Organization Design and Behavior in Health Care Services: Cengage Learning Stephen M Shortell
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Health Care
Course Code	306 HM	Type	Generic – Core
Course Title	Information Technology in Healthcare		

Course Objectives:	
1	**Use of Information technology in Healthcare industry.**

2	**To acquaint the students with Hospital Information Systems.**

Syllabus:

Unit Number		Number of Sessions
1	Introduction to information: Scope, Components of hardware and software. Health Care Informatics: Introduction, Standardized languages in practice. Health IT Architecture: Information Technology architecture models in healthcare organizations, Service-oriented structures. Concept of biosignal processing and Medical Imaging.	2 + 4
2	Computer Networks- LAN, WAN, ISDN, VSAT. The Internet- structure, role in Medicine. Mobile IT devices in healthcare. Telemedicine and applications- Architecture of major telemedicine systems in India. Information compression, storage and transmission standards, wireless telemetry,	2 + 4
3	Necessity of standards for electronic health, security issues, cyber laws, ethical and medico legal issues in patient information exchange. Healthcare Information Regulations & Standards: Legal Aspects of Managing Health information, Health records and Privacy, Health Level standards- HL7. Integrated Health information Systems.	2 + 4
4	Introduction to medical databases: Electronic Medical Record, Electronic Health Record. National and International regulations. Data collection, Data analysis, Data Presentation in Medical systems. Systems Implementation and Integration, Interface Engine. Patient registries/patient portals/Health information exchange.	2 + 4
5	Hospital Information Systems – Definition, Structure and Application, system Advantages. Nursing Informatics, Automated clinical laboratory systems. Pharmacy information system. Electronic Health- overview, implementation of various systems.	6

Note:

Learning Resources:		
1	Text Books	Healthcare Management by Ruchi Singh Himalaya Publishing House
2	Reference Books	Introduction to Health Services, 7th Edition Stephen J. Williams Economics of Healthcare: Cengage Learning- Paul Feldstein
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Health Care
Course Code	307	Type	Elective
Course Title	Healthcare System in India – Public and Private		

Course Objectives:	
1	**To create awareness about the Healthcare sector in India.**
2	**To give the students an overview about the Public and private Healthcare sector.**

Syllabus:

Unit Number		Number of Sessions
1	Definition and meaning of Health, Holistic approach to health, Basic information relating to health, Historical development of health care system in India.	2 + 4
2	Definition and meaning of hospital, historical development of hospitals, grown of hospital in India, Changing concept of hospital during 1900-2003.	2 + 4
3	The modern hospital, A complex entity, Present status of hospitals in India, Present State of Govt. hospital, National Health policy, Goals for Health for all by 2000 AD and beyond.	2 + 4
4	Health committee and their recommendation, Health plans outlay during 1951-2003, Hospital viewed as a system, Role of Hospitals, Hospital Viewed as a Social system.	2 + 4

5	Peculiarities of hospital systems, benefits to the Healthcare systems, Overview of Health Care delivery system.	6

Learning Resources:		
1	Text Books	1. Medical & Healthcare Books & Serials in Print, 1999 by R.R. Bowker (Editor) 2. Healthcare Management Lawton Robert burns
2	Reference Books	Essential Books for Understanding Population Health and Healthcare: July 2015 by JA Muir Gray
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Health Care
Course Code	308	Type	Elective
Course Title	Healthcare System in the US / UK		

Course Objectives:	
1	**To acquaint the students with the global perspective of Healthcare industry.**

Syllabus:

Unit Number		Number of Sessions
1	The reforms of Healthcare System- the healthcare system in US/UK & Canada.	2 + 4
2	The future of Healthcare System - Canadian lessons in Healthcare reforms.	2 + 4
3	Future of Healthcare System International Health under United Nations- History & Evolutions. Health manpower planning & distribution. Economics of Health manpower planning & political process.	2 + 4
4	Evaluating health Systems. Role of hospitals in Primary health Care. Administration of rural hospitals.	2 + 4
5	Managerial process in National Health Development. Cost benefit analysis in healthcare field.	6

Learning Resources:		
1	Text Books	1. The Evolution of International Health System, Cumper G.E, OUP New York, 1991 2. Delivering Healthcare in America by Leiyushi and Douglas A. Singh
2	Reference Books	Management of Hospital (4 Vols), S.L Goel & R. Kumar, Deep & Deep Publications Pvt. Ltd.
3	Supplementary Reading Material	
4	Websites	

5	Journals	

Semester	III	Specialization	Health Care
Course Code	309	Type	Elective
Course Title	Healthcare Data Analytics Part - I		

Course Objectives:	
1	Develop skills in creating and analyzing effective healthcare surveys, including and quantitative techniques.
2	Evaluate models of how to converge disparate data to support healthcare delivery and outcomes.

Syllabus:

Unit Number		Number of Sessions
1	Over view : Review basic probability and statistics (concepts, probability distributions, descriptive statistics, confidence intervals, hypothesis testing)	2 + 4
2	Excel basics: descriptive statistics, confidence intervals, hypothesis testing.	2 + 4
3	Research Design: Introduction of research design theory and models, Describe “casual relationship” and different research designs, Concepts of internal and external validity.	2 + 4
4	Data collection techniques, sampling techniques and survey questionnaire design.	2 + 4
5	Scaling Techniques: Ordinal, Nominal, Interval and Ratio, its Importance and limitations in data Analysis. Basic Statistical Techniques for Analysis of Measurement and Non-Measurement Data.	6

Learning Resources:		
1	Text Books	1. Fundamentals of Statistics by Gupta S. G. Himalaya Publications. 2. DeVellis, Robert F. (2012). Scale Development: Theory and Applications; Third Edition. Thousand Oaks, CA: Sage Publications. 3. Research Methodology by Neeraja Scitech Publication

2	Reference Books	1. Guyatt, GH. (2000). Making Sense of Quality-of-Life Data. Medical Care.
3	Supplementary Reading Material	
4	Websites	
5	Journals	1. Journal of Sleep Research 2. Canadian Medical Association Journal

Semester	III	Specialization	Health Care
Course Code	310 HM	Type	Elective
Course Title	Healthcare Operations Part - I		

Course Objectives:	
1	**To assist the students in developing professional skills relating to Indian Healthcare Industry.**

Syllabus:

Unit Number		Number of Sessions
1	Epidemiological basis for healthcare management.	2 + 4
2	Management development-towards development of professional management of Indian Healthcare Industry and Indian Hospitals.	2 + 4
3	Management of Indian Hospitals- challenges & strategies.	2 + 4
4	Modern Techniques of hospital management. Operation concept- use of models.	2 + 4
5	Health services research & formalized managerial methods.	6

Note:

Learning Resources:		
1	Text Books	Management of Hospital (4 Vols), S.L Goel & R. Kumar, Deep & Deep

		Publications Pvt. Ltd
2	Reference Books	1. Hospital Mgmt. In Tropics & Subtropics, James A. William, McMillan , London,1991. 2. Dr. S M Jha "Hospital Management"
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Health Care
Course Code	311 HM	Type	Elective
Course Title	Health Insurance Industry		

Course Objectives:	
1	To acquaint students to the concept of health insurance, product development, and various health insurance products-both at individual and group level.
2	To aware the students about services of health insurance, underwriting of health, insurance policies, marketing of insurance policies, claims management, third-party administration etc.

Syllabus:

Unit Number		Number of Sessions
1	Introduction: History of Health Insurance, Principles of Health Insurance, Health Insurance Products, Group Insurance Products, Product design, Development and valuation, current trends in Health Insurance - International and Indian scenario. Concepts of insurance in life and Non-life insurance.	2 + 4
2	Operations in Health Insurance: Introduction to Claims management, significance of claims settlement, nature of claims from various classes of insurance, role of Third Party Administrators.	2 + 4
3	Operations in Health Insurance: Introduction to Claims management, significance of claims settlement, nature of claims from various classes of insurance, role of Third Party Administrators.	2 + 4
4	Economic and financial management of Health Insurance Risk assessment, underwriting and premium setting, tax planning. IT Applications and Legal framework in Health Insurance Infomation Technology and Insurance, legal	2 + 4

	framework and documentation, ethical issues.	
5	Marketing and servicing of Health Insurance, Different elements of insurance marketing, uniqueness of insurance markets, distribution Channels for selling insurance: role of regulatory authority in supervising promotional	6

Note:

Learning Resources:		
1	Text Books	1. Kenneth Black,Jr. Ilarold D.Skipper,Jr, Lire and Health Insurance, thirteenth edition, Pearson Education Pte. Ltd., Delhi, 2003. 2. Principles and Practice of Nonlife insurance by P. K. Gupta
2	Reference Books	Board of editors, Group and Health Insurance vol. I -Ill, the ICFAI University Press, Hyderabad, 2004. U.Jawaharlal (editor), Insurance Industly, the current scenario, the ICFAI University Press, Hyderabad, 2005.
3	Supplementary Reading Material	National Insurance - Monographs on Insurance Management IRDA Guidelines on Health Insurance - Govt. of India
4	Websites	www.prgindia.com.
5	Journals	Insurance Chronicle, The Insurance Times

Semester	III	Specialization	Health Care
Course Code	312 HM	Type	Elective
Course Title	Healthcare clinical and Non clinical services		

Course Objectives:	
1	
2	

Syllabus:

Unit Number		Number of Sessions
1	Health Administration in India, Health Care Delivery System	2 + 4
2	National Health Policy, National Health Programmers': Tuberculosis's control Programmers, Dots, and Programmers for control of Blindness, Family welfare programmers; AIDS control programmers, role & functions of National AIDS Control Organization (NACO).	2 + 4
3	Epidemiological Triad, Levels of Disease Prevention, Research Methodology, Radiology Services, Pathology & Clinical Laboratory, Central Sterile Supply Department, Laundry & Linen Services.	2 + 4
4	Engineering Services, Maintenance of Building, Campus & Utilities, Biomedical services, Fire safety.	2 + 4
5	Quality Management in Health Care, Quality control, ISO, ISO standards, Hospital Accreditation, Role of Quality Council of India (QCI), National	6

	Accreditation Board of Hospitals (NABH).	

Note:

Learning Resources:		
1	Text Books	1. Park's Text Book of Preventive & Social Medicine –By K. Park - Banarasidas Bhanot, Jabalpur. 2. Essential of Hospital Support Services & Physical Infrastructure – By Madhuri Sharma – Jaypee Brothers, New Delhi.
2	Reference Books	Medical Records Organisation & Management – By G.P. Mogli – Jaypee Brothers, New Delhi.
3	Supplementary Reading Material	Total Quality Management – By V.V. Gopal – ICFAI University Press. Marketing – Rogera Kerin & Steven W. Hartcey – McGraw Hill.
4	Websites	
5	Journals	

MBA SYLLABUS: SEMESTER III
ENTREPRENEURSHIP DEVELOPMENT – SPECIALIZATION

Semester	III	Elective	Entrepreneurship Development
Course Code	305ED	Type	Subject – Core
Course Title	Change, Creativity, Innovation and Entrepreneurship		

Course Objectives:	
1	To sensitize student to critical thinking, nurturing team work and change
2	To prepare students for fostering entrepreneurial leadership and institutional culture

Syllabus:

Unit Number	Contents	Number of Sessions
1	**The Process of Change, Creativity & Innovation:** Organizational Change – Definition & Key Dimensions, Factors that Promote Change, Creativity & Innovation, Theories of Innovation and Levels & Types of Innovation, The age of Creativity, Creativity & National prosperity, Creative Industries & potential for growth.	5 + 2
2	**The Individual – Promoting Critical Thinking:** Cognitive factors - Implications for HRM, Personality Traits - Implications for HRM, Knowledge – Explicit & Implicit, Informal and Tacit, Knowledge for creativity - Implications for HRM, Motivation – Types of Motivation. **The Group – Nurturing Team Work:** Difference between groups and teams, Why do people join teams? Team Development process, Why do teams fail? Blind conformity, Group Think, Social loafing. Team Inputs - size, longevity, task, Knowledge, Skills and Abilities (KSAs), Resourcing of the team, Team composition. Team processes – Action processes. Brainstorming. Electronic Brainstorming. Nominal Group Technique (NGT). Trust – Conflict – Team cohesiveness. Moderators of Team Performance – Task Type, Task Leadership. Team outcomes.	5 + 2
3	**The Leader – Promoting New Ideas at Work:** Defining Leadership, Difference between Managers and Leaders, Ingredients of Leadership, Trait approaches to Leadership, Behavioural approaches to Leadership, Managerial Grid, Contingency theories – Fiedler model, Hersey Blanchard situational theory, Leader participation model, Push-Goal Theory. Transformational and transactional leadership. Charismatic and Visionary Leadership. Leading change, creativity & Innovation –Leadership and change, Ingredients of leadership for creativity & Innovation. Challenges in leading for creativity & Innovation.	5 + 2
4	**The Internal Environment – Orchestrating Structure, Systems and Resources;** The Balanced Score Card – Value Creation and Performance management. Organizational Structure – work specifications, departmentalization, chain of command, span of control, centralization and decentralization, Formalization. Situational factors – Corporate Strategy, Organizational Size and Environmental uncertainty. Structural forms – Traditional and contemporary forms. Organizing for change, creativity and innovation - Goal Setting and reward Systems. Evaluation. Resources – Sufficient resourcing. Systems of Communication.	5 + 2

5	**Culture – Enabling & Constraining Creative Processes at Work:** Organizational culture, Different Perspectives of Organizational culture, Can we manage Organizational culture? Culture as an important ingredient of Organizational Creativity. Norms that promote Creativity and Innovation, Norms that promote Implementation. Principles of creativity and innovation. Do strong, cohesive cultures hinder innovation? **The Organization – Managing Process of Change:** Change and Organizations, Change Drivers, People and Change, The problem of resistance, Organizational Development approach to change, Situational Approach to Change Management, Political process approach to change management, Processual perspective for understanding change. Studying change over time.	5 + 2

Learning Resources:		
1	Text Books	Managing Change, Creativity & Innovation, Constantine Andriopoulos and Patrick Dawson. Sage Publications.
2	Reference Books	Innovation Management, Allan Afuah, Oxford Indian Edition. Entrepreneurship Development: Concept and Cases by Dr. D. B. Bharati and Dr. Yogeshwari L. Giri Business Innovation in the 21st Century, Praveen Gupta, SChand. Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi. Adair on Creativity and Innovation Edited by Neil Thomas, Viva Books.
3	Supplementary Reading Material	Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition. Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press. The Innovator's Toolkit, Harvard Business Press. Fastback to Success Innovation, Andy Bruce and David Birchall, Prentice Hall - Financial Times. Getting to Innovation, Arthur B Van Gundy, PHI – Eastern Economy Edition.
4	Websites	- -
5	Journals	- -

Semester	III	Specialization	**Entrepreneurship Development**
CourseCode	306ED	Type	Subject –Core
Course Title	Finance for Entrepreneurs		

CourseObjectives:	
1	To develop analytical abilities to face the business situations
2	To develop the analytical skills which would facilitate the decision making in Business situations
3	To Understand the basic concepts of Tax Planning

Syllabus:

UnitNumber	Contents	NumberofSessions
1	**Basic Concepts:** Basic Concepts of cost accounting, classification and analysis of costs, Relevant and irrelevant costs,differential costs, Understanding of Financial Statements Various concepts and conventions of financial accounting Preparation of financial statements of proprietary concern, Understanding financial statements of partnership firms	8
2	**Capital Budgeting:** Meaning, Definition and types of evaluating the project on the basis of payback period, NPV, IRR, PI, ARR Decision making under risk and uncertainty using standard deviation, risk adjusted discounted rate, certainty equivalent approach, simulation	8
3	**Working Capital Management:** Nature and Scope, Components of working capital, operating cycle, types of working capital, determination of working capital, Assessment of working capital requirement, Working Capital Financing.	8
4	**Risk management and insurance**:Risk in business, Risks associated with specific business operations, Property of the business, Events related to personnel, Events related to customers and others, Managing risks, Managing risk to tangible property, Managing risk to buildings and lands, Managing risk to computers and data, Managing risk to intangible property, Managing risk from violations of tax regulations, Managing risk from employee violation of Government regulations, Insuring against risks, Using insurance to manage risks, Developing comprehensive insurance program, Sharing risk, Joint ventures , Industry groups for insurance coverage, Government funding for risky ventures.	8
5	**Tax Planning:** Tax planning for setting up of a new unit, Tax planning for financialmanagement decisions, Tax planning for managerial decisions, Tax planning forProfessionals, Tax planning for Mergers and Acquisitions.	**8**

Learning Resources:

1	TextBooks	Management Accounting-Dr. Mahesh Kulkarni, Financial Management by Khan & Jain (TATA McGraw Hill) Contemporary Financial Management by Rajesh Kothari (MacmillanPublication) Financial Management by I. M. Pandey (Vikas Publication) Corporate Finance, Theory and Practice, Aswath Damodaran (WileyPublication) Income Tax and business decisions – William L. Raby Corporate Finance by Dr. E. B. Khedkar and Dr. D. B. Bharati
2	ReferenceBooks	Financial Cost and Management Accounting- .P Periasamy Management Accounting- Madhu Vij Fundamentals of Management Accounting – H. V Jhamb Cost and Management Accounting – M N Arora Financial Accounting for Managers – Mr. Sanjay Dhmija, Pearson Publications Management Accounting – Mr. Anthony Atkinson, Robert Kaplan, Pearson Management Accounting – Mr. Khan and Mr. Jain, Tata McGraw Hill Financial Accounting part I – Mr. S. N. Maheshwari Financial Management by Jonathan Berk, Peter DeMarzo and Ashok Thampy(Pearson Publication) Financial Management: Theory & Practice by Brigham Financial Management: Principles & Practice by Lasher Financial Management by Sudarshan Reddy Students guide to Income Tax - Dr. Vinod and Kapil Singhania Students guide to Income Tax – Dr. T.N. Manoharan
3	SupplementaryReadingMaterial	Management Accounting - Mr. Ravi Kishore Accounting for Managers – Dearden and Bhattacharya Fundamentals of Financial Management by Brigham and Houston (CengageLearning) Direct Taxes - Law and Practice - Dr. Vinod and Kapil Singhania
4	Websites	Institute of Cost Accountants, Institute of Chartered Accountants BSE,NSE www.incometaxindia.gov.in www.tin.gov.in www.aaykarsamparkkendra.gov.in
5	Journals	Indian Journal of Finance The Chartered Accountant Taxman Journal AIR Supreme Court hearings

Semester	III	Specialization	**Entrepreneurship Development**
Course Code	307ED	Type	Subject – Elective
Course Title	Women Entrepreneurs		

Course Objectives:	
1	To know the concept, meaning & definition of women entrepreneurship.
2	To understand the challenges, problems & achievements of women entrepreneurs.
3	To identify the ways in which government, public, private institutes promote & support women
	Entrepreneurs.

Syllabus:

Unit Number	Contents	Number of Sessions
1	1.1Concept & definition of Women Entrepreneurs. Women Entrepreneurs Law & Legal Definition. Evolution of Women Entrepreneurship in Indian context. 1.2 The need and importance of women entrepreneurs in today's context. The status gained by women in the business world. 1.3 Women entrepreneurship in India.	5 + 1
2	2.1The characteristics of women in business world. Reasons for becoming Women Entrepreneur. Functions of women entrepreneurs. 2.2The five functions of women entrepreneurs stated by Federick Harbison. 2.3 How useful it is in Investing Women Entrepreneurship? Women and SSI.	5 + 1
3	3.1The various challenges and problems faced by women entrepreneurs in past and present. Factors affecting the growth of Women Entrepreneurs. 3.2 How to overcome the problems? The political, economic, social and technological awareness in today's world by women entrepreneurs. 3.3 The gradual change in the outlook of these entrepreneurs, acceptance of their existence and contribution. 3.4 The achievements and rewards for their work, the recognition received by different institutions and groups.	5 + 1

4	The Government, Public, private institutions and groups encouraging and promoting Women Entrepreneurs and their firms. 4.1. National Resource Centre for Women (NRCW), Women's India Trust (WIT), Self- Employed Women's Association (SEWA), Women Entrepreneurship of Maharashtra (WIMA), Self- Help Group (SHG), NABARD and Prime Minister's Rozgar Yojana (PMRY), preference is given to women beneficiaries. 4.2.Financial Institutions Assisting Women Entrepreneurship in India- giving financial assistance and consultancy services to women Entrepreneurs. i) National Small Industries Corporation (NSIC), ii) All-India Development Banks (AIDBs), viz. IDBI, IFCI, (SFIs), ICICI , IIBI, IDFC and SIDBI, iii) Specialised Financial Institutions viz. Exim Bank and NABARD, iv) Investment Institutions, viz. LIC, GIC, NIC, NIA, OIC, UII and UTI, v) Regional/ State-Level Institutions, viz. NEDFI, SIDCs and SFCs , vi) Commercial Banks, vii) Co-operative Banks, etc.	6 + 1
5	Role models & Success stories and Cases of Women Entrepreneurs : 5.1.The contribution of their work, inspiration given to others in past and present like Kiran Majumdar Shaw, the Biocon Queen, Patricia Narayan, Winner of Ficci Woman Entrepreneur-2010, Saloni Malhotra, founder of DesiCrew. 5.2. Upcoming Women Entrepreneurs- Suchi Mukherjee, Priya Naik, Aditi Gupta.	4 + 1

Learning Resources:		
1	Text Books	-
2	Reference Books	- Vasant Desai, Entrepreneurial Development, Volume-1, Himalaya Publishing House. – Neeta Baporikar, Entrepreneurship Development, 2nd Revised Edition, , Himalaya Publishing House,Bombay.
3	Supplementary Reading Material	- Medha Dubhashi Vinze, Women Entrepreneurs in India, Mittal Publications, New Delhi, 1987. p.112.
4	Websites	-"Some Facts About Women Entrepreneurs". Go4Funding. Retrieved 30 - Schumpeter (27 August 2011). "The daughter also rises women are storming emerging-world boardrooms". - www.ripublication.com/gjmbs_spl/gjmbsv3n10_15.pdf
5	Journals	-Sumangala Naik, 'The Need for Developing Women Entrepreneurs,' Yojana, Vol. 47(7), July 2003, p.37. - Schumpeter Joseph, The Theory of Economic Development, Oxford University Press, New York, 1961. - International Journal of Multidisciplinary Research Vol.1 Issue 5, September 2011, ISSN 2231 5780, WOMEN ENTREPRENEURSHIP IN INDIA-PROBLEMS AND PROSPECTS.

Semester	III	Specialization	**Entrepreneurship Development**
Course Code	308ED	Type	Subject - Elective
Course Title	Managing Inventory		

Course Objectives:	
1	To understand the Process of Aggregate Planning and its link with Inventory Management
2	To understand concept of Supply Chain Inventory and study a few basic variants of EOQ models
3	To recognize role and importance of Supply Chain Inventory Management in delivering perfect customer order
4	To acquaint with safety and environmental aspects of Inventory Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Aggregate Planning & Inventory Management:** Introduction, Operations Planning, Aggregate Production Plan – Chase Production Strategy, Level Production Strategy, Mixed Production Strategy. MPS, Dependent & Independent Demand. Bill Of Materials, Overview of MRP & MRP II	4 + 1
2	**Managing SC Inventory & Delivering Perfect Customer Orders-I:** Understanding SC Inventory – types of inventory, inventory related costs, Inventory Investment – Asset or Liability? The Right reasons for Investing in Inventory – (support production, operational & customer service requirements, hedge against marketplace uncertainty, opportunity buying). The Wrong reasons for Investing in Inventory – (poor quality & material yield, unreliable supplier delivery, extended order-cycle times, inaccurate demand forecasts, specifying custom items for standard applications, extended material pipelines, inefficient manufacturing processes). Special Applications of EOQ Approaches – adjusting simple EOQ model for modal choice decision, adjusting simple EOQ model for volume transportation rates, adjusting simple EOQ for private carriage	6 + 1

3	**Managing SC Inventory & Delivering Perfect Customer Orders-II:** Managing Inventory Investment – Three V model of inventory management, achieve perfect record integrity, improve product forecasting, Standardize and Simplify product design, leverage companywide purchase volume, use suppliers for on-site inventory management, develop SC planning systems and support structure, Reduce Supplier-buyer cycle times, Delivering the Perfect Customer Order – MRP, DRP, SC inventory planning, automated inventory tracking system, Inventory at Multiple Locations – The Square Root law, inventory for outbound systems, Demand Pull Approach to manage Inventory	5 + 1
4	**Safety & Environmental Aspects of Inventory Management:** Environmental Aspects of Storage – identification of land contamination , water and air contamination & monitoring for fugitive emission, spillages, leakages, dumps, & disposables. Explosive Storage - Petroleum act - storage of explosive – precautions during loading, unloading, storage, transportation & usage, Gas Cylinder rules, Fire and other Hazards & precautions for mitigation, Cross contamination & Hygiene precaution in case of chemicals & pharmacy food storage material, Hazardous Waste Storage and Management – Storage and disposal methods and legal compliance	5 + 1
5	**Key Operational Aspects in SC:**Creating the Lean SC – JIT Purchasing, JIT Transportation and JIT Production. Kanban, VMI	4 + 1

Learning Resources:		
1	Text Books	Purchasing & Supply Chain Management by Monczka, Trent, Handfield, Cengage South Western, 3rd Edition Supply Chain Management Process, System & Practice by N.Chadrasekaran, Oxford, 1stEdition
2	Reference Books	Purchasing & Supply Chain Management by Dobler, Burt, TMGH, 6th Edition.
3	Supplementary Reading Material	The Management of Business Logistics by Coyle, Bardi, Langley, CengageLearning, 5th Indian Reprint
4	Websites	www.apics.org/
5	Journals	Sharpening **I**nventory **M**anagement by*Armstrong, David J. , Harvard Business Review, Nov/Dec85, Vol. 63 Issue 6* Empowering Kanban through TPS - Principles - An Empirical Analysis of the Toyota Production System, *Thun, Jorn-Henrik; Druke, Martin; Grubner, Andre, International Journal of Production Research, Dec2010, Vol. 48 Issue 23* Kanban, MRP, and Shaping The Manufacturing Environment by*Krajewski, Lee J.; King, Barry E.; Ritzman, Larry P; Wong, Danny S., Management Science, Jan1987, Vol. 33 Issue 1* Prerequisites to Vendor-managed Inventoryby *Niranjan, Tarikere T.; Wagner, Stephan M.; Nguyen, Stephanie M., International Journal of Production Research, Feb2012, Vol. 50 Issue 4* A Logistics Network Design Model With Vendor Managed Inventoryby *Shu, Jia; Li, Zhengyi; Shen, Houcai; Wu, Ting; Zhong, Weijun., International Journal of Production Economics, Feb2012, Vol. 135 Issue 2* Adaptive Fuzzy Vendor Managed Inventory Control For Mitigating The Bullwhip Effect In Supply Chains by*Kristianto, Yohanes; Helo, Petri; Jiao, Jianxin (Roger); Sandhu, Maqsood., European Journal of Operational Research, Jan2012, Vol. 216 Issue 2* Study of Vendor-Managed Inventory practices in Indian industries by Atul B. Borade; Satish V. Bansod., Journal of Manufacturing Technology Management, Oct2010, Vol. 21 Issue 8

Semester	III	Specialization	**Entrepreneurship Development**
Course Code	309ED	Type	Subject - Elective
Course Title	Planning Operational Efficiency		

Course Objectives:	
1	To emphasize the importance of facilities planning in view of the size of investment.
2	To make the student understand the linkages of facilities planning with other activities
3	To underline the importance of facilities location

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Facilities Planning:** Facilities planning defined, Significance of Facilities Planning, Objectives of Facilities Planning, Long Range Capacity Planning, Facilities Planning process, Strategic Facilities Planning, Developing Facilities Planning Strategies, Examples of Inadequate Planning. Impact of Environmental Issues on Facilities Planning. Product, Process and Schedule Design: Introduction, Product Design, Process Design, Schedule Design, Facilities Design.	5 + 1
2	**Logistics and Facilities Location:** Logistics, Decisions related to Logistics, Issues in Facilities location – Market related factors, Cost-related factors, Regulatory and Policy Issues, Location Planning Methods – Location Factor rating, Centre-of-gravity method, Load-distance method, Transportation Model. Locating Service Facilities, Relocation aspects,	5 + 1
3	**Layout Planning:** Concept of Layout, Basic Layout Types, Layout Procedures, Algorithmic approach, Department Shapes and Aisles, Multi-floor facility layout, Commercial Facility Layout, Impact of change, Developing alternative layouts. Introduction to ALDEP and CORELAP. **Facilities design for various Facilities Functions:** Warehouse operations – Functions of Warehouse, Receiving and Shipping Operations, Dock Locations, Storage Operations, Order Picking Operations.	6 + 1
4	**Service Facilities Layout:** Nature of Services, Operational Classification of services, Structuring the service encounter, Service blueprinting and fail-safing, Role of floor manager in service sectors such as – Hospital, Hotel, Airlines and airports.	4 + 1
5	**Flow Space and Activity Relationships:** Departmental Planning, Activity Relationships, Flow Patterns, Flow Planning, Measuring Flow, Space Requirements. **Personnel Requirements:** Employee-Facility Interface, Restrooms, Food Services, Health Services, Barrier-Free Compliance, Office Facility Planning. **Material Handling:** Scope and Definition of Material Handling, Material Handling Principles, Designing Material Handling Systems, Unit Load design, Material Handling Equipment, Estimating Material Handling costs, Safety Considerations.	5 + 1

Learning Resources:		
1	Text Books	Facilities Planning by Tompkins, White, Bozer and Tanchoco, Wiley India 3rd Edition. Operations Management – Theory and Practice by B Mahadevan, Pearson, 2nd Edition
2	Reference Books	Operations and Supply Management by Chase, Shankar, Jacobs and Aquilano, TMGH, 12th Edition.
3	Supplementary Reading Material	Operations Management by Terry Hill, Palgrave, 2nd Edition. Operations Management – Quality and Competitiveness in a Global Environment by Russell and Taylor, Wiley India, 5th Edition
4	Websites	http://www.youtube.com/watch?v=zkKFf7iLph4 http://www.youtube.com/watch?v=zkKFf7iLph4&feature=results_main&playnext=1&list=PL7768A320362EA93D
5	Journals	Ergo-Centric Facilities, Dohrmann, Mark. Industrial Engineer: IE, Jun2009, Vol. 41 Issue 6 Organization of facilities management in relation to core business, Jensen, Per Anker. Journal of Facilities Management, 2011, Vol. 9 Issue 2 5 facility planning mistakes (and how to avoid them), Weitzner, Wendy M., May2006, Vol. 60 Issue 5 Facilities planning for greener hospitals by Scheeres, D. Junell. Industrial Engineer: IE, Mar2012, Vol. 44 Issue 3 A Conceptual model for barrier free facilities planning, Soares, Marcelo M.; Jacobs, Karen; Bittencourt, R.S.; de M.Guimarães, L.B. Work, 2012, Vol. 41

Semester	III	Specialization	**Entrepreneurship Development**
Course Code	310ED	Type	Subject - Elective
Course Title	Manufacturing Resource Planning		

Course Objectives:	
1	To understand role and importance of Manufacturing Resource Planning (MRP II)
2	To know the inputs, processing and outputs of MRP II

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Master Production Scheduling (MPS):**Introduction to MPS, Need, objectives & functions of MPS, Role of MPS in management- as a "Link between strategic and tactical planning", Logical flow of materials in different manufacturing scenarios (VAT Analysis), Planning horizons and Time periods (Buckets) of MPS, Order management in MPS, Safety and hedges, Projected Available Balance (PAB) and Available To Promise (ATP), Time Fences & effect of changing MPS decisions on time fences, Final Assembly Schedule (FAS).	5 + 1
2	**Material Requirements Planning (MRP-I):**Introduction to MRP-I, Roles & functions of MRP-I, Independent & Dependent Demand, Bill of Materials (BOM), Types of BOM, Numerical Problems on BOM, Lot-sizing, MRP-I as Input & Output Process, MRP-I Spreadsheet problem, Pegging reports & where-used files.	5 + 1
3	**Capacity Management:**Introduction to 'Capacity' and 'Capacity management', Capacity Expansion Strategies, Capacity Planning levels vis-à-vis Manufacturing planning levels, Capacity measurement, Rough Cut Capacity Planning (RCCP), Capacity Requirement Planning (CRP), Shop Calendar, Scheduling strategies- Backward & Forward scheduling, Infinite & Finite loading, Production smoothing policies.	5 + 1
4	**Manufacturing Resource Planning (MRP-II)- (Module-I):**Introduction to MRP-II, Roles & functions of MRP-II, MRP-II framework, Information flow in MRP-II, Relation of MRP-II with Demand management and Capacity management, Manufacturing calendar.	5 + 1
5	**Manufacturing Resource Planning (MRP-II)- (Module-II):**Transition from MRP-I to MRP-II, Closed loop MRP, Comparison between MRP-I and MRP-II, Plant & supplier scheduling, Problems associated with MRP-II, Benefits and prospects of MRP-II, Compatibility between MRP-II & Just-in-Time (JIT).	5 + 1

Learning Resources:		
1	Text Books	Manufacturing Resource Planning (MRP II) with introduction to ERP, SCM and CRM by Khalid Sheikh, TMGH, 1st Edition Operations Management – Theory & Practice by B. Mahadevan , Pearson Pub., 2nd Edition
2	Reference Books	Plossl, George, Orlicky's Material Requirement Planning, McGraw-Hill, Inc, 2nd Edition, 1994
3	Supplementary Reading Material	Operations management by William J, Stevenson, Tata McGraw Hill Companies – 9th Edition
4	Websites	www.apics.org/

5	Journals	Materials and Capacity Requirements Planning: (APICS) CPIM Certification Review Course, Student Guide by John, Ralph E St., APICS, Revision 3, 1993 Managing in an Age of Modularity by Baldwin, Carliss Y and Kim B Clark, Harvard Business Review, Vol. 75, No. 5, September-October 1997 Assemble to Order Manufacturing: Implications for Materials Management by Wemmerlov, U, Journal of Operations Management, Vol. 4,(4), 1984 Shop floor Control edited by Wassweiler, William R in James H Greene (Editor), Production and Inventory Control Handbook, 3rd Edition, McGraw-Hill, 1997

Semester	III	Specialization	**Entrepreneurship Development**
CourseCode	311ED	Type	Subject -Elective
Course Title	Legalcompliances for Entrepreneurs		

CourseObjectives:	
1	To equipstudentswithvariouscompliancesthe Entrepreneur hasto give underdifferentActs
2	Tolearndraftingskillsofthesecompliances

Syllabus:

UnitNumber	Contents	NumberofSessions
1	**Inception of a Company/Business**– Types of Companies, Registering your Business entity.	3
2	**Income Tax Laws Compliance**– Understanding Income Tax laws, Account Books Preparation, maintaining accounts, understanding tax deduction at source (TDS) provisions, filing returns, etc.	5
3	**Establishment Laws Compliance** - Obtaining and renewing Factory License, understanding provisions of Factories Act and filing return. MPCBActcomplianceandreturn. Reporting Accidents.	5
4	**Employment & Wages Laws Compliance**- Complying with MinimumWages Act provisions and filing return on paymentofwages. Provident Fund (PF) payment and return, Payment of bonus, ESIC payment and returns.	4
5	**Privacy Laws:** Understanding the provisions of Information Technology Act with respect to entrepreneurs. Presentationonthelearningbystudents on all above topics.	**13**

Learning Resources:		
1	TextBooks	Bare Acts LabourLawbyS.P.JainLa bourLawbyMalik
2	ReferenceBooks	Introduction to Labour&IndustrialLaws byAvatarSingh,LexisNexisLabour&IndustrialLaws byS.N.Mishra,CentrallawpublicationLabourLawsbyS.D.Geet,NiraliPra kashan
3	SupplementaryReadingMaterial	APSLaborDigest
4	Websites	www.india- laws.comwww.lawinfo.c omwww.lawsinindia.co mwww.lawforyou.comht tp://www.vakilno1com www.indianentrepreneur.com

5	Journals	PersonnelTodayInternational LabourReview IndustrialJournalofIndustrialRelationsIndi anJournalofIndustrialRelations

Semester	III	Specialization	**Entrepreneurship Development**
CourseCode	312ED	Type	Subject –Elective
Course Title	Managing Entrepreneur Profile		

CourseObjectives:	
1	To Identify and apply the elements of entrepreneurship and to entrepreneurial processes.
2	To Recognize the importance of entrepreneurship and identify the profile of entrepreneurs and their role in economic growth.

Syllabus:

UnitNumber	Contents	NumberofSessions
1	**The making of an Entrepreneur** Aspirations, Compulsions & Comparisons, Risks; Set-backs.	6
2	**Typical Characteristics of an Entrepreneur** Distinctive Features. Rotational Competencies.	6
3	**S W O T & Value System**; Skills Inventory, Managing Styles.	6
4	**Success & Failure Stories**; Future Scope	6
5	**Coping Strategies or** **Coping Mechanisms for Sustaining Quality Performance**. .	**6**

Learning Resources:

1	TextBooks	1. Managing New Ventures Concepts & Cases in Entrepreneurship by RaichaudhariAnjan **2) Profile of the entrepreneur, or, Machiavellian management,** By**Alan F. Bartlett.**
2	ReferenceBooks	Entrepreneurship by Hisrich and Peters Zero to One : Note on Start Ups or How to build the Future by Peter Thief and Blake Masters Stay Hungry Stay Foolish by RashmiBansal Disciplined Entrepreneurship: 24 Steps to a Successful Startup: by Bill Aulet.
3	Web site	1. http://www.practicalecommerce.com/articles/2932-18-Social-Networks-for-Entrepreneurs 2. https://www.themuse.com/advice/10-websites-every-entrepreneur-should-bookmark 3. http://www.entrepreneur.com/

Semester	III	Specialization	Entrepreneurship Development
Course Code	313ED	Type	Subject - Elective
Course Title	Quality Management System		

Course Objectives:	
1	To create an awareness of fundamental principles, significance and implementation of quality management
2	To use new concepts of TQM in the process of continuous improvement and learning

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** History of Total quality management, Principles of TQM, Features of TQM, Tool and techniques of TQM, TQM implementation, Barriers to TQM implementation	5 + 1
2	**Components of TQM:** Customer supplies relationship, Management leaders and leadership in TQM system, Values vision mission and goals in TQM, Cultural change for TQM, Continuous improvement and learning in TQM, Creativity and innovation, Communication.	7 + 1
3	**Quality Certification:** Evolution of ISO 9000 standard, Principles and objectives of ISO 9000 standard, Procedure for registration and certification of ISO 9000 Standards, ISO 9000 standard versus QS 9000	5 + 1
4	**5S for Quality Ambience:** Definition of 5S, Implementation of 5S	3 + 1
5	**Tools for Continuous Improvements:** PDCA process, Just in Time, Poka Yoke , Kaizen, Six Sigma.	5 + 1

Learning Resources:		
1	Text Books	Total Quality Management Principles and Practices by S.K Mandal
2	Reference Books	Total Quality Management by N. Srinivasa Gupta, B. Valarmathi Total Quality Management by I. Suganthu, Anand Samuel
3	Supplementary Reading Material	Quality control & Total Quality Management by P.L. Jain, TMGH An Executive Handbook- World Class Quality by Suresh Lulla, TMGH
4	Websites	http://www.iso.org/iso/qmp http://www.stqc.gov.in/content/quality-management-system-qms

5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	Entrepreneurship Development
Course Code	314ED	Type	Subject – Elective
Course Title	**Microfinance**		

Course Objectives:	
1	To Appraise the state of microfinance in Indian Economy
2	To make students understand the concept and principles of microfinance
3	To helped students to Identify issues, linkages and role of technology that hinder the success of microfinance

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Overview of Microfinance:** What is Microfinance ? , Economically active poor, Microfinance Institutions, Trends in Poverty in India, Can Poverty be eradicated, Microfinance as a development tool: The India Experience	5 + 1
2	**Subsidized credit to Microcredit:** Progress of rural banking, growth of microcredit, RRBs and micro credit, sustainable micro credit, Microfinance delivery methodologies.	5 + 1
3	**Microfinance Institutions:** Why is credit microcredit booming?, credit delivery, four tier apparatus. **NGO –SHG-Bank Linkage –** Lending through NGOs, scalability – the new mantra of NGOs; State Sponsored Microfinance	5 + 1
4	**Outreach and Viability:** Impact assessment study of microfinance, innovative and creative microfinance models	5 + 1
5	**Role of Technology:** Technology as anEnabler – Case study	5 + 1

Learning Resources:		
1	Text Books	Microfinance - Redefining the Future, Somanath, Excel books

2	Reference Books	Microfinance: Concepts, Systems, Perceptions, and Impact: A Review of Sgsy Operations in India, Soumitra Sarkar, Samirendra Nath, Readworthy Publications Microfinance: Emerging Trends and Challenges, Suresh Sundaresan, Edward Elgar Publishing Limited The Microfinance Revolution: Sustainable Finance for the Poor, Volume 1, Marguerite S. Robinson, The World Bank, Washington, D. C. Open Society Institute, New York The Economics of Microfinance Armendáriz, Beatriz, Morduch, Jonathan, PHI Microfinance, V S Somanath, Excel Books
3	Supplementary Reading Material	Microfinance in India: A New Regulatory Structure (http://www.centre-for-microfinance.org/wp-content/uploads/attachments/csy/1602/IIM%20Regulation%20V11.pdf)
4	Websites	http://www.centre-for-microfinance.org/ http://www.microfinanceindia.org/ http://www.emfil.org/
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Journal of Agri-business Prabandhan Vikalpa

Semester	III	Specialization	Entrepreneurship Development
Course Code	315ED	Type	Subject - Elective
Course Title	**IT for Entreprenurs**		

Course Objectives:	
1	To learn Information technology and their components types and its applications
2	To learn Emerging Technologies useful for an entrepreneur
3	To have hands on experience on various software tools IN MS OFFICE like Excel used by the

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Information Technology:** Components or IT Infrastructure like –Software-(types of software), Hardware (Data capturing , data processing , storage , computing and network Devices .	5+1
2	**Networking in current Business scenarios :**Operating system- Single user and Multiuser ,Windows, Unix/Linux, Novel Network .LAN,MAN,WAN and it is applications for an entrepreneur. Data Communication technologies like wired and wireless. (introductory level)	5+1

3	**Data collection and Data Processing**: Computing using Software Packages. (To be conducted as practical with hands on exposure). 1 Microsoft Word – Mail merge 2 Microsoft Excel – Formulas, Graphs, Basis statistical formulae. 3 Microsoft Power Point – Creating effective presentations 4. Tally – Journal Entry, Ledger posting, Preparation of Balance Sheet, Introduction to Database and Relational Data base Management System(DBMS and RDBMS) with Business Examples.	5+1
4	Introduction to Web based operations: Type of Web sites like Static and Dynamics . HTML – Home page designing for each student using Microsoft FrontPage	5+1
5	Information security Issues and Challenges for an entrepreneur: Data backup , Data security . Protection of IT Infrastructural facilities. Privacy ,System troubles and trouble shooting (Introductory level)	5+1

Learning Resources:		
1	Text Books	Mastering HTML- CYBEX Publication
2	Reference Books	Complete Reference VB Script and Java Script – Tata McGraw Hill Dynamic HTML- O'Reilly Media Internet & Web Technologies- Tata McGraw-Hill Education
3	Supplementary Reading Material	
4	Websites	www.3school.com
5	Journals	International Journal of Web & Semantic Technology Web Technology Journal

Semester	III	Specialization	Entrepreneurship Development
Course Code	316ED	Type	Subject - Elective
Course Title	Supply Chain Management		

Course Objectives:	
1	To emphasize the managerial perspective of core tasks and challenges in effectively managing the purchasing function within the context of integrated supply chain.
2	To make the students aware of the different demands placed on the purchasing and supply chain managers by business stakeholders.
3	To help the students understand the impact of purchasing on competitive success and profitability of modern day organizations.
4	To provide an in-depth understanding of the fundamentals surrounding the operational aspects of purchasing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Purchasing Process, Policy & Procedures:** Purchasing Objectives, Responsibilities of Purchasing, Types of Purchases, Improving Purchase Process, Purchasing Procedures, Policy Overview – What makes an effective Policy? Advantages & Disadvantages of Policies, Policies defining - Role & conduct of Purchasing, Buyer-Supplier Relationship, Operational Issues, Ethical considerations in Purchasing	5 + 1
2	**Organizing the Purchasing Function:** Purchase Function Position Within the Organization Structure, Factors affecting Purchasing's Position, Reporting of Purchasing function, Organizing of Purchasing, Separating Operational & Strategic Purchasing, Advantages & disadvantages of centralized, decentralized Purchasing, Hybrid Purchasing Structure	5 + 1
3	**Strategic Sourcing – Supplier Evaluation & Selection:** Linking Purchasing and Corporate Strategy, Translating Corporate Objectives into Purchasing Goals, Translating Purchasing Objectives into Purchasing Goals, Purchasing Strategy Development Process, Types of Purchasing Strategies, Supply Base Optimization, Critical Role of In-sourcing / Outsourcing, The In-sourcing / Outsourcing Decision Process, Make or Buy, Supplier Evaluation and Selection Process, Need for Supplier Selection, Identifying key sourcing requirements, Evaluation and Selection, Key Supplier Evaluation Criteria	5 + 1
4	**Supplier Quality Management:** Overview of Supplier Quality Management – What is Supplier Quality? Why be Concerned with Supply Quality? Factors Affecting Purchasing's Role in Managing Supplier Quality, Supplier Quality Management using Total Quality Perspective, Defining Quality in Terms of Customers and their Requirements, Pursuing Quality at the Source,	5 + 1
5	**Negotiation & Contracts Management:** Objectives of negotiation, when to negotiate, The negotiation Process, Preparation, Establishing the Objectives, Dynamics of Negotiation, Phases in face-to-face negotiation, Negotiation Techniques – traditional, collaborative, price analysis, cost analysis. Types of Contracts – Fixed Price, Cost based / Indexation, Long term, Short term. Consideration when selecting contract types, How to write a Contract. Essential elements of Contract, Purchase Order (P.O), Difference between P.O & Contract	5 + 1

Learning Resources:		
1	Text Books	Purchasing & Supply Chain Management by Monczka, Trent, Handfield, Cengage South Western, 3rd Edition. Purchasing & Supply Chain Management by Lysons and Farrington, Pearson Education, 2010
2	Reference Books	Purchasing & Supply Chain Management by Dobler, Burt, TMGH, 6th Edition. New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007 Extending the Supply Chain by Boyer, Forhlich and Hult, PHI, 3rd Indian Reprint, 2009
3	Supplementary Reading Material	Organizational Buying Behaviour by Webster and Wind, Prentice Hall, 1972 Category Management in Purchasing: A Strategic Approach to maximize business profitability by Jonathan O Brien Kogan Page.
4	Websites	www.cips.org www.eipm.org

5	Journals	Purchasing Competence: A Stakeholder-Based Framework for Chief Purchasing Officers by Kern, Daniel; Moser, Roger; Sundaresan, Naveen; Hartmann, Evi., Journal of Business Logistics, 2011, Vol. 32 Issue 2 Understanding how Formal and Informal Communication Affect Purchasing, Manufacturing and Logistics Integration byAndrea, Furlan; Arnaldo, Camuffo; Romano, Pietro., Advances in Management, Jul2011, Vol. 4 Issue 7 An Empirical Study of the Relationships among Purchasing Skills and Strategic Purchasing, Financial Performance, and Supplier Responsiveness by Carr, Amelia S.; Smeltzer, Larry R., Journal of Supply Chain Management, Summer2000, Vol. 36 Issue 3 World-Class Purchasing Skills: An Empirical Investigation by Giunipero, Larry C.; Pearcy, Dawn H., Journal of Supply Chain Management, Fall2000, Vol. 36 Issue 4 The Seven Cs of Effective Supplier Evaluation by Carter R, Purchasing and Supply Chain Management, April, 1995.

Semester	III	Specialization	Entrepreneurship Development
Course Code	317ED	Type	Subject – Elective
Course Title	Using Excel for Business Intelligence		

Course Objectives:	
1	To develop the ability to utilize the core functionality of excel in decision framework to solve managerial problems in the finance functions of the business.
2	To master modeling techniques to eliminate the substantial risk of poor spreadsheet coding.

Syllabus:

Unit Number	Contents	Number of Sessions

1	**Modeling Practice And Principles**: Making decisions based on numbers, Features of MS Excel to its maximum advantage to calculate and communicate decision information. Understanding The Make-Up Of Analytical Decision Calculus, How problems in business are framed, Construction of integrated financial statement, Developing the decision matrix, Case Studies. Excel 2010 Logic And Tool Sets - How Excel is structured – the Toolsets, The Excel Ribbon Interface, Understanding Excel Objects, The limitations of Excel, Working With Functions - Utilizing the existing Excel formulae functions: Financial, Logical, Date and Time, Lookup and Reference, Statistical, Strategy for developing nested formulae functions, Good Excel coding techniques. Consolidation: Linking principles in excel, Consolidation function, Outlining function, Linking to external data sources.	5 + 1
2	**Exploring The Visualization Power Of Excel**: Specific functions of Excel, Advanced Chars, Understanding the Excel for Charts, What are the appropriate graphs to assist in analytics? Examining the different types of graphs, Advanced graphing formatting techniques, Creating interactive graphs. Advanced Formatting Techniques - Formatting strategies in Excel – how we develop rich reports, Examining the Conditional Formatting functionality, Inserting Objects into Excel. Developing A Dashboard - What is a dashboard and good design principles, Utilizing Indirect, Lookup and Match functions, Using SLICERS, Case Study – Producing world class Monthly Management Accounts.	5 + 1
3	**Data And Statistical Analysis Of Large Tables**: Data Management In Excel, Examining the concept of data and how excel deals with them, Creating data input tables , Data cleaning functions, Creating tables, Filtering functions, Special functions using tables, Case study – analyzing a large marketing customer. Analyzing Data with Excel Pivot - Understanding what is OLAP, Importing from external Databases (SQL and Access), Performing calculations in PIVOT TABLE, Creating graphs in PIVOT CHART, Case Study – analyzing a large Sales Database. Data Analysis: Data Summation and Graphing using the Data Analysis Pack, Introduction to Inference Capabilities, Working with advanced statistical functions, Forecasting, Multiple Regression, Other Advanced Functions - Linear Programming, Data mining Toolset from SQL 2008.	5 + 1

4	**Developing The Interactive Model**: The Modeling Methodology, Designing the Model Structure , Developing the Input Screen and assumption interface, Incorporating exogenous and macroeconomic dimensions, Structuring the Calculation Sheets, Developing The Calculation Modules - Investment size and timing, Capacity Modeling, Revenue Modeling with major emphasis on pricing elasticity and demand drivers, Cost modeling and the impact of inflation. Funding Considerations - Structuring the Funding Model, Determining the Weighted Average Cost of Capital, Developing the Debt Funding Repayment Schedules, Integrating the modules, Developing the Working Capital requirements - Linking the CAPEX, Income Statement and Working Capital to Cash Flow Statement, Integrating the Cash flow Statement to the Balance Sheet, Developing the Free Cash Flow Model for NPV , Summarizing the results. Auditing The Model - Spreadsheet Audit, Stress testing the model to determine logic, Documentation.	5 + 1
5	**Modeling Analytics:** Developing The Output Screens And Report, Developing an Investment Dashboard, Preparing the report outputs, Report presentation dynamics, Examining The Output, "What If" functionality of Excel to analyze the sensitivity of the numbers, Preparing the DATA TABLES to determine the impact of key variables, Utilizing the SCENARIO MANAGER to determine profitability, Utilizing the GOAL SEEK function, Preparing The Investment Report To Management- Preparation of Investment Report that complies with disclosure requirement, Dealing with risk and the limitations of the assessment, Assessing the Cash Flow of a "no-invest" option, Writing up the investment report utilizing the rich features of Word 2010. Presenting the Report - Using PowerPoint 2010, Web enable your report, Good presentation technique.	5 + 1

Note:	
1	Depending upon the data available regarding research projects available with the institute, small assignments can be created to develop the models using Excel. Selecting different sectors and using their cost structure develop models for financial analysis and decision making. Risk measurement and portfolio management tools also can be incorporated in the same.

Learning Resources:		
1	Text Books	Business Data Analysis using Excel – David Whigham – Oxford University Press Mastering Financial Modeling in Microsoft Excel – Alastair L. Day Practical Financial Modeling – Jonathoan Swan
2	Reference Books	Building Financial Models with Microsoft Excel: A Guide for Business Professionals , K. Scott Proctor, 2nd Edition, John Wiley & Sons Financial Modeling Using Excel and VBA by ChandanSengupts, John Wiley & Sons Advanced Modeling in Finance using Excel and VBA By Mary Jackson, Mike Staunton, John Wiley & Sons Next Generation Excel: Modeling in Excel for Analysts and MBAs By Isaac Gottlieb, John Wiley & Sons
3	Supplementary Reading Material	http://www.pdfebookes.com/financial-modeling-using-excel-and-vba-wiley-finance-PDF-553819/

4	Websites	www.proschoolonline.com www.wallstreetprep.com www.financialmodelling.net

5	Journals	International Journal of Theoretical and Applied Finance (IJTAF) International Journal of Financial Markets & Derivatives (IJFMD) Journal of Economic & Financial Modeling

Semester	III	Specialization	Entrepreneurship Development
Course Code	318ED	Type	Subject - Elective
Course Title	Leadership Skills for Entrepreneurs		

Course Objectives:	
1	To understand leadership skills for entrepreneurs.
2	To develop an understanding of the nature and strategies of negotiation; and conflict and strategies to resolve the conflict.

Syllabus:

Unit Number	Contents	Number of
1	**Leadership:** concept of leadership, styles of leadership, Charismatic and Visionary Leadership, trait approach, contingency leadership approach, meaning and significance of contemporary leadership, success stories of today's global and Indian leaders;	5 + 1
2	**Entrepreneurial Leadership:** Innovation and creativity in entrepreneurial organizations. Entrepreneurial leadership in diverse contexts: family business, social and sustainable entrepreneurship and Management skills (plan, organize, measure, control, and provide leadership)	5 +1
3	**Entrepreneurial skills:** creativity, problem solving, decision-making, communication, interpersonal skills, time management, team building, leadership quality; McClelland's N-Ach theory, self-analysis, personal efficacy,	5 + 1
4	**4.1 Negotiation:** Nature, Dimensions, Structure , norms & values, Strategy & planning, processes **4.2 Conflict Management:** Definition, Models of conflict (Process & Structural), Sources of conflict, Relationship between conflict & performance in team; **Managing Conflict -** Individual difference, Personalities & abilities, Interpersonal conflict, Group conflict, Organizational conflict, Dealing with difficult subordinates & boss, Technique to resolve team conflict, Strategies to resolve organizational conflict, Role Play (activity)	7 + 1
5	**Desk research:** Students to study 4 case studies related to success stories of today's Global and Indian leaders**.**	3 + 1

Learning Resources:		
1	Text Books	Contemporary Leadership Theories: Enhancing the Understanding of the complexity, subjectivity and dynamic of leadership, by Ingo Winkler Positive Leadership, by W Glenn Rowe, Sage Publication Negotiation by Lewicki, Saunders, Barry, TMGH

2	Reference Books	The Business of the 21st Century, Robert T. Kiyosaki The 21 Indispensable Qualities of a Leader, John C. Maxwell Skill with People, Less Giblin Negotiation, Harvard Business Essentials, Harvard Business School Press How to negotiate effectively, David Oliver, The Sunday Times. Conflict Resolution Techniques by Subbulakshmi, ICFAI University press Conflict Management, Barbara Corvette, Pearson Education
3	Supplementary Reading Material	How to be a problem solver, M Stevens, The Industrial society, Kogan Page India. A Handbook of Human Relations, M.H.Shookla, Macmillan India Ltd.
4	Websites	http://www.religioustolerance.org/int_rel24.htm http://changingminds.org/links/links_negotiation.htm http://www.negotiatingedge.com/links.shtml http://www.mindtools.com/pages/article/newLDR_81.htm http://www.helpguide.org/mental/eq8_conflict_resolution.htm
5	Journals	Leadership Excellence International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

MBA SYLLABUS: SEMESTER III
SERVICES MANAGEMENT – SPECIALIZATION

Semester	III	Specialization	Services Management
Course Code	305SM	Type	Specialization - Core
Course Title	Services Business Management		

Course Objectives:	
1	To introduce Services as a business function
2	To emphasize the importance of understanding internal & external environment in service decision making.
3	To expose students to a systematic services framework

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Understanding Various Aspects of Services –** Introduction of Services Concept, Classification of Services, Identifying and analyzing the unique characteristics of services, ways and means to address associated service challenges. **The New Revolution in Services-** Process, Professionalism and quality, Service Triangle Marketing Model, Service Encounter and Moment of Truth (MOT). **Service Expectation –** Expectation - Expected services: Two levels of Experience-The Zone of Tolerance-Sources of desired service expectation- A model of customer service expectation. **The Service Product -** Recent Trends, Service Culture, Contemporary Services, Service Life Cycle(SLC), New Service Development(NSD), relevance of branding in services. **Service Location –** Flexibility-Classification by location-Accessibility through co-production- service channel development, locations decision, Basic Location Models**.**	7+2
2	**Services Mix Elements -** Introduction, elements of Services mix **Product-** The Service Product, Service Product life cycle strategies, Service product range, Failure of new Service Products, Achieving success in development of new Service Products, Service Product elimination. **Place**- Managing distribution channels in service industry, factors affecting choice of distribution channel, strategies for distribution, Effect of internet-global distribution system in services. **Pricing for services-**Price terminologies, understanding the cost of service incurred by customers, understanding value, pricing objectives, methods of pricing services. **Promotion-** Promotional objectives, Selection criteria, developing the promotion mix, Sales promotion tools, promotion planning and strategy **Physical Evidence-** Introduction, Elements, Role of physical evidence, managing physical evidence as a strategy.	7+2
3	**Service Environment—**External versus Internal marketing, Micro and Macro service environment **PESTEL-** analysisof service sector, Six Market Model **Market Analysis and Segmentation-** planning process, rethinking the customer service function, focusing and positioning target customers, relationship of service employees and internal marketing. **Service Design:** Introduction, design methodology, service design and management model, overview of model stages, building a service blueprint, benefits of service blueprinting.	7+2
4	**Consumer in Service Industry-** buyer characteristics, buyer decision making process (EKB model), customer involvement in service process, customer	7+2

	behavior in service settings. **Relationship Marketing-** evolution of relationship marketing, degree of relationship building, the importance of customer retention, enhancement of internal and external relationship change. **7S Framework-** determining the value of customer, lifetime value of customer, customer relationship management strategies, customer delight, customer loyalty. Framework Linking Employee Satisfaction, Customer Satisfaction and Profitability.	
5	**Research In Service Industry :** Changing dynamics and challenges of sectors **Growth in Service Sector:** Importance, Growth and Development of Service Sector in India, environmental changes ushering the services boom **New Economic Policy and its Impact on Service Sector**	7+2

Learning Resources:		
1	Text Books	Services Marketing Operations And Managements by Vinnie J Juhari, Kirti Dutta, Oxford University Press Services Marketing And Management by Dr. B Balaji , S Chand And Company Ltd.
2	Reference Books	Services Sector Management An Indian Perspective by C. Bhattacharjee
3	Supplementary Reading Material	Business Line The Essence Of Services Marketing by Payane, Adrin: Prentice Hall, New Delhi. Services Marketing –The Indian Experience by Shankar, Ravi: South Asia publication New Delhi. Services Marketing by Hoffman: Cengage Learning
4	Websites	
5	Journals	Journal of Retailing & Consumer Services (included in Ebsco Business Source Elite) Indian Journal of Marketing

Semester	III	Specialization	Services Management
Course Code	306SM	Type	Specialization Core
Course Title	Services Performance Management		

Course Objectives:	
1	To recognize and understand different types of services delivered by services based organisations
2	To anticipate and evaluate specific challenges of services based organization.
3	To understand factors crucial to service delivery and recovery

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Understanding Consumer /Customer Behavior**- Customer expectation, Process Model of customer service expectation model, 4c's of customer service mix. **Creating the Right Service Philosophy**- customer service, pre to post transaction elements, meeting the service challenge, determine the cost of poor service **Fundamentals of Customer Satisfaction**-Factors influencing customer satisfaction, understanding the customer service, customer loyalty, customer delight. **Managing Demand & Supply of Services** - managing demand, patterns and determinants of demand, strategies of managing demand, managing capacity, capacity planning, waiting line strategies, inventorying demand through reservation, queuing, impact of crowding	7+2
2	**Service Process Management** –Introduction, Classification of Services Operating System, Policies & Flow Charting Concepts of Service Processes-Relationship between Profitability and Service Process **Essentials of A Service Blueprint**-Importance of A Customer's Role In Service Delivery Dimensions of Service Process Matrix, Design and Implementation Process of Service Guarantees	7+2
3	**TQM in Services**– Introduction to Service Quality, Total Quality Management, Dimensions of TQM, Implementing TQM in Service sector, Roadmap for TQM, Controlling Quality, Effects of TQM, Quality Circles **Delivering Quality Services**- Service based components of quality, perceived quality, measuring satisfaction, Customer Satisfaction Measurement techniques Market Perceived Quality (MPQ), Return on Quality(ROQ), strategy for improvement, service guarantees, design and implementation process of service guarantees **Planning and Managing Service Delivery**-Service design elements, considerations in the design of service delivery systems, technology in service productivity, role of technology and physical aids in service process	7+2
4	**Service Quality and Measurement**-Understanding Quality Management, Gronroos Model, The gap model Parasuram, Ziethaml Berry(PZB) **Measurement Instrument** –SERVQUAL items & dimensions, developing customer satisfaction surveys, Prescription for closing service gaps **Soft & Hard Measures of Service Quality**- tools to analyze and address service quality problems, root-cause analysis: fishbone, blueprinting of services. **Services Performance Failure**- concept of service failure and recovery, customer response to service failure-service recovery following customer complaints, solving problems and preventing their recurrence, A new	7+2

	quality goal: Zero defection-Service deletion, strategies for an effective service recovery	
5	**Overview & Understanding Performance of Service Sector** - Banking & Insurance, Hospital and Health Care, Travel & Tourism, Hotel & Catering, Retail & Contractual Services **Service Sector Case Study** – Learning from Diagnostic Cases of successful / unsuccessful service sector, key factors explaining success/failure.	7+2

Learning Resources:		
1	**Text Books**	Services Marketing and Management by Dr. B Balaji, S Chand and Company Ltd. Service Marketing by Ziethaml, V.A .and Bitner, M.J. 2nd ed; 2007, TMH.
2	**Reference Books**	Service Marketing by Hellen, W. Macmillan India Ltd, 2000, New Delhi. Management of Service Organizations by Sassers R.P, 1978, Allen & Bacon. The Marketing of Service by Donald Cowell, 1985, Heinemann, London. Principle of Services Marketing and Management by Lovelock C.H. and Lauren W, 1998, Prentice Hall of India, London Entrepreneurial Development by Khanka S.S, S.Chand & Company, New Delhi, 2001. Management of a Small Scale Industry by Desai, V., 3rd e; Himalaya Publication, Bombay, 1986.
3	**Supplementary Reading Material**	Entrepreneurship in India's Small Scale Industries by Taub, R.P. & Taub D.L. Manohar, New Delhi, 1989.
4	**Websites**	www.cbdt.org https://www.researchgate.net/file.PostFileLoader.html?id...assetKey.
5	**Journals**	

Semester	**III**	**Specialization**	**Services Management**

Course Code	307SM	Type	Subject - Elective
Course Title	**Project Management in Services**		

Course Objectives:	
1	**To provide students with a holistic, integrative views of project management**
2	**To understand the role of a Project Manager and Project Team**
3	**To highlight the significance of projects in service sector organisation**

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Basics of Project Management-** Introduction, Definition , Scope, Principles, Need, Essentials, Philosophy, Principles of Project Management, Project Management Knowledge Areas and Processes, The Project Manager (PM), Phases of Project Management Life Cycle, Impact of Delays in Project Completions, Roles & Responsibilities, Project Budgeting, Managing Risk involved, Planning Phases, Tracking, Controlling and Reporting, Change Management, Quality management, Finalizing a Project	7+1
2	**Project Identification and Selection in Service Industry-** Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even Point **Project Planning-** Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS)	5+1
3	**Organisational Structure and Organisational Issues-** Introduction, Concept of Organisational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management	3+1
4	**Resources Considerations in Projects-** Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts **Project Risk Management:** Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks	4+1
5	**Case Studies-** Project Management Applications for - Banking & Insurance, Hospital and Health Care, Travel & Tourism, Hotel & Catering, Retail & Contractual Services.	6+1

Learning Resources:		
1	Text Books	Project Management-The managerial process by Clifford Gray and ErikLarson,TMGH,3rd Edition
2	Reference Books	The practice of project management –A guide to businessfocussedaproach by Frigenti &Comninons, Koganpage,1st South Asian Edition Project Management for Healthcare by David Shirley
3	Supplementary Reading Material	
4	Websites	http://wwwpmiorg.in/ http://www.ifogoal.com/pmc/pmchome.htm http://www.petronet.ir/documents/10180/2323250/project_management_for_bankers file:///E:/IICMR/Syllabus%20Revisit/Sevices%20Management_17.12.2015/Proj

		ect%20Management/Reference%20Books/Project-Development-for-Sustainable-Tourism.pdf https://kathyschwalbe.files.wordpress.com/2013/01/healthcare-pm-chapter-1.pdf http://prismhotels.com/what-we-do/advisory-services/project-management/
5	Journals	

Semester	**III**	**Specialization**	**Services Management**

Course Code	308SM	Type	Subject – Elective
Course Title	**Relationship Management in Services**		

Course Objectives:	
1	**To make the student familiar with Relationship Management in Service Sectors, Concepts and Significance**
2	**To understand growing importance of customer relationship management in service sector**

Syllabus:

Unit Number	Contents	Number of Sessions
1	**CRM concepts in services:** acquiring customers, customer loyalty, and optimizing customer relationships. CRM defined: success factors, the three levels of Service/ Sales Profiling, Service Level Agreements (SLA's), creating and managing effective SLA's.	5+1
2	**Consumer behavior in service settings –** nature of service consumption, need recognition, information search, perceived risk, understanding customer needs and expectations, understanding consumer behavior for services, managing relationships and building loyalty.	5+1
3	Students should be given assignment for understanding CRM in services by visiting service sector industries.	8+1
4	Presentation by the students and submission of assignments to the concern faculty on key learnings on CRM in services.	8+1

Learning Resources:		
1	Text Books	Services Management by H.R Appannaiah, P.N Reddy, H.V.S.Raghavan, D.S Gopalkrishna: Himalaya Publishing House, Hospital and Health Services Administration Principles and Practice, by Syed Amin Tabish, Oxford Publishers, New Delhi, 2001. Healthcare Management and Administration by S.L. Goel, Deep & Deep Publications Pvt. Ltd. New Delhi. Managing a Modern Hospital by Srinivasan, A.V. (ed.), Response Books, New, Chapter 12 Customer Relationship Management by Jagdish Seth, et al: Customer Relationship Management by Stanley A. Brown, John Wiley & Sons, Canada Ltd.
2	Reference Books	CRM At The Speed Of Light: Capturing And Keeping C Customers In Internet Real Time by Paul Greenberg CRM Handbook: A Business Guide To Customer Relationship Management by Jill Dyche: The Addison Wesley Information Technology Series. Harvard Business Review On Customer Relationship Management by Patrica Ramaswamy, et al: Customer Relationship Management by Kristin L. Anderson & Carol J Kerr Customer Relationship Management: A Revolutionary Approach To Connecting With Your Customer by S. Bcrnd H Schmitt: Guest management by Dr. R.K. Singh; Aman Publications
3	Supplementary Reading Material	Banquet Management and Room Divisions , Dr. D.K. Agarwal; Aman Publications
4	Websites	http://wwwpmiorg.in/ http://www.ifogoal.com/pmc/pmchome.htm Bonsai", www.bonsai-bci.com www.hotelworkersrising.com Hvseco.com
5	Journals	

Semester	**III**	**Specialization**	**Services Management**

Course Code	309SM	Type	Subject – Elective
Course Title	**Information Technology Enabled Services Management**		
1	**To understand the importance of ITES in service management**		
2	**To enhance knowledge of global trends in outsourcing**		

Syllabus:

Unit Number	Contents	Number of Sessions
1	ITES introduction-Meaning of Outsourcing, Factors driving the need to Outsource, types of outsourcing, skills to manage outsourcing efforts, the outsourcing lifecycle, stages of outsourcing, distinguishing features, Global trends in outsourcing and role of India in outsourcing.	6+2
2	KPO/BPO- introduction, significance, impressive growth potential, third party service providers, increasing specialization, future of BPO/KPO, new avenues for KPO/BPO, challenges facing the industry.	6+2
3	Student should be given an assignment to identify all possible types of IT applications and enlist the market segments for each of IT application.	8+1
4	Submission of the report to the concerned faculty	5

Learning Resources:		
1	Text Books	Service Sector Management- An Indian Perspectives by C. Bhattacharjee, Jaico Publishing House, 4th Ed.
2	Reference Books	Services Management by HR Appannaiah, P.N Reddy, H.V.S. Raghavan, D.S Gopal Krishna, Himalaya Publishing House, 1st Ed, 2009
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Services

			Management
Course Code	**310SM**	**Type**	**Subject - Elective**
Course Title	**Service Value Chain Management Lab**		

Course Objectives:	
1	**To explore how to leverage the value chain to accelerate innovation in services**
2	**To emphasize the use of value chain for customer satisfaction.**
3	**To provide insights for creating customer delight.**

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Value Processes-** Creating service value, Defining the benefit part of service value- the service product **Service Value Chain-** Introduction, Significance, Managing the service process through service value chain **Costing of Services-** Defining the cost part of service value: service pricing Delivering service value: Managing service delivery	**5+1**
2	**Value creation by services marketing-** service value chain and service profit chain Evaluating internal customer value leading to external customer satisfaction **Key elements of service profit chain –** customer loyalty and satisfaction, understanding value from customer perspective, dream team cycle.	**4+1**
3	**Value Chain Service Innovations:** Introduction, Components, Types, Models, Processes of Innovation, Evolution and Characteristics of Innovation Management, Key drivers, Factors influencing Innovation, Organizing for Innovation, Factors influencing service organizational design, Developing Innovation Strategy	**4+1**
4	**Case Studies** related to Service Value Chain in Banking & Insurance, Hospital and Health Care, Travel & Tourism, Hotel & Catering, Retail and Contractual Services.	**6+1**
5	Case Study Presentation by the students to the concern faculty	**6+1**

Learning Resources:		
1	Text Books	"Competitive Advantage" by Porter, Michael E., 1985, The Free Press. New York. "Strategic Management: a Methodological Approach" by Rowe, Mason, Dickel, Mann, Mockler; 4th Edition, 1994. Addison-Wesley. Reading Mass
2	Reference Books	Services Sector Management An Indian Perspective, by C. Bhattacharjee Management of a Small Scale Industry by V Desai, 3rd ed., Himalaya,
3	Supplementary Reading Material	
4	Websites	www.stsma.com http://www.srpgroup.co.in/logistics/companies/tatamotors.htm http://suppliers.tatamotors.com/Project_Docs/rfq_terms_conditions.pdf mikehohnen.com/services/the-service-profit-chain/
5	Journals / Magazines	Bombay, 1986 Business line Wallmart's Value Chain

Semester	III	Specialization	Services Management
Course Code	311SM	Type	Subject – Elective
Course Title	Services Technology Lab		

Course Objectives:	
1	To make students understand use of technology in various business applications
2	To develop practical insight in enhancing business processes of service sector

Syllabus:

Unit Number	Contents	Number of Sessions
1	Meaning and Implications of technology, Reasons for service firms to adopt new age technologies, Different types of technology and their adoption across different service sectors in India and in the world.	6+1
2	Application Design Consideration for technology implementation-Need, Hardware Platform, Software tools, Coding Systems, Checks and Controls, User friendliness.	6+1
3	Prepare a study report on impact of technology in service process in terms of productivity, quality, cost, delivery, service, morale, innovation, ease of use after measurement of process performance.	14+2

Learning Resources:		
1	Text Books	
2	Reference Books	Service Sector Management- An Indian Perspectives by C. Bhattacharjee, Jaico Publishing House, 4th Ed.
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Services Management
Course Code	312SM	Type	Subject - Elective
Course Title	Service Leadership Lab		

Course Objectives:	
1	To develop knowledge of service leadership
2	To apply knowledge of service leadership and develop service leadership qualities
3	To enhance service leadership skills

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Services Leadership** – introduction, meaning, definition, the three Imperatives-Marketing, Operation and Human Resource, creating and implementing a service vision, Six dimensions of Service Leadership, service leadership skills.	4+1
2	Creating a leading Service Organization, From losers to leaders, In search of Human Leadership.Servant leadership models in the professionals and Educational settings.	4+1
3	Students should identify service leaders / organisations at different levels from service industry, contact them in person and prepare the profile of these leaders through interviews and observations	9+1
4	Prepare presentation and share the learnings on service leaders /organisations interviewed.	9+1

Learning Resources		
1	Text Books	Services Marketing and Management by Dr.B Balaji, S.Chand; 2nd revised edition 2010. Services Marketing People, Technology, Strategy by Chistopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Pearson, Sixth Edition
2	Reference Books	Leadership Development Activities by John Adair,2nd edition Jaico publication Leadership Games by Stephen S Kogan, Response books Transforming LEADERSHIP' by James Mac G Regor Burns Mastering Leadership by Michael Wiliams, 2nd edition,Viva books Positive leadership, Mike peg, Management books 2000 Leading Change, John P.Kotler, HBP Personality development by H R Wallace & Masters, South western publications
3	Supplementary Reading Material	7 Habbits of highly effective people by Stephen Covey
4	Websites	http://en.wikipedia.org/wiki/leadership http://www.businessballs com/leadership.htm
5	Journals	

MBA SYLLABUS: SEMESTER III
RETAIL MANAGEMENT – SPECIALIZATION

305RM	INTRODUCTION TO RETAILING	
Unit Number	Contents	Number of Sessions
1	Retailing- Meaning, Nature, Classification, Growing Importance of Retailing, Functions of Retailing, and Retail as a career.	7+2
2	Global retail market- Challenges and opportunities-Evolution of Retail in India-Drivers of Retail change in India-Emergence of young earning India-Size of Retail in India: Clothing ,Textiles and Fashion accessories-Food And Food services-Books & Music	7+2
3	Types of Retailers - Form of ownership- Independent retailer, corporate retail chain, are franchising. Services provided to customers – self service, selected service and full service retailer. Product lines- Specialty Stores, Discount Stores, Department Stores, Supermarket, Hypermarket. Non-store retailing – Electronic retailing, catalog and direct mail retailing, Direct selling, television home shopping.	7+2
4	Marketing Decision of Retailer - Target Market. Product assortment & procurement. Services & store atmosphere. Price decision. Promotion decision. Place decision. Major concerns of Retailers – customer, supplier, Visual Merchandising, Store Location, Store Layout, Keeping Pace With Technology.	7+2
5	Economic significance of retailing- employment, top 10 global and Indian retailers, structure of retailing and distribution channel. Opportunities in retailing- Management opportunities and entrepreneurial opportunities	7+2
Learning Resources:		
Books	1. Michael levy and barton.A Weitz,Retail Management, Irwin Mcgraw hill,international editition,U.S,1798. 2. Judith . W.Kincaid,Customer Relationship Management: Getting it right,Pearson Education, New Delhi, 2003. 3. Bert Rosenbloom,Retail Marketing,Random House 4. Retail Marketing Management- D. Gilbert. 5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach 6. Swapana Pradhan- Retailing Management 7. The Retail Revival- Reimaging Business: Dougs Stephens 8. Retail Analytics : The Secret Weapon by Enmets Cox 9. Emerging Trends in Retail Management : N Panchanatham & R Gnanguru	

306RM	RETAIL STORE & OPERATION MANAGEMENT	
Unit Number	Contents	Number of Sessions
1	Designing the organization structure for a retail firm- organization design consideration. Store Location: Nature and significance of Retail Location, Types, Factor affecting store location, Location and Sight Evaluation, Trading Area Analysis, Recent Trends in Location of Store.	9+2
2	Nature and Objective of Store Layout: Allocation of floor space, Classification of store offering, Traffic flow pattern of store, Space need, Interior display. Visual Merchandising - role of Visual Merchandiser, Visual Merchandising Techniques- idea oriented presentation, style presentation, color presentation, price lining, vertical merchandising, tonnage merchandising, fixtures. Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors.	9+2
3	Retail Store Management – various tasks need to be performed, Responsibilities of Store Manager, Shelf Allocation, Check-out Counter Management etc., HRM in Retail, Retail and Logistics, Store Security, Parking Space Problem at Retail Centers	6+2
4	Buying of merchandise - Manufacturer brand, private label brand, International sourcing – cost associated with global sourcing decision, managing issues associated with global sourcing. Store Record and Accounting System, Coding System, Material Handling in Stores, Customer data management – Market basket analysis.	6+2
5	Logistic and Information system, Improved product availability, Improved assortments, Strategies, Quick Response System. Mall Management: Major players nationally & internationally, Role of promoter, developer& retailer: selecting tenant stores, Managing experience, target footfalls & their conversion to sales. Identifying customers, differentiating the mall, real estate pricing, Measuring duration & sequence of visit, Number &nature of outlets visited &spend of share of wallet across the tenants.	5+2
Learning Resources:		
Books	1. Retail management by Levy and Weitz, Tata McGraw Hill Publisher 1. 2. SwapanaPradhan- Retailing Management 3. David Gilbert- Retail Marketing 4. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing 5. A. J. Lamba- The Art of Retailing 6. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach	

307RM	RETAIL MERCHANDISE MANAGEMENT	
Unit Number	Contents	Number of Sessions
1	Planning Merchandise Assortment – Organizing the buying process by categories – category management	4+2
2	Setting objectives for merchandise plan – margin, sales turnover, GMROI, measuring inventory turnover, advantages and disadvantages of high inventory turnover. Sales forecast – store level forecasting. The assortment planning process – variety, assortment, product availability, assortment planning	5+2
3	Buying Systems – Merchandise budget plan, allocating merchandise to store, analyzing merchandise performance,	5+2
4	Buying Merchandise – Branding strategy, International sourcing decisions, connecting with vendor, negotiating with vendor, establish and maintaining strategic relationship with vendor.	3+2
5	Pricing – pricing strategies, approaches for setting prices, price adjustment, using price to stimulate retail sales.	3+2
Learning Resources:		
Books	1. Retail management by Levy and Weitz, Tata McGraw Hill Publisher 2. David Gilbert- Retail Marketing 3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing 4. A. J. Lamba- The Art of Retailing 5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach	

308RM	WAREHOUSE MANAGEMENT	
Unit Number	Contents	Number of Sessions
1	Concept of Warehouse: Introduction, Objectives, Meaning of a Warehouse, Need for warehousing management, Evolution of warehousing, Role of a warehousemanager, Functions of Warehouses, Types of Warehouses, Warehousing Cost, Warehousing Strategies, Significance of Warehousing in Logistics, Warehousing Management Systems (WMS).	5+2
2	Merchandise Management System: Introduction, Objectives, Meaning of Merchandise Management System, Organization Structure in Merchandise Management, Warehousing Function Model, Stock Valuation	4+2
3	Role of Warehousing in Retail: Introduction, Objectives, Retailing and Warehousing, Challenges in retail warehousing, Warehousing in fashion retail, Setting up a warehouse, Retail product tracking in warehouse using RFID, Types of warehouses, Benefits of warehousing, Role of government in warehousing, Characteristics of an ideal warehouse, Storing products in a warehouse, Warehousing — the way forward, Warehousing and Supply Chain	5+2
4	Strategic Aspects of Warehousing: Introduction, Objectives, Different Types of Customers in Warehousing, Importance of Warehouse in a Value Chain, Warehouse Location, Modern Warehouse Operations, World-class Warehousing	3+2
5	Technology aids in retail warehouse management: Introduction, Objectives, Bar code scanners, Wireless LAN, Mobile Computers, Radio Frequency Identification (RFID)	3+2

Learning Resources:		
Books	1.Warehouse Management – A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern WarehouseBy Gwynne Richards 2. Warehouse Distributions and Operations Handbook By David Mulcahy 3. Excellence in Warehouse Management By Stuart Emmett 4. Highly Competitive Warehouse Management By Jeroen P. van den Berg 5. Selecting, Buying, Installing and Using a Modern Warehouse Management System By Jan Young	

309RM	**RETAIL SELLING SKILL**	
Unit Number	Contents	Number of Sessions
1	Introductions to Sales - Selling Approaches - Transactional Selling, Affilliative Selling, Consultative Selling etc. Selling Process - Opening the sales, Probing, Demonstration, Trial Close, Handling Objections, Closing the sales, Confirmation and Invitation	5+2
2	Opening the Sales- Goals- Customer Resistance, relationship building, Opening Lines- Opening lines must be questions to encourage conversation, Opening Lines Must Have Nothing to do With Business, Opening lines must be creative, unique, and/or special enough to start a conversation. The 180 Degree Pass By approach – cases and role play	5+2
3	Probing – Goals- determine the customer's wants, needs, and desires, find out why they want, what they want, develop the customer's trust in you. Developing the Probing Skills- Open-Ended Questions, Close-Ended Questions, Logical Sequence, Question-Answer-Support, Switching Demonstration- Goals- establish the value of the merchandise, create a desire of ownership. Getting the Customer Involved- F-A-B-Gs (Feature, Advantage, Benefit, Grabber)	4+2
4	Trial Close- GOAL- close the sale on the primary item, sell additional merchandise. Constructing a Trial Close- Step one: "How about, Step Two: The Enhancer, Step Three: The Add-on, Step Four: Must Have, Step Five: Possession Handling Objections – GOAL- to save the sale by uncovering the customer's real reason for not buying. Six-Step Technique for Overcoming Customer Objections- Step One: Listen to the Entire Objection, Step Two: Acknowledge the Objection, Step Three: Getting Permission to Continue, Step Four: Do You Like It?, Step Five: The Smoke-Out, Step Six: Ask the Customer about Price.	3+2
5	Closing the Sale- Goal- to get the customer to buy the main item and the add-ons. Buying signals, Closing Techniques- The Either/Or Close, The Reflexive Close, The Ask-For-It Close, The Third-Party Reference Close, The Assumptive Close or The Order Form Close Confirmations and Invitations- Goals- prevent buyer's remorse which can lead to returns or cancellations, encourage personal trade and increase repeat business. Guidelines for successfully inviting customers back to store- Make an agreement with your customers, Invite the customer back to the store to see you.	3+2
Learning Resources:		

Books	1. Tanner, Honeycutt, Erffmeyer (2009), *Sales Management, shaping future sales leaders,* Dorling Kindersley India Pvt. Ltd. 2. Start and Run a Retail Business by Dion, Jim; Topping, Jaico Publishing House 3. Sales Management-Richard Still, Edward Cundiff,Norman Govani. 4. Sales Management –Cunnndiff,Bolling. 5. Professional Sales Management- Rolph Anderson, Joseph Hair. 6. Sales Management- M.V. Kulkarni. 7. Sales & Marketing Training- Patrick Forsyth. 8. Sales Management –Rosan Spiro 9. http://thefriedmangroup.com/articles/Effective-Probing-articles.htm 10. http://www.newyorkdeca.org/competitive_events/stateevents/SD.PDF 11. Harry J Friedman (2002), "No Thanks, I am Just Looking", Chapter 5, John Wiley and Sons 12. SwapanaPradhan- Retailing Management 13. David Gilbert- Retail Marketing 14. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing 15. A. J. Lamba- The Art of Retailing 16. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach	

310RM	**IT for Retailing**	
Unit Number	Contents	Number of Sessions
1	Introduction:Role of IT in Retail Trade, Advantages of IT in Retail Trade like Cost productivity benefits and Marketing benefits, Competitive advantages of Information System for retail technology, limitations of using IT, Essential Requirements of an Information System for retail. Data Ware House and Data Mining. General Merchandise Planning Software	4+2
2	Applications of IT in Retail Management:Inventory control, POS - Point of sale,Sales Analysis, Planning and Forecasting, CPFR- Collaborative Planning,Forecasting and Replenishment.Capturing and transmitting data at POS , advantages, elements of data capture –coding system code symbology Means of data capture Database marketing,Data Mining, Data Mart,	4+2
3	Technology for retail Management:POS - Point of Scale Technologies available, Barcode scanning, electronic shelf tags, self-checkouts, RFID tags, fingerprint, authentication.Evolution of Retail Management Systems: Introduction to self-service,supermarkets, atomistic retail to regional networks/ chain stores, POS to point ofpurchase, push action to push strategy, Point of Differentiation, Point of Customer. Retail Information Systems: Approaches to EPOS, Auto Identification, Data Capture and Product Marking, Payments System at POS, Smart Cards, EPOS Products and Supplier, Managing Retail through Technology, Approaches to EPOS.	4+2
4	Web based retailing/ E- Retailing/ E Commerce (B2C): Kinds of retailers, engaged in electronic commerce: virtual retailers, two channel retailers,Multichannel retailers Role of Internet, Benefits of Internet, Monitoring theprogress of an internet e- retail business, limitations of the web.Emergence of eBay, Amazon and others, comparison of web based retailing andother forms of retailing.	4+2
5	Future trends : Smart cards, E-cash, Multimedia kiosks, Customer specific offers,Electronic body scanners, Electronic shelf frontRetail management Systems in the market:ERP systems like SAP andPeopleSoft, Specialized retail software providers like JDA, Retek, Essentus,SANDMAR RM 6000 and others, Open source software.	4+2

Learning Resources:		
Books	1. Information Technology for retailing by Khurana Pub McGraw Hill 2. Retail Business Management by R. Perumalsamy, Anmol Publications, 2010 3. Retail Management by Arif Sheikh and Kaneez Fatima , Himalaya Publishing House , 2008. 4. Advanced Technologies Management for Retailing - Framework and Cases by Eleonora Pantano and Harry Timmermans, Business Science Reference ,2011 1. Garroll W. Frenzel Johne. Frenzel, Management of Information Technology, Thomson Course Technology, Boston, 2004. 2. Henry C. Lucas. Jr, Information Technology – Strategic Decision Making for Managers, John Wiley & Sons (Asia) Pvt. Ltd., Singapore, 2005. 3. Efraim Turban, R. Kelly Rainer Jr, Richard E. Potter, Introduction to Information Technology, John Wiley & Sons, (Asia) Pvt. Ltd. Singapore, 2004. 4. Swapna Pradhan, Retailing Management, Tata Mc Graw Hill Publishing Company, New Delhi 5 Barry Merman, Joel R. Evans, Retail Management, Pearson Education.	
Website	www.retailsystems.com	

311RM	**Food Retail Management**	
Unit Number	Contents	Number of Sessions
1	Introduction to International Food market : India's Competitive Position inWorld Food Trade, Foreign Investment in Global Food Industry, Retailmanagement and Food Retailing, The Nature of Change in Retailing,Organized Retailing in India, E-tailing and Understanding food preference ofIndian Consumer, Food consumption and Expenditure pattern, Demographicand Psychographic factors affecting Food Pattern of Indian Consumer.	4+2
2	Value Chain in Food Retailing : Value Chain in Food Retailing, Principaltrends in food wholesaling and retailing, food wholesaling, food retailing, thechanging nature of food stores, various retailing formats, competition andpricing in food retailing, market implications of new retail developments, valuechain and value additions across the chain in food retail, food servicemarketing.	4+2
3	Food Retail Management : Food Retail Management, Brand Management inRetailing, Merchandise pricing, Pricing Strategies used in conventional andnon-conventional food retailing, Public distribution system, Promotion mix forfood retailing, Management of sales promotion and Publicity, AdvertisementStrategies for food retailers.	4+2
4	Retail Operations: Managing Retail Operations, Managing Retailers'Finances, Merchandise buying and handling, Merchandise Pricing, Logistics,procurement of Food products and Handling Transportation of Food Products	4+2
5	Retail Sales Management: Retail Sales Management Types of Retail Selling,Training of Salesperson, Evaluation and Monitoring, Customer RelationshipManagement, Managing Human Resources in retailing, Legal and Ethicalissues in Retailing.	4+2
Learning Resources:		
Books	1. Berman & Evans. 2008. Retail Management: A Strategic Approach. 10th Ed. Prentice Hall of India Cox. 2006. 2. Retailing: An Introduction. 5th Ed. Pearson Edu.Levy M &Weitz BW. 2004. 3. Organized Agri Food Retailing in India – NABARD	

Website	http://www.nabard.org/fileupload/DataBank/Publications/Nabard%20E%20Book.pdf http://market.ap.nic.in/ http://eands.dacnet.nic.in/latest_2006.htm http://cacp.dacnet.nic.in/ http://mofpi.nic.in/	
Journals	Agribusiness – An International Journal Indian Journal of Agricultural Marketing Indian Journal of Marketing Indian Management Studies Journal Journal of Agri-business Journal of Marketing Management Journal of Marketing Research Journal of Sales Management Management Review Vikalpa	

312RM	MANAGING RETAIL STORE	
Unit Number	Contents	Number of Sessions
1	Store management responsibility – Recruiting and selecting store employee, socializing and training new store employee, motivating and managing store employee, evaluating store employees and providing feedback, compensating and rewarding store employee	4+2
2	Recruiting and selecting store employee – job analysis, job description, locating prospective employee, screening applicants to interview, selecting applicants, legal consideration in selecting and hiring store employees..	4+2
3	Socializing and training new store employee – orientation programs, training store employees. Motivating and managing store employee- Leadership, motivating employees, maintaining morale, sexual harassment.	4+2
4	Evaluating store employees and providing feedback – Who should do the evaluation?, how often should evaluations be made, format for evaluations, evaluation errors.	4+2
5	Compensating and rewarding store employee – Extrinsic rewards, intrinsic rewards, compensation programs, legal issues in compensation	4+2
Learning Resources:		
Books	1. Retail Management by Levy and Weitz, Tata Mcgraw Hill 2.SwapanaPradhan- Retailing Management 3. David Gilbert- Retail Marketing 4. George H, Lucas Jr., Robert P. Bush, Larry G Greshan - Retailing 5. A. J. Lamba- The Art of Retailing 65. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach	

MBA SYLLABUS: SEMESTER III
DIGITAL MEDIA & COMMUNICATION MARKETING– SPECIALIZATION

Semester	III	Specialization	**Digital Media & Communication Marketing**
Course Code	305 DMCM	Type	Subject – Core
Course Title	Integrated Marketing Communications		

Course Objectives:	
1	Quickly understand a company and its marketing communications activities
2	Thoroughly describe a range of media and methods available to marketers
3	Demonstrate a comprehensive understanding of integrated Marketing Communications theories and concepts

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Integrated Marketing Communications:** Overview of Integrated Marketing Communications (IMC), What is IMC?, Original definitions of IMC, Early management perceptions of IMC, More recent definitions of IMC, Managing IMC, The role of advertising and promotion in IMC, The role of advertising agencies in IMC, Barriers to effective IMC, Organizational barriers, Organizational character, Compensation, Overcoming the barriers, Identifying IMC opportunities, Understanding consumer decision-making, IMC strategic planning, The five-step strategic planning process.	5+2
2	**Advertising and promotion:** Traditional Advertising - The role of advertising in IMC, Types of advertising, Consumer-oriented brand advertising, Retail advertising, B2B advertising, Corporate image advertising, Brand awareness and brand attitude strategy, Brand awareness strategy, Brand attitude strategy . Traditional Promotion - Basic types of promotion, Consumer promotion, Retail promotion, Trade promotion, Promotion to the consumer, Coupons, Sampling, Refunds and rebates, Loyalty and loading devices, Premiums, Sweepstakes, games, and contests, Building brand attitude with consumer promotion, Trial versus repeat purchase objective for promotion, Trial objective for promotion, Repeat purchase objective for promotion, Promotion to the trade and retailer, Allowances, Display material, Trade premiums and incentives, Incentive promotion cost.	5+2
3	**New media and other IMC options:**New media, Internet, Mobile marketing, Sponsorships and event marketing, Product placement, Packaging, Trade shows and fairs, Personal selling, Public relations, Public relations strategy, Advantages and disadvantages, Marketing public relations, Buzz marketing. Direct marketing and channels marketing **-** The role of direct marketing in IMC, Difference between direct marketing and traditional advertising, When to use direct marketing, The database in direct marketing, The role of channels marketing in IMC, Co-op advertising, Tactical marketing.	11+2
4	**Message processing & Creative Execution:** Message processing - Communication response sequence, Message processing responses, Attention, Learning and acceptance, Emotion, The role of memory, Unconscious processing, Conscious processing. Creative execution - Gaining attention, Unexpected elements, Colour, Size of picture or illustration, Print placement, Format, Contents, Facilitating learning, Keep it simple, Use short headlines, Picture–word sequence, Pacing of commercials, Consistency in IMC executions, Visual look must be unique, Specific creative tactics for brand awareness and brand attitude, Brand awareness creative tactics, Brand attitude creative tactics, Eliciting the correct emotional response .	7+2
5	**IMC Planning and Execution:** Communication objectives, Relative advertising versus promotion strengths, Category need, Brand awareness, Brand attitude, Brand purchase intention, Market characteristics that influence IMC effectiveness, Product differentiation, Market position, Poor performance, Competitive activity, Advantages of using advertising and promotion together, The advertising and promotion ‘ ratchet effect ’, The impact of demand elasticity. The IMC planning process **-** Reviewing the	7+2

	marketing plan, Selecting a target audience, Determining how decisions are made, Message development, Establishing brand positioning, Setting communication objectives, Matching media options, Appropriate media for brand awareness, Appropriate media for brand attitude, Appropriate media for the size and type of business. Finalizing and implementing the IMC plan - Finalizing the plan, Identifying touch points, Identifying communication tasks and media options, IMC planning worksheet, Implementing the plan, The creative brief, Selecting the best media options, Allocating the media budget	

Learning Resources:		
1	Text Books	Strategic Integrated Marketing Communications, Larry Percy, Elsevier
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Digital Media and Communication Marketing
Course Code	306 DMCM	Type	Subject – Core
Course Title	Internet Marketing – I		

Course Objectives:	
1	To increase the learner's understanding of internet marketing.
2	To make the learner knowledgeable about key issues in internet marketing
3	To help the learner to apply the appropriate tools to plan, develop, and execute internet marketing
4	To provide the learner hands-on experience with constructing a complete internet marketing plan

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Internet marketing : Significance of internet for Internet marketing, Marketing applications of Internet marketing, changing media consumption patterns, changing buyer behavior, What is Internet marketing? E-marketing defined, Digital marketing defined, E-commerce and e-business defined, Business or consumer model? benefits of the Internet to the marketer, strategic approach to Internet marketing, difference between Internet marketing communications and traditional marketing communications.	5+2
2	The Internet micro-environment: Introduction, Different components of the micro-environment, Marketplace, Competitive forces, Value creation and value chain analysis, New channel structures, Location of trading in marketplace, Commercial arrangement for transactions, Business models in e-commerce, Revenue models, Customers, Assessing demand for e-commerce services, Online demand for business services, Online buyer behavior, Customer persona and scenario analysis, Multi-channel customer experiences, Models of online buyer behavior, Competitors, Suppliers, Intermediaries The Internet macro-environment: Introduction, Social factors, Social exclusion, Legal and ethical issues of Internet usage, Privacy and other e-commerce legislations, Technological factors, Alternative digital technologies, Economic factors, Globalisation, Political factors, Internet governance, Taxation, Tax jurisdiction	7+2
3	Internet marketing strategy : Introduction, Internet strategy is a channel marketing strategy, The scope of Internet marketing strategy, An integrated Internet marketing strategy, Is a separate Internet marketing plan needed? A generic strategic approach, Situation review, Internal audit or analysis, External audits or analysis, Strategic goal setting, Frameworks for objective setting, Strategy formulation Decisions - Market and product development strategies , Business and revenue models strategies , Target marketing strategy , Positioning and differentiation strategy (including the marketing mix) , Multi-channel distribution strategy, Multi-channel communications strategy , Online communications mix and budget , Organisational capabilities (7S). Strategy implementation	7+2
4	The Internet and the marketing mix: Introduction, Product, The long tail concept, The Internet and branding, The importance of brand online, Price, Increased price transparency , Downward pressure on price, New pricing approaches (including auctions), Alternative pricing structure or policies, Place, place of purchase, New channel structures, Channel conflicts, Virtual organisations, Promotion, People, process and physical evidence.	7+2
5	Business-to-consumer Internet marketing: Introduction, Key themes and concepts, Online customers, Who are the online customers?, Online customers' expectations and motivations, E-retailing, Development of e-retailing, E-retailing: the virtual channel, E-retail activities, Information functions, Interactive functions, Who are the e-retailers and what are they selling?, Implications for e-retail marketing strategy.	9+2

	Business-to-business Internet marketing: Introduction, Key themes and concepts, B2B e-context, Online environment analysis, Commercial exchanges in B2B markets, The electronic marketplace, How organisations are using Internet technologies, Trading relationships in B2B markets, The exchange process, The buying function, Trading partnerships, Digital marketing strategies	

Learning Resources:		
1	Text Books	Internet Marketing, Dave Chaffey, Fiona Ellis-Chadwick, Kevin Johnston, Richard Mayer, Pearson Education
2	Reference Books	E Marketing, Strauss, Ansary, Frost, Pearson Education Internet Marketing, Alan Charlesworth, Elsevier Online Marketing, Richard Gay, Alan Charlesworth, Rita Esen, Oxford E Marketing Excellence, PR Smith & Dave Chaffey, Elsevier.
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Digital Media and Communication Marketing
Course Code	307 DMCM	Type	Subject – Elective
Course Title	Mass Communication Media and Culture – I		

Course Objectives:	
1	Understand the interrelationship between media and culture
2	Develop a grasp of media organizations and their roles
3	Get insights into Indian media and entertainment industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Class, Ideology and the Media:** Introduction, The study of the media: theoretical approaches, Theories of the media, theories of society, The rediscovery of 'ideology': return of the repressed in media studies, Messages and meanings	4+2
2	**Media Organizations**: Introduction, Large corporations and the control of the communications industries, Negotiation of control in media organizations and occupations, Cultural dependency and the mass media	4+2
3	**The Power of the Media**: Introduction, Communications, power and social order, The political effects of mass communication, How the media report race, Media, 'reality', signification	4+2
4	**Media and the new world order:** Impact of Media on Stock Markets, FDI in Media and its impact, Media and Social Advertising, Traditional Folk Media for rural development, Media and the Marginalized, Women and Media, Media and the Beauty Business, Media and Human Rights, Trial by Media, Reshaping Mind and Behaviour – Media and its Impacts.	4+2
5	**Indian Media and Entertainment Industry:** Key Components& Players in each – Print, TV, Radio, FM, Films, Out of Home & Digital, Animation, Gaming, Penetration, Market shares & Presence – National – Regional - Local, Urban - Rural, Penetration, Income, Life Styles, Growth Rates, CAGR, M & A Activity, Growth Drivers – demand, policy support, innovation & investments. Digitization, Regulation, Advertising Spends across Media, Channel Viewership, NRS, TRPs, Digitization of cable television, ARPU trends, Cinema Screens, Digital Revenues for the music industry, Media Conglomerates and Media Houses, Key Players, Industry Associations.	4+2

Learning Resources:		
1	Text Books	Culture, society and the media, Edited by Michael Gurevitch, Tony Bennett, James Curran And Janet Woollacott, Routledge Media and the New World Order, Agarwal, Khanna, Tripathi and Shukla, Wisdom Publications The Indian Media Business, VanitaKohli-Khandekar, Response Books
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Digital Media and Communication Marketing
Course Code	308DMCM	Type	Subject – Elective
Course Title	Public Relations – I		

Course Objectives:	
1	To provide fundamental conceptual inputs about PR
2	To help the learner undretsand the functioning of PR agencies and the role of PR manager.
3	To understand the strategic role of PR in IMC

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Basics of Public Relations:** Defining Public Relations (PR), Where does PR sit with advertising & Marketing? What can PR do? Functions of PR in business and society, Why do people seem to respond to PR? Distinction between propaganda and PR, Publicity, Advertising, Public Affairs, Lobbying, Marketing PR, Social Marketing, Public Information, Historical Perspective of PR. I & B Ministry, People's Participation. Global perspectives. Public Relations in government, police, banks, tourism, public sector, NGOs, political parties. Global Public Relations & Future of PR. **Evolution of Public Relations**: Origin, Growth, Evolution of PR – Communicating / Initiatig, Reacting/Responding, Planning/Preventing, PR as a Management Function, Professionalism, PR in the era of Global Communication.	4+2
2	**Principles of Public Relations:** Who are the Publics? Stakeholders, One Message – Different public, Segmentation of Public. Major PR Publics – employees, financial publics, suppliers, distributors, customers, government, opinion leaders, media public, general community, special public, international public. Is general public a stakeholder? Communication with Stakeholders. The Court of Public Opinion. PR as an internal marketing tool.	4+2
3	**Strategic Public Relations:** PR as a strategic management function, Management dimensions, Relationships Management, Strategy & Tactics, PR as a top management function, Expectations of a CEO, Boundary Spanning PR, Environmental Scanning, Is PR a staff function.	4+2
4	**Public Relations Department and Agencies:** Basic functions, Fours As, Structure of inhouse PR department, Management of PR department, Managing PR agencies – PR services, Tactics, Justification for a PR agency, Structure, Good Brief, Appointment of PR agency and fees. PR as an internal marketing tool. **Effective PR manager:** How to be a good PR manager? Functions of a PR manager, Multidisciplinary aspects, Management Expectations, Misconceptions, Is PR a Profession? Spin Doctor, Professionalism, Attributes – good PR, planning, Skills, Four As and Four Ps, Four Don't's, PR manual, PR Reporting.	4+2
5	**Media Relations:** What is Media relations? Principles of Good Media Relations. Inter-media Publicity Coordination. ownership of the media, cross- media ownership, Newspapers and Periodicals – national, regional and local, press agencies, matching the media, promoting the product, paid news, public relations, press releases, distribution, features, meeting the press, press interviews, press conferences and receptions. Briefing broadcast media, winning the TV interviews, Radio interviews.	4+2

Learning Resources:		
1	Text Books	Effective Public Relations & Media Strategy, C V NarsimhaReddi, PHI - EEE edition. Effective Media Relations, Bland, Theaker&Wragg, Chartered Institute of Public Relations,3rd edition. This is PR – The realities of Public Relations, Newsom, Turk &Kruckeberg, Thomson

		Learning, 7th edition.
2	Reference Books	Creativity in Public Relations, Andy Green, Chartered Institute of Public Relations, 3rd edition. Running a Public Relations Department, Mike Beard, Chartered Institute of Public Relations,2nd edition. Public Relations – Managerial Case Studies & Problems, Center & Jackson, PHI, EEE, 6th edition. Public Relations – A practical guide to the basics, Philip Henslowe, Chartered Institute of Public Relations,2nd edition.
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Digital Media and Communication Marketing
Course Code	309 DMCM	Type	Subject – Elective
Course Title	Event Management		

Course Objectives:	
1	Appreciate event management as a professional endeavor
2	Understand the chain of events that goes into successful event management

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Scope and nature of Event Management:** Definition, Variables, Types of events, The impact of events, Timelines, What is an event worth?, What makes someone a good event manager? **Developing a concept and planning:** The need, Expectation determination, Developing concepts, The stakeholders, Planning processes	4+2
2	**Organizing the resources required:** Location, Organizing physical resources and services, Financial resources, Managing financial resources, Marketing resources, Outsourcing resource requirements **Catering - Food and Drink:** Determining food and beverage needs, Choosing a caterer, Other catering considerations.	4+2
3	**Promoting an event:** Marketing an event, Target marketing, How to determine the target, The marketing mix, How to promote a private event, How to promote a public event **Managing the clientele:** Accessibility, Queuing theory, Negative situations, Conflict handling techniques, Dealing with your anger and emotions	4+2
4	**Risk management, legalities and contingency planning:** Planning for the unexpected, Risk analysis, Tools for identifying risks, Negating risk, Contingency planning, Legal issues, Insurance, Security at events **Delivering the event:** Some things to consider before setting-up day, After the event	4+2
5	**Organising celebrations and parties:** A children's party, A wedding, A reunion, A street party **Organising exhibitions:** Guidelines for planning a show or exhibition **Organising conferences and seminars:** Organising a conference **Working in the events industry:** Education, Job profiles	4+2

Learning Resources:		
1	Text Books	Event Management, Wagen and Carlos, Pearson Event Planning & Management. Diwakar Sharma, Deep and Deep Publications Successful Event Management, Shone & Parry, Thomson Learning Event Management , John Mason
2	Reference Books	The Business of Event Planning: Behind-the-Scenes Secrets of Successful Special Events, Allen, J, Canada: Wiley Planning Special Events. , Armstrong, J S, New York: Josse Bass Wiley. Professional Event Coordination , Rutherford Silvers, J and Goldblatt, J. New York: Wiley.
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Digital Media and Communication Marketing
Course Code	310 DMCM	Type	Subject – Elective
Course Title	Communication Theory - I		

Course Objectives:	
1	To learn to think about and analyze communication in a systematic way.
2	To compare the field of communication studies with other social sciences and understand its varied contributions to the knowledge/practice of human interaction.
3	To analyze communication phenomenon from different perspectives.
4	To recognize and explain major communication theories.
5	To apply knowledge of communication theories to "real world" issues.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Basics of Communication:** What is communication? Multiple definitions of communication. Communication as a relational process. Messages as the core of communication. Communicators, message's form and substance, symbolism – encoding and decoding, interpretation effect, response. Communication as a practical discipline.	4+2
2	**Communication Theory:** Multiple Communication theories – methodological approaches, desired outcomes or goals, levels of investigation – behavioural science approach and the interpretive approach, Craig's traditions of communication theory – socio-psychological tradition, cybernetic tradition, rhetorical tradition, semiotic tradition, socio-cultural tradition, critical tradition, phenemological tradition, ethical tradition.	4+2
3	**Symbiolic Interactionism:**Communication as a human and humanizing activity, three core principles of symbolic interactionism – meaning, language and thinking. The construction of social reality. Language; the source of meaning, Self as an ongoing process combining the I and the me. Society – The socializing effect of other's expectations. Potential of symbolic interaction, Naming, Self-fulfilling prophecy, Symbol manipulation, Ethical reflections.	4+2
4	Coordinated Management and Meaning: Perace and Cronen approach – looking directly at the communication process and what it's doing, How communication creates our actual worlds, co-construction of social realities, pluralistic world, participants rather than spectators, Stories lived and stories told, Stories told: Making and managing meaning, Stories lived – coordinating our patterns of interaction. We get what we make. Get the pattern right. Create better outcomes.	4+2
5	Expectations Violations Theory: Personal Space expectations – conform or deviate? Proxemics – study of people's use of space as a special elaboration of culture, Core concepts of EVT – Expectancy, context, relationship and communicator characteristics, Violation valence, Communicator reward valence, Interactional adaptation – adjusting expectations as an extension and expansion of EVT, requirements, expectations, desire, shortcomings of EVT.	4+2

Learning Resources:		
1	Text Books	A First Look at Communication Theory, Em Griffin, 8th Edition
2	Reference Books	Communication Theories: Perspectives, Processes, and Contexts, Katherine Miller, 2nd edition
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Digital Media and Communication Marketing
Course Code	311 DMCM	Type	Subject – Elective
Course Title	Media Planning & Buying		

Course Objectives:	
1	To carry out an advertising-focused analysis of media relevant to supporting a client's business objectives
2	To prepare a media buying plan appropriate to a client's requirements
3	To evaluate the performance of a media buying program

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Media Basics:** Media – Indian Landscape, Media Agency, Roles & structures, Non-agency options in media industry, Basic Metrics – Television Metrics, Benchmarking Metrics, Plan Metrics, Print Metrics. **Media Strategy:** Need for a media strategy, begin with an end in mind, Situation analysis, Building blocks of a media strategy, Opposing forces, Target Group Definition – impact of marketing task on target group definition, data sources, SEC and other descriptors of Target Group, Beyond demographics, Segmentation studies.	4+2
2	**Market Prioritization:** Market or Sales Contribution, Salience or Dispersion, Market Growth, Competitor Sales and Market Share, Category Size, Brand and Category Development Index, Market Index, Media Isotable Markets, Allocating Budgets. **Media Weights:** Setting media weights basis competition, setting efficient media weights, setting task-based media weights, other ways of setting media weights.	4+2
3	**Media Mix Decision:** Why Media Mix? Types of Media Mix Decisions, Media Choices – setting the context, Strategic issues, Target Group media consumption, Competitive activity, Quantitative parameters, qualitative factors, role of suitability of the medium. **Scheduling:** Factors affecting scheduling, receptivity targeting, scheduling patterns, scheduling for impact, ad response functions and scheduling, adstock modeling and scheduling.	4+2
4	**Building a plan:** Elements of a media plan, Print planning, TV planning, Radio planning, Cinema planning, Outdoor planning, Internet planning. **Evaluating Media Buys:**Television , print, other media, measuring the effect of the buy. The Buying Process: Structures, Roles and Responsibilities, Objectives of the media buyer, Steps in the buying process. Plan Implementation: Raising Estimates, Booking-in the activity, Release Orders, Material Dispatch – creative units / edits, Monitoring the activity, Billing, Collections.	4+2
5	**Budget Setting:** Brand's Budget, Allocation of the Budget, Methods of Setting the Budget, Factors that affect setting the budget. **Solutions Approach:** Why Solutions? What is Solution? The media partner's take, Issues with a solution's approach.	4+2

Learning Resources:		
1	Text Books	Media Planning and Buying in the Indian Context, ArpitaMenon, McGraw Hill.
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Digital Media and Communication Marketing
Course Code	312 DMCM	Type	Subject – Elective
Course Title	Digital Consumer and Digital Branding		

Course Objectives:	
1	To appreciate the shift from traditional to digital media and how it has altered the way brands communicate with their audiences
2	To about the challenges of managing a digital brand and how rich and compelling content, combined with digital distribution, are integral to brand engagement.
3	To integrate online marketing channels including web, email, mobile and social media platforms to manage online content development and delivery.
4	To understand underlying business models and principles that drive successful marketing and digital media campaigns.
5	To appreciate the strategic decisions in content management and brand development through digital media.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**The Digital Consumer &Digital Branding**: Marketer control versus consumer control, Consumer empowerment, Consumer participation and engagement. Internet Marketing, Unique Value Propositions, Calls-to-Action and Messaging, Internet Marketing Tools, The Role of the Website, Internet Marketing Model and How It Affects Business. Content marketing and its value, strategies for content distribution, challenges associated with content marketing.	4+2
2	**Creating and Nurturing an Online Brand:**How digital has changed branding? Value propositions – content, customization, community, convenience, choice, cost, Value proposition for various segments , Considering the User Journey, Stages of the user journey, Mapping the User Journey, Multichannel marketing, Omnichannel marketing, Content Marketing, Branding for differentiation, authenticity, authentic value proposition, Reputation Management, Controlling Content and Conversation, Dispute Resolution, Managing the Online Persona, Rules for Building Your Personal Brand.	4+2
3	**Owned, Earned & Paid Media:** Concepts ofowned , earned and paid media, definitions, examples, roles, advantages, challenges, importance for brands, brand engagement, range of engagement platforms, levels of engagement, strategies for shaping owned, earned and paid media, synergy between owned, earned and paid media.	4+2
4	**Analyzing Customers, Markets, and Planning:**underlying business models and principles that drive successful marketing and digital media campaigns, strategic decisions in content management and brand development through digital media, Planning to Acquire New Customers, Analyzing Consumer Behavior – Creating Personas, Customer Segmentation, Targeting, and Profiling, Customer Relationship Management, Stages in Planning a Customer Campaign, Analyzing Customers, Markets and Planning.	4+2
5	**Integrated Campaigns and Multi-Channel Marketing:** Web Growth and the Associated Risks, Broadcast vs. Narrowcast, Integrated Tactics and Mass Media, Multimedia Campaigns, Changes in Sales and Communication Channels, Integrated Media Marketing - Integrate online marketing channels including web, email, mobile and social media platforms to manage online content development and delivery,	4+2

Learning Resources:		
1	Text Books	Digital Branding, Daniel Rowles, Kogan Page Brand Avatar, Alycia De Mesa, Palgrave Macmillan Brand Media Strategy, Antony Young, Palgrave Macmillan
2	Reference Books	Online Branding, RatnajaGogula, ICFAI Books

		Pioneers of Digital, Paul Springer & Mel Carson, Kogan Page Online Marketing Heroes, Michael Miller, Wiley.
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Digital Media and Communication Marketing
Course Code	313 DMCM	Type	Subject – Elective
Course Title	Social Media Marketing		

Course Objectives:	
1	To understand the social media landscape
2	To be able to develop social media strategy in a given context
3	To measure the effectiveness of social media strategy

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Social Media Landscape:** Introduction to Social Media, What is Social Media? The basics of the new digital landscape, How Social Media developed, Managing Information, Aggregators, Google Alerts, Word of Mouth and Viral Marketing, Consumer-generated content - Encouraged and Organic, Friends, Fans, Followers , Blogs (compare to websites) - Personal , Corporate. Top tier platforms, such as Facebook, Twitter, LinkedIn, YouTube, etc., Social search, Social media's implications for marketers, Social media integration into the business strategy, Key ways that brand informs social media.The Legal side of Social Media : In-house guidelines, Copyright and Trademark Implications,	4+2
2	**Social Media Strategy and Tactics:** Getting an organization ready for Social Media, Defining the social media goals, Content Management, Know your audience & what are they doing, Touchpoint analysis, Scheduling & Creating content, Managing content programs, Planning Worksheets, the social media conversation, social media listening tools, the connection between PR efforts and social media, incorporating blogs into social media strategies, Blogging platforms, blogosphere outreach, and micro-blogging, Mass media driving to social media, Advertising in social media, Sweepstakes in social media, Defining the social media strategy, social media tactical implementation calendar, Utilizing photos and videos sites in social media, Using social media to seed the email lists, Instagram for brands versus personal.	4+2
3	**Social Media Conversations:** Return on Conversations versus Return on Investments, Conversation happens with or without you, Understanding each community, Everyone in the organization has a stake in social media strategy, Social Media polices for employees, professional ethics matter, define who owns the conversation, branding and messaging consistency, transparency, building trust and relationships, Give up control, customers know products better, content value, sharing economy – sharing is the key, ask the audience.	4+2
4	**Setting Up Tools:** Facebook Creating groups and pages ,Tips and Guides, Posts, Paid Promotion Ads, Contests, Google+ : Set-up and usage, Company profile, Hangouts, Authorship, YouTube Long-form video platforms , Setting up a channel, Managing content , YouTube, Twitter Set-up and usage Tips, LinkedIn : Tips and Guides, Review of profiles, Pinterest, target audience, Visual social media and bookmarking, Set-up and management, Collaborative Marketing & Crowd sourcing, Promoting social media pages in other media, Social commerce implementation, International social media channels, Best social media listening and management tools, Creating positive chatter in social media, Linking social media accounts, Utilizing discussion boards and social groups. Blogs, Blogger, Tumblr, Wordpress , Set-up, Services Influencers - Who are they? How to find them ? How to use them to benefit your brand.	4+2
5	**Metrics, Measurement and Evaluation:** Defining key terms in social media, Establishing goals and key tracking metrics, Free social media measurement tools, Benefits of popular and custom URL shorteners, difference between buzz monitoring and audience research, Complementing Search Engine Optimization (SEO) and Pay per Click (PPC) marketing, Aligining offline marketing strategies with social media	4+2

	marketing, Social media friendly press-room, Calculating acquisition costs and hard ROI from social media, Creating customized campaign performance reports **Social Media Case Studies:** Major brand case study, Small company case study, Small B2B case study, Big brand digital media site side optimization, Using social media for brand awareness, Using social media for direct response, Successful use of Pinterest, World Business	

Learning Resources:		
1	Text Books	Social Media Marketing, Liana Li Evans, Pearson.
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Digital Media and Communication Marketing
Course Code	314 DMCM	Type	Subject – Elective
Course Title	Email Marketing		

Course Objectives:	
1	To understand the technical and functional aspects of email marketing
2	To get an overview of email analytics

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Email Marketing Fundamentals:** Why Email Marketing? Email Marketing versus Direct marketing, Email marketing versus website based marketing, Inbound Email as a Marketing Tool, Outbound Email Management, Integrating Email With Social Media, Email Best Practices and Myths, Elements of a Solid Email, Challenges of Email Marketing. B2B Email Marketing,	4+2
2	**Email Design and Functionality,** Software Platforms for Email Delivery, Multi-Part Messages – HTML and Text Versions, White Lists, Black Lists and Other Considerations, Email List Building and Capture Page Design, Email Dialect – HTML Coding, Email for Mobile Phones, Selecting the Right Platform, Developing and Managing the RFP Process.	4+2
3	**Email Campaign Planning:** Objective Setting, Email Campaign budgeting, Campaign design – targeting – offer – timing – creative. Consumer Demographics and Psychographics in Email, Email creative - Creative brief.– email usage constraints, creative structure, headers, banner and headline, creative formatting, design. Writing Styles and Calls to Action, Design Techniques for Effective Email, Personalization – Rich Media and Graphics, Deployment - Multi- Variate Testing, Landing Page Testing, HTML to Text Email. Mapping the Email Strategy to Stages in the Sales Cycle, Campaign integration with other Media, Email Broadcast Checklist, Correction Email.	4+2
4	**Email Marketing Analytics:** Modeling and Measuring e-mail marketing effectiveness,Retargeting Campaigns, Impacts on Open Rates, Click-Through Rates and Click-to-Open, Emails Sent vs. Delivered, Hard Bounce vs. Soft Bounce. Email Optimization and Testing - Test and Seed Lists, Unsubscribes, Optimizing for Deliverability, Optimizing for Open Rates, Optimizing for Click-Through Rates, Optimizing for Conversion, Dashboard and Trend Analysis, Targeting Links and Deep Linking, Increasing Response Rates, Lead-Nurture Programs, Offer Strategy, List Management, Performance Tracking – Dashboards. ROI Tracking.	4+2
5	**Multipurpose Emails -** E-Newsletters and Online Surveys, Viral Email Programs and Web/Email 3.0, In-Store Offer and Coupon Delivery, Deliverability, Reputation Management and Repair, Certified Email Options, Relevance-Enabling Technologies and Clickstream Analytics, Third-Party Integrations, Delivery Service Providers **Email Marketing Laws and Ethics –** Permission Marketing,E-permission marketing principles, Email Privacy, Database Security and Responsibility, Unsubscribe Procedures, Spamming in Email Marketing	4+2

Learning Resources:		
1	Text Books	Total e-mail Marketing, Dave Chaffey, Elsevier, 2nd edition.
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Digital Media and Communication Marketing
Course Code	315 DMCM	Type	Subject – Elective
Course Title	Mobile Marketing		

Course Objectives:	
1	To develop an appreciation and understanding of the concepts, principles and technologies of mcommerce and study its application to the marketing function of organizations.
2	To understand, through the use of real-world case studies, how mobile phones are used in four marketing disciplines: sales promotion, advertising, customer relationship management, and brand engagement.
3	To understand the interrelationships between two media channels – mobile and social – and how brands can engage consumers through these channels.
4	To develop a strategic approach to define how mobile phones can be aligned and integrated into an overall marketing strategy in organizations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**M-commerce concepts& Marketing for a wireless world**: E-commerce concepts, Anytime commerce , The dimensions of e-commerce , E-commerce business models, The wireless revolution, The impact of mobility on e-commerce, M-commerce business models, The m-commerce value chain, Mobile Marketing for a wireless world - revenue generating services, value added services, Increasing marketing efficiency. Mobile generations, Importance of Location, M-commerce technology, Mobile clients Types: mobile phones, PDAs, laptop computers, vehicle-mounted devices, hybrid devices. SMS Marketing, Dispelling mobile marketing myths. Mobile Marketing Rules and Ethics - Examining the impacts of Net neutrality.	4+2
2	**M-commerce application & issues:** Mobile financial services, Mobile advertising, Mobile inventory management, Mobile product location and shopping, Mobile proactive service management, Mobile business services, Mobile auction, Mobile entertainment, Mobile office, Mobile distance education, Mobile information access, Vehicular mobile commerce, Telematics, Location-based applications, Trust, security, and payment, Trust in m-commerce Encryption & Authentication, confidentiality, integrity, and non-repudiation, Mobile payment, M-commerce Technology issues, Mobile client issues , Application issues, Global m-commerce issues, Beyond m-commerce.	4+2
3	**Wireless Advertising Models:** Improving brand awareness,Making connections,The mobile operator challenge, Advantages of wireless advertising, Effectively using mobile marketing voice tools, Mobile content, Location based mobile retailing and marketing models, Proven techniques of proximity marketing, Implementing augmented reality, 2d barcodes, Bluetooth usage, Top mobile search tools, Understanding WAP and the mobile web.	4+2
4	**App Marketing :** Building the App Store Presence, App Store Optimization (ASO), Channeling emotion to improve Ratings & Reviews, Leveraging other offline & online media, Alternative App Stores. Organic versus Reward Ads , Calculating Estimated Cost per Install (eCPI) , Media Mix to boost Ranking, App Install Creatives, Onboarding the right users - LTV by Traffic Source, Optimizing App Install Campaigns, Profiling Mobile App Users, App Deeplinking, App Indexing, Virality and App Referrals, Churn Prevention, Re-engaging with Push Notifications, Re-targeting, Tracking the Competition, App Business Models, Approaches to Monetize Apps, Advertising based Monetization, Banner versus Native Ads, Freemium models with In-App Purchases, Combining IAP with Reward Ads, Subscription based Services, Ad Monetization Partner.	4+2
5	**Developing, Launching and Integrating a Mobile Marketing Campaign:** Setting achievable goals for the mobile campaign, Creating a winning mobile marketing	4+2

	campaign, Campaign budgeting tactics, the perfect mobile channels, Launching and Integrating the Mobile Campaign - Creative standards for mobile websites, Identifying critical paths and timelines, choosing the agency or vendor, making emails mobile friendly. Market research and insights, Producing superior results from your mobile campaign **Mobile Analytics:** Overcoming the difficulties of mobile analytics, Essential strategies of mobile content analytics, Learning mobile application analytics, Staying ahead of industry trends .	

Learning Resources:		
1	Text Books	Andersson, C., Freeman, D. James, I., Johnston, A. and Ljung, S. (2006) Mobile Media and Applications, From Concept to Cash: Successful Service Creation and Launch. Wiley. Bouwman, H., de Vos, H. and Haaker, T. (2010) Mobile Service Innovation and Business Models. Springer.
2	Reference Books	Sorensen, C. (2011) Enterprise Mobility: Tiny technology with global impact on work, Palgrave Macmillan. Deltina, H. (2009) A Survival Guide to Social Media and Web 2.0 Optimization: Strategies, Tactics, and Tools for Succeeding in the Social Web, Dalton Publishing, Austin, TX. Layon, K. (2012) Mobilizing Web Sites: Strategies for Mobile Web Implementation, Peachpit Press. Sugai, P., Koeder, M. and Ciferri, L. (2012) The Six Immutable Laws of Mobile Business. Wiley.
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester III
Tourism and Hospitality Management (THM)

Semester	III	Specialization	Tourism and Hospitality Management
Course Code	305THM	Type	Specialization - Core
Course Title	**Fundamentals of Hospitality Management**		

Course Objectives	
1	To understand the nature and scope of Hospitality Management
2	To Figure out the different types of hotels and restaurants
3	To Understand and analyse the hospitality industry from various perspectives of hotel, tourism, travel and transport

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** The Hospitality Industry – Origin and Growth – Tourism Industry – Importance of Tourism –Industries related to Tourism – Evolution and Growth of the Hotel – Evolution of Tourism –Factors Affecting Hospitality and Tourism Industry – Employment Opportunities in Hospitality	7+2
2	**Tourism Industry:** Introduction, concept, definition, types and characteristics Relation of hospitality industry with Tourism Definition of Tourism – Features – Types of Tourists – Tourism Activities – Components of Tourism Infrastructure – Elements and Characteristics of Tourism Products- Scope of Tourism – Motivation for Tourism – Relation of hospitality industry with Tourism	8+2
3	**Hotel Industry:** Organization of Hotels, ownership structure: Sole Proprietorship, partnership, Franchisees, Management Contract – concept, their advantages and disadvantages. Clarification of Hotels – Major Departments of a Hotel – Star Ratings of Hotels – Global Standards for Hotels	7+2
4	**Travel and Transport:** History growth and present status of travel agency – Travel formalities – Linkages and arrangements with hotels,	6+2

	airlines and transport agencies – Transport system – Different types of transport – Impact of Science and Technology.	
5	**Recent Trends in Hospitality and related sectors:** Future of Hospitality Industry, Changing trends, issue and challenges Importance of Hospitality industry in India . Government regulations and support related to Travel, Tourism and hotel industries. Role of E-commerce in Hospitality sector	7+2

Learning Resources:		
1	Text Books	Bhatia A.K.(2012)Tourism Development and Principles & Practices, Sterling Publishers
2	Reference Books	David, F. R. (2010). Strategic Management (13th ed.). Prentice Hall.Oxford University Press Okumus, F., Altinay, L., & Chathoth, P. (2010). Strategic Management for Hospitality and Tourism (1st ed.). Butterworth-Heinemann. Enz, C. A. (2009). Hospitality Strategic Management: Concepts and Cases (2nd ed.). Wiley.

Semester	III	Specialization	Tourism and Hospitality Management
Course Code	306THM	Type	Specialization - Core
Course Title	**Tourism and Travel Management**		

Course Objectives	
1	To prepare the learners with knowledge and skills essential know what is tourism
2	To prepare the learners with its types and the Nations contribution to the industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Tourism - Definitions and Concepts – Components of tourism, Geographic components of tourism - Types of Tourists, Visitor, Traveler, and Excursionist – Differentiation Tourism, Recreation and leisure, adventure tourism, their inter–relationships – Tourism organization / Institutions –Role and functions of International agencies in Hospitality industry. Case Studies	7+2
2	**Travel Management:** Travel Agency and Tour Operation Business - Functions of Travel Agency - Setting up a full-fledged Travel Agency - Sources of Income of a travel agency - Diversification of Business - Travel and Health Insurance, Forex, Cargo & MICE – Documentation - IATA Accreditation -Recognition from Government.	7+2
3	**Tour Planning:** Tour Packaging & Costing - Importance of Tour Packaging – Classifications of Tour Packages - Components of Package Tours - Concept of costing - Types of costs - Components of tour cost - Preparation of cost sheet - Tour pricing - Calculation of tour price - Pricing strategies	8+2
4	**Tourism Management:** Tourism infrastructure- Tourism	6+2

	organizations-Travel motivators-Leisure or holiday Tourism- Visiting friends and Relatives (VFR)- Cultural Tourism-Adventure Tourism-Sports Tourism- Religious Tourism-Business Tourism-Medical Tourism-Alternative Forms of tourism-Tourism Products and types.	
5	**Eco Tourism:** Evolution, Principles, Trends and Functions of Ecotourism-Themes - Eco-tel and Eco resorts - Fundamentals of Ecology- Basic Laws & ideas in Ecology- Function and Management of Ecosystem-Biodiversity and its Conservation-Pollution-Ecological Foot Prints -Mass Tourism Vs Ecotourism -Typology of Eco-tourists - Ecotourism Activities & Impacts –Western and Eastern Views of Ecotourism	7+2

Learning Resources:		
1	Text Books	Foster Dennis L., The Business Of Travel Agency Operations and Administration (1993) Macmillan/ McGraw, Singapore
2	Reference Books	Tourism Operations and Management, Sunetra Roday, Archana Biwal & Vandana Joshi, Oxford University Press
3	Supplementary Reading Material	Tourism and Hospitality Management by Neha Publishers and Distributors
4	Websites	http://www.theashokgroup.com/index.php http://www.maharashtratourism.gov.in
5	Journals	South Asian Journal of Tourism & Heritage (SAJTH)

Semester	III	Specialization	Tourism and Hospitality Management
Course Code	307THM	Type	Specialization - Elective
Course Title	**Hospitality and Tourism Laws**		

Course Objectives	
1	To prepare the learners with knowledge and skills essential to understand the various laws involved in the hospitality Industry
2	To help learners to become competent for both practicing and knowing the laws that apply to every area of the Industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Concept of Law- Definition of Law- Classification of law- Source of Law- Definition of Industry, Employers, workers and Consumers- their rights and duties . Hospitality Industry – Definition-Procedural Law-Indian Judiciary System-Remedies and Settlement.	6
2	**Laws related to Hospitality Industry:** Company Law –Definition of Company- Nature and Classification of Companies- Essentials of Company-Incorporation-Powers and Duties and Liabilities of Director-Corporate Governance. Contract Act, 1872- Definition of Contract-Essentials-Nature-Classification of Contract-Discharge of Contract. Sale of Goods Act, 1930- Applicability-Definition-Essentials of Valid Sales- Transfer of Property-Rights of Unpaid Seller. Negotiable Instruments Act 1881- Introduction t Negotiable Instruments –Essentials. Relevance of these Laws to the Hospitality Industries.	6
3	**Laws related to Travel and Tourism Industry:**	6

	Rights of Guests as Buyers of Goods, Consumer of Goods and services including rights of Passengers and tourists. Standard of Care for their life, body and property. Hospitality practices compensation for injury for loss-health and safety laws-Essentials of Food and Drug Laws. Passport and Visa Laws-Laws related to Foreign guests.	
4	**Cyber Laws, IPR and Copyrights in Hospitality Industry:** Cyber Laws- Information Act, 2000 - Introduction-objective of the Act-Definitions. Environmental Protection Laws. Intellectual Property- Patents-Trademark Act, 1999- Copyright act, 1957. International Law relating Tourism.	6
5	**Other Laws:** The provident fund and miscellaneous provisions Act 1952. The Payment of Gratutiy Act-1972. Industrial Disputes Act. Payment of Wages Act. Payment of Bonus Act. Consumer protection Act. Vat-Service Tax-Corporate Tax-FEMA-RBI Guidelines.	6

Learning Resources:		
1	Text Books	Legal Aspects of Business, Akhileshwar Pathak, Tata Mc Graw-Hill,
2	Reference Books	N.D. Kapoor, Elements of Mercantile Law, Bulchandani s Business Law for Management. Company Law-Avatar Singh
3	Supplementary Reading Material	Handbook of Environmental Law, P.B. Sahasrnaman, Oxford University Corporate Law Advisor
4	Websites	www.vakilno1.com www.Indiankanoon.org
5	Journals	Management & Labour studies

Semester	III	Specialization	Tourism and Hospitality Management
Course Code	308THM	Type	Subject – Elective
Course Title	**Financial Management for Hospitality**		

Course Objectives	
1	Understand the nuances involved in making finance decisions
2	Understand asset management techniques in hospitality industry
3	Effectively handle finance functions in hospitality industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction :** A Basic Understanding of Financial Management – Profit vs Wealth Maximization- Time value of money - Financial Markets- Capital Markets, Money Market - Financial Instruments-- Key Financial Intermediaries in the Hospitality Industry.	6
2	**Relationship between Risk and Rewards :** Risk. Returns and Distributions – Diversification - Beta. Expected Return and the Security Market Line- Bonds - Bond Features-. Bond Ratings-. Valuing Corporate Bonds. Computing Yield to Maturity on Corporate Bonds. Bonds with Semi-Annual Coupon Payments. Preferred Stock- Basic Preferred Stock Terminology. Preferred Stock Features. Valuing Preferred Stock - Common Stock-Common Stock Features. Valuing Common Stock. General Dividend Valuation Model - Zero-Growth Dividend Valuation Model. Constant-Growth Dividend Valuation Model. Valuing Common - Stock with Multiple Growth Rates. - Investors Rate of Return and Growth**.**	6
3	**Cost of Capital and Capital Structure :** The Weighted Average Cost of Capital - The Cost of Debt- The Cost of Preferred Stock - Cost of Internal Equity - Cost of. External Common	6

	Equity - New Issues of Common Stock Financial Planning for the Hospitality- Capital Structure Theory - Factors in the Determination of a Firms Capital Structure.	
4	**Capital Budgeting and Working Capital Management:** Classifying Capital Budgeting Projects- The Capital Budgeting Decision and Cash Flow Estimation - Uses -Managing Working Capital	6
5	**Other Financial Issues:** Leasing, Expansion, Franchising - Asset Management in the Hospitality Industry- Valuation of Hospitality Real Estate - Hotel Appraisal Requirements - The Hotel Appraisal Process -Approaches to Hotel Valuation -Thumb rules-Revenue Multipliers.-Reconciliation of Value	6

Learning Resources:		
1	Text Books	I.M.Pandey, Financial Management, Vikas. M.Y. Khan & Jain, Financial Management, McGraw-Hill.
2	Reference Books	Robert E. Chatfield, Michael C. Dalbor, Hospitality Financial Managment: Prentice Hall US. William P. Andrew, James W. Damitio, Ph.D, CMA,Raymond S. Schmidgall,
3	Supplementary Reading Material	Financial Management for the Hospitality Industry: Prentice Hall US. Chris Guilding, Financial Management for Hospitality Decision makers, Butterworth Heinemann.
4	Websites	www.nseindia.com www.bseindia.com
5	Journals	Journal of Applied Economics and Business Indian Journal of Finance

Semester	III	Specialization	Tourism and Hospitality Management
Course Code	309THM	Type	Subject – Elective
Course Title	**Accounting for Hospitality**		

Course Objectives	
1	Acquire the basics of accounting mechanism in Hospitality industry
2	Understand revenue management techniques in hospitality industry
3	Understand accounting functions in hospitality industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	**The Accounting Framework:** Basic Accounting Concepts- Processing Business Transactions- Journalizing, Posting to Ledger and Taking a Trial Balance- Special-Purpose Journals and Subsidiary Ledgers.	6
2	**Financial Statements:** Statement of Income and Expenditure, the P & I Account -The Balance Sheet - Ratio Analysis – Fund flow and Cash Flow Statements - Financial Statement Analysis	6
3	**Accounting for Management Decisions:** Cost-Volume-Profit Relationships- - Forecasts in Sales and Revenue-Maximizing Sales Marginal costing- Contribution approach- Activity based costing - Responsibility accounting – ABC analysis – target	6
4	**Cost Controlling :** Costs and Controls in Food Purchasing-Food Receiving, Storage and Issuing- Food Production - Beverage Purchasing, Receiving, Storing and Issuing- Beverage Production etc. Costs and controls in Labor-Controls in Sales- Controls for Other Expenses.	6

5	**Revenue Management in Hospitality** Internal Assessment - Competition Analysis - Demand Forecasting – Itinerary planning – Channel evaluation – Cash and Inventory management - Dynamic Value-Based Pricing - Practical Applications in Lodging Food and Beverage- Sports, Entertainment, and Event Management,- Cruise, Spa, and Luxury Resorts- Gaming and Theme Parks.	6

Learning Resources:		
1	Text Books	Elisa S. Moncarz,and Nestor de J. Portocarrero, Accounting for Hospitality Industry Prentice Hall, US. Kimberly A. Tranter, Trevor Stuart-Hill, Juston Parker, Introduction to Revenue Management for The Hospitality Industry: Principles and Practices for the Real World, Prentice Hall US.
2	Reference Books	Allen B. Asch, M. Ed. CCE, Hospitality Cost Control: A Practical Approach, Prentice Hall US. Peter Harris, Accounting & Finance for the International Hospitality Industry, Elsevier Butterworth Heinemann. Chris Guilding, Accounting Essentials for Hospitality Managers, Butterworth – Heinemann.
3	Supplementary Reading Material	Gareth Owen, Accounting for Hospitality, Tourism and Leisure, Person. Frank Wood, P. M Lightowlens, Accounting in the Hotel & Catering Industry, Pearson UK.
4	Websites	Institute of Cost Accountants, Institute of Chartered Accountants
5	Journals	Indian Journal of Finance

Semester	III	Specialization	Tourism and Hospitality Management
Course Code	310THM	Type	Subject – Elective
Course Title	**Information and Communication Technology for Hospitality**		

Course Objectives	
1	To understand use of Information Technology in Hospitality Industry
2	To know the usage of telecommunication in effective business processes
3	To understand new trends in technology related to Hospitality Industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Computing Essentials:** Information and Communication Technology Infrastructure – Software, Hardware and Networking; Management Information Systems – Types, Evolution and Benefits; Database Management- Files, Records, and Fields, Database Management Systems; Multidimensional Databases	6
2	**System Selection and Data Security Maintenance:** Information Needs; Sales Literature; System Requirements; Request for Proposal; Contract Negotiations; Installation Factors; System Security and Data Privacy; Operational Precautions; Risk and Disaster Management; Manual Operations Plans.	6
3	**Property Management System:** PMS Interfaces Issues, Call Accounting Systems, Categories of Locking Systems, Energy Management Systems and climate control ; Auxiliary Guest Services, Guest-Operated Devices, Fire alarm and security system; Reservation Systems - Electronic Distribution Channels; Intersell Agencies; Central Reservation Systems; Property-Level Reservation; Distribution of Revenues;	6

	Rooms Management Module – Room Status, Room and Rate Assignment, Guest Data, Housekeeping Functions, Generation of Reports; Guest Accounting Module – Types, Posting to Accounts, Front Office Audit, Account Settlement, System Update.	
4	**Restaurant Management System**: Point-of-Sale Technology - POS Order Entry Units; POS Printers; Account Settlement; PCI Compliance; Managing Guest Accounts; POS Software; Automated Beverage Control Systems; Food and Beverage Management Applications - Recipe Management; Sales Analysis; Menu Management; Menu Item Pricing; Integrated Food Services Software; Sales and Catering Applications - Sales Office Automation; Revenue Management; Catering Software; Accounting Applications - Accounts Receivable Module; Accounts Payable Module; Payroll Module; Inventory Module; Purchasing Module; Financial Reporting Module; Labour Scheduling Applications	6
5	**Ecommerce and Emerging Technologies:** The growth of e-Commerce – Technologies and Benefits; e-Commerce business models; Electronic Distribution; Internet Marketing; Social Media and Social Networking; Emerging Trends – Long Tail, M-commerce, SoLoMo, Crowd sourcing, Data Mining, Cloud Computing; Open-Source; Role of e-Governance; e-Payment Systems.	6

Learning Resources:		
1	Text Books	Collins, G. R., & Cobanoglu, C. (2010). Hospitality Information Technology: Learning How to Use It. Kendall Hunt Publishing Company.
2	Reference Books	Tesone, D. V. (2005). Hospitality Information Systems and E-Commerce (1st ed.). Wiley.
3	Supplementary Reading Material	Kasavana, M. L., & Institute, A. H. & L. E. (2012). Managing Technology in the Hospitality Industry with Answer Sheet (EI) (6th ed.). Educational Institute. Nyheim, P., & Connolly, D. (2011). Technology Strategies for the Hospitality

		Industry (2nd ed.). Prentice Hall. Zhou, Z. (2003). E-Commerce and Information Technology in Hospitality and Tourism (1st ed.). Delmar Cengage Learning. Haag, S., Cummings, M., & McCubbrey, D. J. (2003). Management Information Systems for the Information Age (4th ed.). Mcgraw-Hill (Tx) Turban, E., & King, D. (2011). Electronic Commerce 2012: Managerial and Social Networks Perspectives (7th ed.). Prentice Hall.
4	Websites	http://www.ictmumbai.edu.in/
5	Journals	Journal of Applied Economics and Business http://www.aebjournal.org/articles/0104/010406.pdf

Semester	III	Specialization	Tourism and Hospitality Management
Course Code	311THM	Type	Subject – Elective
Course Title	**Services Management**		

Course Objectives	
1	To develop an understanding of the special context and techniques of the marketing of services that services play in the economy and its future.
2	To enrich the knowledge on advance economies of the world which are now dominated by services
3	To learn the quality philosophies and tools in the service perspective.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Foundation of services marketing**: Introduction - The services concept- Service Industry –Nature of Services, Characteristics of Services, Classification of Services – Importance of Services Marketing. e services – online Consumer Behavior – Self service technologies.	6
2	**Distinctive Characteristics of Services**: Four I's of services - Intangibility, Inconsistency, Inseparability and Inventory. Distribution Strategies for Services – Challenges in Distribution of Services.	6
3	**Services Market Segmentation**: Positioning and Differentiation of Services. Issues in Marketing of services – Extended Services Marketing Mix: Going Beyond the 4 Ps. (7 Ps of Services Marketing)	6

4	**Concepts of service quality**: Introduction to quality management. Definitions of service quality and its significance. Measuring service quality. Service quality Gap Model. Service quality standards. Strategies for improving service quality. Concepts of quality circle. Japanese 5S principles applicable to services.	6
5	**Services operations Management**: Introduction to operations management. Service facility- design, nature and objectives. Service facility layout. Service facility location. Facility location techniques- metropolitan, metric, Euclidean, center of gravity.	6

Learning Resources:		
1	Text Books	Essence of Services Marketing – Payne Adrian Services Marketing: Integrating Customer Focus Across the Firm - Valarie A Zeithaml Services Marketing : People, Technology & Strategy - Christopher Lovelock Services Marketing – Ravi Shanker Strategic Services Management – Boyle
2	Reference Books	Kenneth E Clow, et al, Services Marketing Operations Management & Strategy, Biztantra, 2nd Edition, New Delhi, 2004. Halen Woodroffe, Services Marketing, McMillan, 2003
3	Supplementary Reading Material	Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007 Christian Gronroos, Services Management & Marketing a CRM Approach, John Wiley, 2001
4	Websites	
5	Journals	

Semester	III	Specialization	Tourism and Hospitality Management
Course Code	312THM	Type	Subject – Elective
Course Title	**Accommodation Management**		

Course Objectives	
1	The syllabus of Accommodation Management seeks to enhance the skills of students in the Rooms Division Management of hotels.
2	To make the learner to understand about the operation and the management of Housekeeping department in hotel
3	The learner shall be competent for handling Accommodation management processes and procedures in hospitality Industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Role of Housekeeping in Hospitality Operations: Housekeeping-Layout of Housekeeping Department-Hierarchy of Room divisions-Team work in Housekeeping department. - Scope of Housekeeping in Lodging Industry: Overview. Housekeeping as a business. Housekeeping for different institutions - Airlines, Hospitals, Hostels, Corporate, Industry etc Introduction To Facility Management: - Scope and meaning of facilities management - Importance of Facility management in Hotels - Growth of Facilitate management	6
2	**Housekeeping Functions :** Duties & Responsibilities of Housekeeping department: Executive Housekeeper, Asst Executive Housekeeper-Middle level Management-Skill based employee's responsibilities-Communication responsibilities-Total quality innovations-tariffs Infrastructure Management: Interior decoration & design: Elements and Purpose-Fixtures & Furniture's-Carpets: Curtains & draperies , valances, swag- Window cleaning – Equipment and Agents Floor Lighting: Classification / type - Lighting for the guest rooms & public areas. Different types of windows Colours-Managing Inventories: Colour Wheel - Colour Schemes - Psychological effects of colour. Linen & Uniforms-Cleaning equipments & AgentsBudget Process-Safety & Security-pest control-Safety and security. Soft furnishing & Accessories: Types, use & care of soft furnishing Role of accessories: Floor, Floor finishes &wall carving- Classification / types - Characteristics - Selection criteria - Cleaning Procedures – care & maintenance - Agents used, polishing / buffing- Floor seals.	6

3	**Hospitality Personnel Management:** Managing Human Resources:- Induction and Training-Recruiting, Selecting-Skill Training & Coordination-Motivation & Employee Discipline	6
4	**Green Hospitality:** Eco housekeeping-Horticulture-Contemperorary spas-Conservation practices and methods- Eco hotels and recent trends- Emerging trends- Practices at private and public sector Legal Concerns for Front Office Operations - Guest Safety - Guest Privacy - Guest Removal - Guest property - Guest Nonpayment - Illness and death of a guest	6
5	**Practical:** Preparing training modules For entry level (GRA) employees. Designing a customer feedback form. Implementation of time and motion study (study of a given area) Conducting a market research for identifying customer needs. Two Case Studies pertaining to the above topics.	6

Learning Resources:		
1	Text Books	Managing facility by Christine Jones - Hotel facility Planning by Tarun Bansal Hotel housekeeping Operations and Management - by G Raghubalan Hotel housekeeping Operations and Management by G Raghubalan The Professional Housekeeper by Georgina Tucker Sudhir Andrews, Hotel House Keeping Training Manual, Tata Mc Graw Hill Publishers, New Delhi, Edition 2, 2005. Hotel Front office & Operations management, Oxford University Press, Jatashankar R.Tiwari
2	Reference Books	Managing the Lodging Operations by Robert Christie Mil 2) Commercial Housekeeping 3) Professional Front Office management by Robert H. Woods
3	Supplementary Reading Material	Catering management by Nancy Loman Scanlon-John Wiley & Sons, Inc. 2. Dining Room & Banquet Management- Dy Anthony J Strianese and Pamela P Strianese-Cengage Delmar Learning 3. Marketing your event planning Business by Judy Allen, John Wiley & Sons, Canada 4. Event Management, Vynn Der Wagen, Brenda R. Carlos, Pearson Education.
4	Websites	http://estates.nic.in/estates.aspx
5	Journals	Journal of Hospitality Management and Tourism http://www.academicjournals.org/journal/JHMT

Semester	III	Specialization	Tourism and Hospitality Management
Course Code	313THM	Type	Subject – Elective
Course Title	**Facility and Security Management**		

Course Objectives	
1	Explain goals and objectives of facilities and maintenance
2	Describe the theoretical aspects of utility systems, energy conservation, mechanical equipment and building design
3	Organization and Management of Maintenance department
4	Describe the basics of HVAC, electrical, water, sewer, refrigeration and illumination system and safety and security systems in the hotel
5	Explain how Green Management practices can contribute to the overall sustainability of the hotel area.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Facility Management:** Role of facilities – Cost associated with facilities- Design considerations- Impact of facility design on facility management- Planning considerations- Planning of office area, food & beverage service outlet areas and service support areas- Management's responsibilities towards facility management- Responsibilities of facility manager and facility department.	6
2	**Maintenance Management System:** Goals – Organization in star rated hotels- Types of maintenance and repair- Contract maintenance services- Computerized and internet based services-Budgeting for POM and utilities- Capital expenditure management.	6
3	**Heating, Electrical, Lighting and Laundry Systems:** Heating system: Heating sources and equipment- Cooling sources and equipment- HVAC system: types, maintenance and control. Electrical system: components- billing methods of electric utilities- telecommunications system. Lighting system: light sources- lighting system design and maintenance- energy conservation opportunities. Laundry system: equipment design factors- maintenance- emerging trends.	6
4	**Environment and Sustainability Management:** Motivations for environmental concern- Pollution and control: air, water and noise- Water and sanitation- Land use planning and management- Involving staff,	6

	customers, communities and partnerships	
5	**Safety and Security Systems:** Building design, maintenance and safety- Safety in the guest bath- Fire safety: prevention, detection, notification, suppression and control- Evacuation plans-Security: key controls, electronic locks- Terrorism, anti-social and extra ordinary events**.**	6

Learning Resources:		
1	Text Books	Managing facility by Christine Jones - Hotel facility Planning by Tarun Bansal Hotel housekeeping Operations and Management - by G Raghubalan Hotel housekeeping Operations and Management by G Raghubalan The Professional Housekeeper by Georgina Tucker Bernard Davis, Andrew Lockwood and Sally Stone. Food and Beverage Management. Third Edition. Elsevier. 1998 John A. Cousins, David Foskett, Cailein Gillespie. Food and Beverage Management.Prentice Hall. 2002
2	Reference Books	Parvinder S.Bali. Food Production Operations. Oxford. 2009 Denney G. Rutherford and Michael J. O'Fallon. Hotel and Management Operations. Fourth edition. John Wiley & Sons, Inc. 2007 Krishna Arora. Theory of Cooking. Frank Bros. & Co. 2010
3	Supplementary Reading Material	Catering management by Nancy Loman Scanlon-John Wiley & Sons, Inc. 2. Dining Room & Banquet Management- Dy Anthony J Strianese and Pamela P Strianese-Cengage Delmar Learning 3. Marketing your event planning Business by Judy Allen, John Wiley & Sons, Canada 4. Event Management, Vynn Der Wagen, Brenda R. Carlos, Pearson Education.
4	Websites	http://www.in.issworld.com/our-services/facility-management/issfacilitymanagementsystem
5	Journals	Journal of Hospitality Management and Tourism http://www.academicjournals.org/journal/JHMT

Semester	III	Specialization	Tourism and Hospitality Management
Course Code	314THM	Type	Subject – Elective
Course Title	Culture and Ethics Management		

Course Objectives	
1	To provide the background of Indian culture and to give students a solid foundation for understanding and managing cultural diversity in the workplace
2	To learn to apply ethical behavior to our professional interactions
3	The course enables students to understand issues related to cross-cultural management and teaches how to recognize, analyze and implement ethical decisions

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Indian Culture:** Salient features of Indian cultures – socio, ethnic historical and religious perspectives of Indian culture; Cultural transition	6
2	**Cultural Dimensions and Reflections:** Key elements of Indian cultural dimensions – Dimensions of national cultures -Distinctiveness of Indian culture in personal life, social life and work life - Cultural traits under major religious background – Reflection in arts, paintings, dance, music – Ceremonies celebrations – Place of worships – Belief, attitude and perception – Museum – Special interest – Tourism	6
3	**Cultural Mix:** Cultural dissimilarities across world – across nation; Major issues – challenges to hospitality industry; Influence of global culture – Relationship between national culture and organization structure; International dimensions of organizational culture; Impact on personal and work life – Impact on tourist	6
4	**Cross Cultural Management:** Frameworks of cross cultural management- Cultural shock and acculturation- Cross- cultural training- Managing multicultural teams- Cultural negotiations- Global leadership and motivational issues-Cultural differences in ethics and decision making	6
5	**Value System and Ethics:** Indian ethos for management – value oriented holistic Management Practices – ethical issues in business – Role of Government and corporate in promoting ethical code of conduct – Impact of value in hospitality products design and delivery systems.	6

Learning Resources:		
1	Text Books	F.r. Allchin, Conservation of Indian Heritage, Cosmo publications, New Delhi. David C. Thomas, Cross-cultural management- Essential concepts, Sage Publications,2008
2	Reference Books	S.M.Dewan, Corporate governance in public sector enterprises, Pearson Longman, 2006. G. Hofstede, Culture and organizations: intercultural cooperation and its importance for survival, Harper Collins, London, 1994. Rajiv Desai , Indian business culture - An Insider's guide , Butterworth and Heinemann,199
3	Supplementary Reading Material	Ananda Das gupta , Human values in Management , Ashgate publishing limited, 2004..
4	Websites	http://www.indiahospitalityreview.com/
5	Journals	International Journal of Indian Culture and Business Management

MBA SYLLABUS: SEMESTER III
DEFENCE MANAGEMENT SPECIALIZATION

Semester	III	Specialization	DFM
Course Code	305 DFM	Type	Generic - Core
Course Title	**Evolution of Strategic Thought of Defence**		

Course Objective	
1	To learn the evolution of various thoughts of defence
2	To understand various concepts related to defence management
3	To study the importance & evolution of National power in the intention of defence management.

Syllabus

Unit No	Contents	Number of Sessions
1	Concept of Defence Management, Case Method of Instruction, Case Writing, Organizational Overview, Organizational Structure & Design, Development of Managerial Thought, Functions of Forecasting, Planning, Organizing, Directing, Controlling and Coordinating, Essentials of the Classical and Modern Organizational Theories, Formal and Informal Organizations, Principles of Organization and their Applicability, Correct Balance in Organizational Design. Management of Time, Management of Change, Authority & Delegation, Personal Managerial and Organizational Time Wasters	7+2
2	Concepts of Authority, Power and Influence, Sources of Power, Theories of Authority, Concepts, Processes and Barriers in Delegation, Empowerment, Pressures for Change, Resisting Change, Approaches to Handle Change, Managing Change in Organisations.Organisational Climate, Factors that Affect Development, Dimensions of Job Enlargement and Job Enrichment, Managerial Values and Ethos, Socialization and Negotiations.	7+2
3	Geopolitics, approaches to political thought, theories of international politics and foreign policy perspective. The concepts of State, Nation and Nation State to include the Treaty of Westphalia. Theories of Heartland & Rim land by Mackinder, Sea Power Theory by Mahaan and Air Power Theory by Douhet. An introduction to Space & Info Power as well as concepts of geo-economics and geo-strategy. Understanding the geopolitics of India and its neighbors	7+2
4	Importance and Evolution of vision and mission for an organization and its applicability to that of National Vision and National Mission. The derivation of National Objectives in terms of Short, Mid & Long term objectives. The significance of core values and national interests in the paradigm of National Security. National Security – its traditional and contemporary meaning. The components and elements of National Power including the spectrum of power and introduction to hard, soft and smart power. Calculation of National Power including	7+2

	Comprehensive National Power.	
5	Concepts and Objectives of Net Assessment, Assessment of National Security Environment, Contribution of Net Assessment towards Identifying Politico Military Competition in Long Term and Developing of Long Term National Security and Military Security Strategies The techniques of carrying out Net Assessment. Environment Scan to include the taxonomy of Environment – Internal and External. Techniques of environment scanning to include BMC Analysis, PESTL Analysis and analysis of events, trends, issues and interests.	7+2

Learning and Resources		
1	Text Books	Aggarwal, A.M. : Economic Mobilization for Defence. Clark J.J. : The new Economics of nation Defence Dass, S.T. An Introduction to the art of war Earl, E.M. Makers of Modern Strategy Fuller, J.F.C. Armament and History
2	Reference Books	Hatfield, marko: The Economics of Defence, New Tork; Praeger Publication Fuller, J.F.C. The Conduct of war Shapherd, E.W A Study of Military History Bajpai,U.S.(1986) India and its Neighbourhood: New Delhi, Lancer International. Chaudhury, Rahul Roy(!995) Sea Power and India's Security, London, Brassey's. Misra, R.N.(1986) Indian Ocean and India's Security: Delhi, Mittal Publications. J. Blondel, Thinking Politically, London, Wildwood House, 1976.
3	Supplementary Reading Material	Economic and Political Weekly Strategic thinking in defence - by Lieutenant-General K.R. Pennie Indian Strategic Thought – An Interpretive Essay , George K. Tanham. The evolution and development of strategic thinking at the Canadian department of national defence, 1 bo- 1963
4	Websites	www.finmin.nic.in
5	Journals	Defence Economics and Management, International Publisher of Science, Technology and Medicine. Journal of Defence Studies and Resource Management

Semester	III	Specialization	DFM
Course Code	306 DFM	Type	Generic - Core
Course Title	Strategic Defence Management		

Course Objective	
1	To acquaint students with various techniques used for Strategic Defence Management
2	To develop an understanding of the adoption of various techniques of Strategic Defence Management for obtaining Sustainable competitive advantage
3	To make the student familiar with the integration of various techniques in decision making.

Syllabus:

Unit No	Contents	Number of Sessions
1	Overview of Strategic Management, concept of efficiency and effectiveness of an organization, types of organisations based on their response to the dynamic environment, establishing strategic intent, concept of strategic fit and strategic stretch, Strategic Management Process, linkages of Strategic Management to Management of National Security and National Military Security. Understanding of the importance of strategic thinking, strategic culture and strategic leaders in an organization as well as in a nation.	5 + 1
2	Self-Awareness Instruments, Perception, Basis of Human Behaviour, Culture, Value & Attitudes, Process of Perception, Impact of Perception in Organizational Behaviour, Methods by which a Leader could Enhance his Perceptual Skills, Development of Various Psychological Models, Basic Principles of the Psychoanalytic Model, Behaviouristic, Humanistic, Existential and Interpersonal Models, Ego Defence Mechanisms and their relevance to the Observed Behavior of Human Beings.	5 + 1
3	Culture, Values and Attitude; Features, Elements and Impact of Culture on Human Behaviour and in Organizations, Value and Beliefs, Emotional intelligence (EI), Components and EI Competencies, Neuro Linguistic Programming, Psychological Tools to predict and modify Human Behaviour, Facilitate leadership through empathy and Relationship Management.	5 + 1
4	Organizational Climate, Factors that Affect Development, Dimensions of Job Enlargement and Job Enrichment, Managerial Values and Ethos, Socialization and Negotiations, , Basic and Contingency Environments. Crafting of Strategies, Strategy	5 + 1

	Analysis and Strategic Choice based on EVR Congruence.	
5	The techniques of SWOT Analysis and Scenario Building. Identification of Strengths, Weaknesses, Opportunities and Threats from the Internal and External Environment. Evolution of Mandatory and Mixed Strategies using the SWOT Matrix. Threat Analysis and Threat Assessment. Scenarios Building, its evolution, relevance and application in matters of National Security. The technique of carrying out Scenario Building through identification of constants and critical uncertainties (drivers) and determination of Core.	5 + 1

Learning and Resources		
1	Text Books	Rao, P.V.R (1970) Defence Without Drift: Bombay, Popular Prakashan. Singh, Jaswant (1999) Defending India: Bangalore, Macmillan India Ltd. Singh, Nagendra(1974) The Defence Mechanism and the Modern State: New Delhi, Asia Publishing House. Venkateshwaran(1967) Defence Organisation in India: New Delhi, Ministry of
2	Reference Books	Information and Broadcasting, Government of India. Buzan, Barry(1987) People Fear and State: New Delhi, Transasia Publications. Das, S.T.(1987) Publishing House. Frankal, Joseph(1970) National Interest: London, Macmillian Garnett, John(ed)(1970) Theories of Peace and Security: Macmillan St. Martin's Press.
3	Supplementary Reading Material	Economic and Political Weekly Defence Management : An Introduction, Hari Bucur- Maraku, Philip Fluri. Srivastava, JM Practical military science part 1
4	Websites	www.finmin.nic.in www.indiandefencereview.com www.worldfocus.in
5	Journals	Indian Defence Review – Editor Lt.Gen. J.S Bajwa- Quarterly ISSN No – 0970-2512 Defence and Security Alert,ISSN No. 0976-206 (97770976206003)

Semester	III	Specialization	DFM
Course Code	307 DFM	Type	Generic - Elective
Course Title	Legal Aspects of Security & Defence Management		

Course Objective	
1	To acquaint students with general aspects of security and law issues to help become more informed, sensitive and effective business leaders.
2	To provide the students with an understanding of fundamental legal issues related to defence and international relations to enhance their ability to manage businesses effectively.
3	To introduce students about International legal principles

Syllabus:

Unit No	Contents	Number of Sessions
1	Security: Definition, Concept, Types, and Objectives; Elements of National Security; and, National Defence and Security Policies: Linkages, Challenges and Response.	5+1
2	Conceptual dimensions of Military alliances & pacts; Peace treaties; Defence cooperation; Strategic partnership and Security dialogue; International Strategic environment in post cold war period; Contemporary trends in Arms proliferation; and, Challenges to International security: Proliferation of Weapons of Mass Destruction (WMD) and International terrorism.	5+1
3	International Legal Principles: State Succession, Recognition, Extradition, Asylum, Nationality, Intervention, Hijacking, Diplomatic Privileges & Immunities; Treaties.	5+1
4	State Territory and Jurisdiction over Land, Air & Sea, Acquiring & Losing of State Territory : Laws of Sea; Laws of Outer Space, Protection of Environment, Major Conferences and Position of Third World Countries.	5+1
5	International Law and Economic Development: Third World Concerns, Neutrality, Rights & Duties of Neutrals, Blockade, Prize Courts and Contraband.	5+1

Learning and Resources		
1	Text Books	Waever, Ole(eds)(2003) National Security in Perspective: Delhi, GianPublishing House. Das, S.T.(1987) Brownline, Principles of Public International Law, Oxford, Clarendon Press 1973, Second Edition. C.G. Fenwick, International Law, Bombay, Vakils, 1971.
2	Reference Books	L. Duguit, Law in the Modern State, New York, B.W. Huebsch, 1919. Reference Books W. Friedman, The Changing Structure of International Law, New York, Columbia University Press, 1964. H. Kelsen, Principles of International Law, New York, Rinehart and Co.,1952. Singh, Jaswant(1999) Defending India: Banglore, Macmillan India Ltd. Venkateshwaran(1967)Defence Organisation in India: New Delhi, Ministry of Information and Broadcasting, Government of India
3	Supplementary Reading Material	A Call for Change: Higher Defence Management in India CHALLENGES FOR DEFENCE MANAGEMENT
4	Websites	http://www.indiandefencereview.com/news/the-basic-military-laws/ http://www.britannica.com/topic/defence-economics#toc53498 http://www.da.mod.uk/Courses/Course-Details/Course/191
5	Journals	Journal of Defence Studies and Resource Management

Semester	III	Specialization	DFM
Course Code	308 DFM	Type	Generic - Elective
Course Title		Defence Marketing Management I	

Course Objective	
1	To understand the concept of Marketing Research in details
2	To learn the impact of marketing decisions on the cost of business operations and services.
3	To make aware the students with the Legal Issues Relating to Product Quality and Material Movement

Syllabus:

Unit No	Contents	Number of Sessions
1	Introduction to Marketing Research: Meaning & role of Marketing Research, Marketing Research – Sequence of Steps, Role of Information in Marketing Decisions, Meaning & Types of Research Designs – Exploratory, Descriptive & Causal, Concept of validity & reliability of a research study Problem Formulation, The decision maker & the environment, alternative courses of action, objectives of decision maker, Consequences of alternative courses of action, Translating decision problem to research problem	5+1
2	Environmental Influences on Consumer Behaviour Basics: Meaning of Customers & Consumers, Consumer Roles, Consumerism & De-marketing Culture & Sub- Culture: Meaning, Characteristics & Relevance to Marketing Decisions Social Class: Meaning, Measurement, Effect on Lifestyles Social Groups: Meaning & Group Properties & Reference Groups	5+1
3	Finance for Marketing Professionals: Marketing Finance Interdependence – Cost Revenue Investment Framework in Marketing. Marketing Planning, Corporate Planning and Marketing, Budgetary Control in Marketing, Product Planning and Development, Cost Analysis in Marketing Decisions – Marginal Costing and Break-even Analysis – Investment and Capital Budgeting	5+1
4	Service Operations Concept: Nature of Services, Difference between Manufacturing and Service Operations, Service Operations Characteristics, Purpose and objectives of	5+1

	service operation, Functions and processes in service operation, Different Pure Service Organizations and their peculiarities	
5	Legal Issues Relating to Product Quality and Material Movement: Conditions and warranties, Implied Conditions, Rule of Caveat Emptor [Buyer Beware], Transfer of Title, Nemo Dat Quod Non Habet, Sea Transit: FOB, CIF, Ex. Ship, Rights of Unpaid Seller, Lien, Stoppage in Transit, Right to Resale, Remedies.5.2 Laws Relating to Services Marketing: Concept of Service, Deficiency in Service, Real Estates, Hospital, Carrier, Courier, Bank, Transport Service	5+1

Learning and Resources		
1	Text Books	Marketing Research - An Applied Orientation by Malhotra and Dash, Pearson Education. Strategic Brand Management by Kevin Lane Keller, Pearson, 3rd Edition Legal aspects of Marketing Strategy, by Louis W. Stern / Thomas L. Eovaldi Financial Management by Prasanna Chandra, TMGH, 7 Edition Industrial Marketing by Havaldar
2	Reference Books	Marketing Research by Tull, D.S. and D.I. Hawkins (2004), New Delhi: Prentice Hall of India, 6th Edition Marketing Management – A Finance Emphasis by B K Chatterjee, Jaico Books Marketing Finance, Turning Strategies into Shareholder Value by Keith Ward, Elsevier Butterworth Heinemann Successful Service Operations Management by Metters, King-Metters, Pulliman and Walton, Thomson India Edition, 2nd Edition. Customer Service, Robert Lucas, Tata McGraw
3	Supplementary Reading Material	A The Management Challenge of Marketing Costs by Culliton, James W., Harvard Business Review. Jan1948, Vol. 26 Issue 1, p74-88Improved Efficiency and Reduced Cost in Marketing by Parker, Donald D.,Journal of Marketing. Apr1962, Vol. 26 Issue 2, p15-21. The marketing accounting interface -- lessons and limitations by Sidhu, Baljit K.;Roberts, John H., Journal of Marketing Management. Sep2008, Vol. 24 Issue 7/8, p669-686. The Marketing Budgeting Process: Marketing Management Implications by Piercy, Nigel F., Journal of Marketing. Oct87, Vol. 51 Issue 4, p45-59. New Approaches to Analyzing Marketing Profitability by Mossman, Frank H.; Fischer, Paul M.; Crissy, W. J. E., Journal of Marketing. Apr1974, Vol. 38 Issue 2, p43-48. Price-Cost Planning by Fogg, C. Davis; Kohnken, Kent H., Journal of Marketing. Apr1978, Vol. 42 Issue 2, p97-106.
4	Websites	https://www.globalopinionpanels.com/home http://www.marketingdecisions.net/ http://www.commerce.nic.in/
5	Journals	Journal of Marketing Research (JMR).May99, Vol. 36 Issue 2, p277-285.

Semester	III	Specialization	DFM
Course Code	309 DFM	Type	Generic - Elective
Course Title		Defence Acquisition Planning Procedure	

Course Objective	
1	To understand the concept of acquisition planning and procedure
2	To know the legal regulations related to acquisition.

Syllabus:

Unit No	Contents	Number of Sessions
1	Acquisition : Meaning, Aim, Scope, Purpose, Planning Levels - Advanced Acquisition Planning Forecast ,Milestone Acquisition Plans, Formal Acquisition Plans	5+1
2	Acquisition Categories: Meaning - Acquisition, Meaning - Capital Acquisition, Capital Acquisition schemes, Acquisition - Buy (Indian – IDDM),Buy (Indian), Buy and Make (Indian), Buy and Make, Buy (Global)	5+1
3	Acquisition Plans : Meaning, Definitions, Objectives, Policy. Agency-head responsibilities, Contents of written acquisition plans	5+1
4	Acquisition Process : Annual Acquisition Plan (AAP), Acceptance of Necessity (AON), Procurement of Equipment Already Inducted into Service	5+1
5	Acquisition Regulations: FAR - Federal Acquisition Regulations, FAC - Federal Acquisition Circulars, DFARS - Defence Federal Acquisition, Regulation Supplement AFARS - Army Federal Acquisition Regulation, Supplement EFARS - Engineer Federal Acquisition Regulation Supplement, PIL - Procurement Instruction Letters	5+1

Learning & Resources		
1	Text Books	Acquisition Management by R. Marshall Engelbeck Non-Traditional Security Challenges in Asia: Approaches and Responses Defence Acquisition: International Best Practices - Laxman K Behera and Vinay Kaushal Guidebook for the Acquisition of Services The Indian Defence Acquisition System: Improving Oversight and the System-- K Subramaniam Defence Acquisition: Indian Army's Perspective - Viney Handa
2	Reference Books	Government Contracts Reference Book Management Of Defence Acquisition Projects (Library of Flight Series) by Rene G. Rendon Acquisition Basics: From Submission to Contract By Harold Underdown DEPARTMENT OF THE NAVY ACQUISITION PLAN GUIDE
3	Supplementary Reading Material	Reforming India's Defence Acquisition Structure and Procedures Defence services to review acquisition plans, budget needs for next 10 years IAF: Growing capabilities and Acquisition Plans How India plans to change its defence acquisition process DPP-2016 Better Defence Acquisition Improving how we procure and support Defence equipment
4	Websites	http://www.claws.in/1269/make-the-%E2%80%98fast-track-procedure-for-defence-capital-acquisitions-deliver-vikram-taneja.html
5	Journals	Indian Defence Management

Semester	III	Specialization	DFM
Course Code	310 DFM	Type	Generic - Elective
Course Title		Defence Manpower Management I	

Course Objective	
1	To understand the evolution of manpower Resource Management
2	To learn the concept of Manpower Resource Information Systems in details
3	To make the student acquaint with the concept of Manpower Outsourcing

Syllabus:

Unit No	Contents	Number of Sessions
1	Evolution of Manpower Resource Management :The Role of Information Technology, Database Concepts and Applications in Manpower Resource Information Systems, Systems Considerations in the Design of Manpower Resource Information Systems, Planning for Implementation	5+1
2	Manpower Resource Information Systems: Determining Manpower Resource Information System's Needs: Manpower Resource Information Systems Needs Analysis, System Design and Acquisition, Manpower Metrics and Workforce Analytics, Cost Justifying Manpower Resource Information Systems Investment	5+1
3	Resource Information Systems Implementation And Acceptance: Manpower Resource Information Systems Project Management, Change Management: Implementation, Integration and Maintenance of the Manpower Resource Information Systems	5+1
4	Manpower Department / HRD Audit - Methodology –Interview- Individual, Group, HRD Audit Methodology-Observation-Physical facilities, Meetings, Discussions, and Transaction , Celebration and Events, HRD Score Card: Designing and Using HRD Audit for Business Improvement	5+1

Learning & Resources		
1	Text Books	Human Resource Information Systems- Basics, Application, Future andm Direction by Dr. Michael Kavanagh and Dr. Mohan Thite Human Resource Information System by P.K.Gupta and Sushil Chaabra Employee Relations Management by P.N. Singh, Neeraj Kumar, Pearson

		Publication HRD Audit – Evaluating the Human Resource Functions for Business Improvement by T.V. Rao, Response Books
2	Reference Books	The outsourcing Handbook: How to implement a Successful Outsourcing Process by Mark J. Power, Kevin c. Desouza, carlo Bonifazi Human Resource Outsourcing- An Introduction by V.R. P. Kashyap, E. Mrudula,ICAFAI University Press
3	Supplementary Reading Material	Compensation Management in a Knowledge Based World by Henderson , Pearson Education, 9th Edition
4	Websites	http://humanresources.about.com/od/performancemanagement http://strengthbasedstrategies.com/PAPERS/24%20TVRaoFormatted.pdf
5	Journals	Human Resource Management Journal

Semester	III	Specialization	DFM
Course Code	311 DFM	Type	Generic - Elective
Course Title		Defence Information System	

Course Objective	
1	To study the concept of Information Management
2	To learn the Business Intelligence & Information Security Risk Analysis
3	To explore the concept of Strategy and strategic information systems

Syllabus:

Unit No	Contents	Number of Sessions
1	Hardware Management – Historical Review - Types of Computers – Computer Peripherals - Input Technologies and Devices– Output Technologies and Devices - Storage Technologies and Devices - Future Scenario – Managerial considerations in acquisition, maintenance, controlling, replacement	5+1
2	Introduction, Background and Current Status, Case studies e-Business Architecture - Enabling Technologies- Information distribution and messaging Technologies- Information Publishing Technology	5+1
3	Business Intelligence: definition , concept and need for Business Intelligence, Case studies BI Basics :Data, information and knowledge, Role of Mathematical models Business Analytics at the strategic level:Strategyand BA , Link between strategy and Business Analytics, BA supporting strategy at functional level, dialogue between strategy and BA functions, information as strategic resource	5+1
4	Information Security Risk Analysis Fundamentals. Importance of Physical Security and Biometric Controls for Protecting Information Systems Assets.	5+1
5	In context :Strategic analysis, Strategy development, Analytical tools, Information systems and strategy alignment, information systems overview, Enabling technologies overview, Information systems modeling.	

		5+1

Learning & Resources		
1	Text Books	Management Information System Laudon, Laudon and Dass 11th Edition Pearson E-business by Rayudu, Himalaya Publication Decision Support and Business Intelligence Systems, Turban, Sharda, Delen, Pearson
2	Reference Books	Computer Security, Art and Science by Matt Bishop, Pearson Management Information Systems by Laudon, Laudon, Dass, Pearson Software Engineering W S Jawadekar, TMH. System Analysis & Design Elias Awad, Galgotia Publication Oracle 9i, 10g or 11g Manuals Database Administration: The Complete Guide to Practices and Procedures by Craig Mullins
3	Supplementary Reading Material	Management Information System for Enterprise Applications, Adamantions Koumpis
4	Websites	www.unesco-ihe.org
5	Journals	International Journal of Software Engineering & Knowledge Management www.ecommercetimes.com International Journal of Electronic Commerce

Semester	III	Specialization	DFM
Course Code	312 DFM	Type	Generic - Elective
Course Title		Defence Operations Management	

Course Objective	
1	To give an overview of Planning & Control of Operations
2	To give an overview of various aspects of inventory.
3	To understand role and importance of Maintenance Management and Manufacturing Resource Planning (MRP II)

Syllabus:

Unit No	Contents	Number of Sessions
1	Planning & Control of Operations: Need, Functions - Routing, Scheduling, shop loading and dispatch, follow up. Relations with other departments, Routing-Process layout indicating flow Chart of material from machine to machine. Dispatch in production control-documentation.	5+1
2	Elements of Inventory Management: Inventory concepts, Pressures for Low Inventory, Pressures for High Inventory, Role of inventory in Operations, Types of inventory – seasonal, decoupling, cyclic, pipeline, Safety stock. Inventory costs – carrying costs, ordering costs, shortage costs.	5+1
3	Importance and significance of productivity, Productivity concepts – Macro and Micro factors of productivity, productivity from product and service perspective, different inputs and productivity measures, Various ratios related to finance, material and service.	5+1
4	Need and Importance of Maintenance Management: Maintenance versus Aggregate production planning, Maintenance versus Scheduling, Maintenance versus Quality Control, Equipment Life Cycle, Measures of Maintenance Performance – Mean Time Between Failure (MTBF) and Mean Time to Repair(MTTR)	5+1
5	Manufacturing Resource Planning : Master Production Scheduling (MPS)- Introduction to MPS, Need, objectives& functions of MPS, Role of MPS in management- as a “Link between strategic and tactical planning”, Logical flow of	

	materials in different manufacturing Scenarios (VAT Analysis), Planning horizons and Time periods (Buckets) of MPS, Order management in MPS, Safety and hedges, Projected Available Balance (PAB) and Available To Promise (ATP), Time Fences & effect of changing MPS decisions on time fences, Final Assembly Schedule (FAS).	5+1

	Learning & Resources	
1	Text Books	Operations Management: Theory and Practice by B Mahadevan, Pearson, 2nd Edition. Operations Management-Process and Value Chains by Krajewski, Ritzman,Malhotra, Pearson, 8 Edition. Manufacturing Resource Planning (MRP II) with introduction to ERP, SCM and CRM by Khalid Sheikh, TMGH, 1st Edition Production and Operations Management by S.N.Chary, TMGH, 4th Edition
2	Reference Books	Operations Management by Norman Gaither & Greg Frazier, Cengage Learning, India Ed. Production and Operations Management by S.N.Chary, TMGH, 4th Edition Production & Operations Management by Alan Muhlemann, John Oakland, Keith Lockyer, Macmillan India Ltd. Production & Operations Management by Alan Muhlemann, John Oakland, Keith Lockyer, Macmillan India Ltd. Operations Management by Norman Gaither
3	Supplementary Reading Material	Operations Management: Quality and Competitiveness in a Global Environment by Russell and Taylor, Wiley India. Operations and Maintenance Practices and Their Impact on Power Plant Performance by ShyongWaiFoon; Terziovski, Milé., Academy of Management Annual Meeting Proceedings.2008, p1-6.
4	Websites	wwww.lifetime-reliability.com www.apics.org/ www.npcindia.org ww.unesco-ihe.org
5	Journals	International Journal of Operations & Production Management Journal of Manufacturing Technology Management. Jun2008, Vol. 19 Issue 5, p645-669.

Semester	III	Specialization	DFM
Course Code	313 DFM	Type	Generic - Elective
Course Title	Defence Supply Chain Management I		

Course Objective	
1	To make students understand the role and importance of logistics in modern day economy.
2	To understand the Essentials of Supply Chain Management.
3	To recognize the role of Supply chain structure & Coordination.

Unit No	Contents	Number of Sessions
1	Context of Logistics: Introduction, definitions, logistics in the economy a macro perspective, aim of logistics, activities of logistics, value added role of logistics	5+1
2	Essentials of SCM: 21 Century Supply Chains, Concept & definitions of Supply Chain (SC),Physical distribution, Logistics & Supply Chains, Generalized SC Model,Concept of SCM, Role of SC as a value driver: Integrative Management,Responsiveness, Financial Sophistication, Flows in SC: Forward & Reverse SC, Product, Services, Information, Funds, Demand, Forecast flows in Upstream & Downstream direction	5+1
3	Supply Chain Structure: Shift from enterprise to network, Structure of a SC, Push based SC, Pull based SC, Tradeoff between Push & Pull, Identifying appropriate Push & Pull Strategy for SC, Commodity & cost centric SC, Agile SC	5+1
4	Supply Chain Coordination : Coordinate the Traditional Business Functions Across the Company and Across the SC: Functional Coordination, Supply Chain Relationships, Failing to coordinate Sales Function with SC Capacity, Failing to coordinate Industrial Service SC, Coordinate Retail Functions for Market Expansion, Coordinating Traditional Retail Functions for SC Economics, Coordinating R&D, Order Processing and Inventory Management	5+1
5	Warehousing Operations – handling, storage. Warehouse Ownership Arrangements, Warehouse Decisions – site selection, design, product mix analysis, expansion,	

	material handling, layout, Warehouse Management System	5+1

Learning & Resources		
1	Text Books	Supply Chain & Logistics Management by Bowersox, Closs& Cooper, TMGH, 2ndEdition. Designing & Managing the SC – Concepts, Strategies & Case studies by Levi, The Management of Business Logistics by Coyle, Bardi, Langley, Cengage Learning India Ed, 7th Edition. Managerial Decision Modeling with Spreadsheets by Balakishnan, Render, Stair, Pearson, 2nd Edition Fundamentals of Supply Chain Management by John Mentzer, Response Books, 1st Edition
2	Reference Books	Supply Chain Management by Mentzer, Response Books, 2007 Excel Models for Business and Operations Management by Barlow, Wiley-India, 2nd Edition. A Logistics Approach to Supply Chain Management by Coyle, Langley, Gibson, Novack, Bardi, Cengage Learning, India Edition, 2009. Warehouse Management Handbook of IIMM
3	Supplementary Reading Material	**THE DEFENCE LOGISTICS SUPPORT CHAIN MANUAL** DoD Supply Chain Materiel Management Procedures: Operational Requirements Comprehensive Logistics Management in Defence Perspectives AK Nagalia
4	Websites	http://csmp.org/ www.supplychain.org http://www.rand.org/pubs/technical_reports/TR1274.html http://www.cips.org/en-SG/supply-management/news/2016/january/india-reveals-new-defence-procurement-policy/http://www.ciilogistics.com
5	Journals	Logistics & Supply Chain Practices In India by Srivastava,Samir K.,Vision ,Jul-Sep2006, Vol.10 Supply Chain Management: Relationships, Chains and Networks, by Harland, C. M., British Journal of Management, Mar96 , Special Issue, Vol. 7

Semester	III	Specialization	DFM
Course Code	314 DFM	Type	Generic - Elective
Course Title	Negotiating in Business and Organizations		

Course Objective	
1	To understand the basics of Negotiating in Business with Planning & Preparations
2	To learn Intra-organizational negotiations.
3	To introduce students the Employment Terms and Conditions

Unit No	Contents	Number of Sessions
1	Negotiation Planning I :Negotiation preparation, Stating proposals, Exchanging and bargaining, Reaching agreement	5+1
2	Negotiation Planning II: Different contexts both micro and macro, Setting the parameters, Using preparation tools, One to one negotiation.	5+1
3	Intra-organisational Negotiation and Decision Making: The special circumstances of upper echelon negotiations, Selection of appropriate approaches, Achieving goals in group processes.	5+1
4	Price Negotiation: Expected negotiation outcomes, Identifying each party's interests and priorities in potential agreements, Behaviors adopted when negotiating.	5+1
5	Employment Terms and Conditions: Stages when negotiating employment, Defining key personal priorities, Addressing the Salary question.	5+1

Learning & Resources		
1	Text Books	Selling & Sales Management by Geoffrey Lancaster & David Jobber, Macmillan India Ltd. Negotiation: Communication for diverse settings by Michael L Spangle and Myra Isenhart, Sage South Asia Edition.The Sales Bible: The Ultimate Sales Resource by Jeffrey Gitomer, Wiley India.
2	Reference Books	Sales Management by Bill Donaldson, Palgrave Publications You can negotiate anything by Herb CohenManaging Sales Leads by Crocker and Obermayer, American Marketing Association The Art of Closing the Sale by Brian Tracy, Pearson Education
3	Supplementary Reading Material	Successful Service Operations Management by Metters, King-Metters, Pulliman and Walton, Thomson India Edition, 2nd Edition.Customer Service, Robert Lucas, Tata McGraw
4	Websites	www.professionalsalestips.com www.eyeonsales.com www.semi.org www.salescareersonline.com
5	Journals	Journal of Personal Selling & Sales Management Sales and Marketing by Nielsen Business Media

Semester	III	Specialization	DFM
Course Code	315 DFM	Type	Generic - Elective
Course Title	International Business Economics - I		

Course Objective	
1	To explore the students to understand current issues in International Business Economics
2	To familiarize students with the cross –cultural behaviour and its management for successful operations of the International firms.
3	To enable students to formulate strategies as compatible with laws and governing international business operations.

Unit No	Contents	Number of Sessions
1	International Management: Concept, Dimensions and Approaches; Business culture and corporate culture; Problems of intercultural communication; Cross - cultural values and business management; Business values ethics and social responsibilities.	5+1
2	Forward & Background for International Business Economics : Globalization and International Business – The Emergence of Global Institutions – Drivers of Globalizations - The Globalization Debate - The Gains from Trade – Foreign Trade Multiplier - Balance of Payments	5+1
3	Environmental Context of International Business: Framework for analyzing international business environment – Domestic, foreign and global environments and their impact on international business decisions.	5+1
4	Legal Framework of International Business: Nature and complexities;International conventions and trade law; Code and common laws and their implications to business; International Business contract – Legal provisions; Payment terms; International sales agreements; Rights and duties of agents and distributors. Contract of Enforcement and Dispute Settlement; International Commercial Arbitration and Enforcement of Foreign Awards.	5+1

5	Measuring Competiveness: Defining Competiveness, Macro Economic Indicators – Global Competitiveness Index – Pillars of competitiveness. Michael Porter's five force and competitive advantage theory. Indicators of world competitiveness. Ranking of the current year and India's position	5+1

Learning & Resources		
1	Text Books	International Management: Text and Cases, Irwin McGraw Hill, Boston, 2000. International Economics Theory and Policy , 6/E Paul Krugman, Maurice Obstfeld, Pearson Education Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999. Bartlett, C.A. and S. Ghoshal, Managing Across Borders: The Transnational Solution, Century Business London, 1989. Beamish, Paul w., Allen J. Morrison, Phillip M. Rosenzweig and Andrew C. Inkpen
2	Reference Books	International Economics Theory and Policy , 6/E Paul Krugman, Maurice Obstfeld, earson Education International Economics, 9/E, Robert Carbaugh, Thomson – South Western Bansal. A.K., Law of Commercial Arbitration, Universal law House, Delhi. Jain, R., Foreign Exchange Management Law and Practice, Vidhi, New Delhi, 2000. Pam borides, G.P., International Shipping Law: Legislation and Enforcement, Kluwer Law International. London.
3	Supplementary Reading Material	Economic and Political Weekly Enterprise and Society: The International Journal of Business History Global Business Review Business Standard Daily The Hindu Business Line
4	Websites	http://www.wto.org/ http://www3.weforum.org/docs/WEF_GCR_Report_2011-12.pdf
5	Journals	Journal of International Business and Economy Journal of International Trade & Economic Development Global Business Review

Semester	III	Specialization	DFM
Course Code	316 DFM	Type	Generic - Elective
Course Title	Export Documentation and Procedures		

Course Objective	
1	To familiarize students with policy, procedures and documentation relating to foreign trade operations.
2	To make students acquaints with the Major export promotion schemes in India

Unit No	Contents	Number of Sessions
1	Significance of procedures and documentation in international trade; procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS) classification System ; Role of ICC; INCOTERMS; nature of export/trading houses.	5+1
2	Export order processing; export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure.	5+1
3	Methods of payment in international trade; documentary collection of export bills; UCPDC Guidelines; realization of export proceeds – provisions of RBI's Exchange Control Manual; pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.	5+1
4	Major export promotion schemes in India – EPCGS, duty exemption scheme; DEPB scheme; SIL; facility for deemed exports; Export promoting institution's – role of export promotion councils, commodity boards and ITPO.	5+1

Learning & Resources		
1	Text Books	Export Import Procedures & Documentation by Dr. Kushpat S. Jain, HPH, 5th Revised Edition, Aug. 2007 Export Marketing by B. S. Rathor & J. S. Rathor, HPH, 3 Revised & Enlarged Edition, 2006 Export Management by T. A. S. Balagopal, HPH, 18th Revised Edition, 2006 Export Management by D.C. Kapoor, Vikas Publishing House, 2009
2	Reference Books	Export- Policy, Procedures and Documentation by M. I. Mahajan, Show white, 24th Edition, 2010 Export Procedures and Documentation by M.D. Jitendra, Rajat Publications, Delhi. Export Markets and Foreign Trade Management by Pervin Wadia, Kanishka Publications,
3	Supplementary Reading Material	Nabhi's Exporters Manual and Documentation. Nabhi's New Import-Export Policy Procedures.
4	Websites	http://www.eximbankindia.com/
5	Journals	Journal of Economic Perspectives Journal of International Trade & Economic Development Law & Policy in International Business World Affairs: the Journal of International Issues

Semester	III	Specialization	DFM
Course Code	317 DFM	Type	Generic - Elective
Course Title	Defence Mechanism of India		

Course Objective	
1	To understand Role and functions of defence in India.
2	To understand Army, Navy & Air force Role of Headquarters.
3	To know Static and Field formation of Indian Army, Navy & Air force

Unit No	Contents	Number of Sessions
1	The Indian Defence Forces - a. Rank Structure of the three services. b. Recruitment methods for Defence services. c. Important training Institutions of three services. d. Second line of Defence (introduction of BSF, CG,CISF,RR).	5+1
2	Higher Defence Organization of India. - a. Power of the President of India in relation of Defence. b. Role and function of Ministry of Defence. c. Composition and function of Defence Committees/NSS. d. Chief of staff and joint service Organization.	5+1
3	Army Organization - a. Organization of Army Headquarters (role of COAS and PSOs). b. Static and Field formation of Indian Army. c. Arms and Services. d. Weapons of Indian Army. B.A. Defence and Strategic Studies : Syllabus (CBCS)	5+1
4	Air Force Organization - a. Organization of Air Force Headquarters (role of CAS and PSOs). b. Static and Field formation of Indian Air force. c. Types of Aircrafts.	5+1
5	Navy Organization - a. Organization of Naval Headquarters (role of CNS & PSOs) b. Static and Field formation of Indian Navy. c. Types of warships.	5+1

Learning &Resourses		
1	Text Books	A.L.Venkateswaran. :Defence Organization of India. NagenderSingh :Defence Mechanisms of Modern State. R. Singh : Aspects of Indian Defence.
2	Reference Books	Lt. Col. Abhyankar :Defence Principles and Organization Annual Report, Ministry of External Affairs, Government of India, New Delhi (Latest available) PradeepBarua, “Military Develoments in India, 1750- 1850,” Journal of Military History, vol. 58, 1994
3	Supplementary Reading Material	PradeepBarua, “Military Develoments in India, 1750- 1850,” Journal of Military History, vol. 58, 1994 Ministry of Defence, Annual Reports
4	Websites	www.finmin.nic.in www.indiabudget.nic.in
5	Journals	Journal of Defence Studies Indian Defense Review – Editor Lt.Gen. J.S Bajwa- Quarterly ISSN No – 0970-2512

MBA SYLLABUS: SEMESTER IV

Semester	IV	Specialization	NA
Course Code	401	Type	Generic Core
Course Title	Managing for Sustainability		

Course Objectives:	
1	Apply general ethical principles to particular cases or practices in business.
2	Think independently and rationally about contemporary moral problems.
3	Recognize the complexity of problems in practical ethics.
4	Demonstrate how general concepts of governance apply in a given situation or given circumstances.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Corporate social responsibility:** Concept, The nature of corporate responsibility and corporate citizenship, Relevance in the present day business environment. **Corporate social responsibility and stakeholders:** Internal and external stakeholders, Responsibility to various stakeholder groups, Interest and influence of various stakeholder groups, Formulating and implementing a policy for corporate social responsibility **Bottom of the pyramid opportunities:** Issues and opportunities for business in socially and environmentally sensitive world, Social and environmental problems and how they shape markets.	7 + 2
2	**Sustainable Development:** concept, definition of sustainable development, need, importance, education, Philosophical development, Gandhian Thought on Sustainable Development, Sustainable Development and social framework, equitable distribution, difference between sustainable development and green development, criticism. **Stakeholder Impact:** Stakeholders and the power they wield, Reducing socio-environmental costs and risks: managing the downside, Driving revenues and creating intangible value: managing the upside.	7 + 2
3	**3.1 Business case for sustainable development:** Three dimensions of sustainable development 1) Environmental: Atmosphere, fresh water and oceans, land use, management of human consumption, energy, food, waste management, Understanding ecological "footprint": Eco-tracking, carbon marketing, carbon credits, economics of sustainability, Designing for the environment and "greening' the supply chain, regulation, case studies.	7 + 2

	2) Economic: environment degradation and economic growth, nature as an economic externality, economic opportunity. 3) Social: Peace, security, social justice, sustainability and poverty, human relationship to nature, human settlements. **3.2 Study of business models for sustainable development**: Indian & Global perspectives. **3.3Sustainability reporting:** Triple bottom line reports - The content of sustainability reports (also CSR reports, ESG reports, social and environmental reports) **3.4 Social accountability standard - ISO 26000:** Social responsibility guidance standard, Global Compact Principles, Environmental Impact Assessment, Life Cycle Analysis, Social Impact Assessment.	
4	**4.1 Corporate Governance :** Meaning – OECD principles, Difference between governance and management, Purpose of good governance, Potential consequences of poor corporate governance, Business failure and the contribution of poor governance **4.2 Relevant Theories:** Agency theory, transaction cost theory, stakeholder theory. Friedman's theory of CSR. **4.3 Stakeholder value approach:** Stakeholder value approach, Enlightened stakeholder approach, stakeholder approach to Governance, risk and financial stability. The balancing of conflicting objectives **4.4 Key issues in corporate governance:** Role and composition of the board, remuneration of directors and senior executives, accounting and audit, internal controls, checks and governance, relations with shareholders and other stakeholders. Clause 49 of Listing agreement & Corporate Governance Code, CEO, CFO Certification. Role of regulators – SEBI, IRDA, RBI, ED, etc. **4.5 Applying best practice in governance:** Voluntary and regulatory approaches, rules or principles, concept of 'comply or explain'. Governance problems for global companies and groups. Governance issues in the public sector. Governance issues in the voluntary sector (NGOs and charitable organizations) **4.6 Governance aspects:** Sarbanes-Oxley Act 2002: Section 302: CEO/CFO certifications, Section 404(a): internal control report, Governance and role of auditors and audit committee. **4.7 Case Studies on Corporate Governance:** Satyam, Infosys, Tata, Wipro.	7 + 2
5	**Corporate Ethics:** **5.1 The Ethical Value System:** Universalism, Utilitarianism, Distributive Justice, Social Contracts, Individual Freedom of Choice, Professional Code,	7 + 2

	5.2 Values: Importance, Sources of Value Systems, Values across Cultures **5.3 Indian Values and Ethics:** Respect for Elders, Hierarchy and Status, Need for Security, Non – Violence, Cooperation, Simple Living high Thinking, Rights and Duties, Ethics in Work life, Holistic relationship between Man and Nature, Attitudes and Beliefs. **5.4 Business Ethics:** Nature, Characteristics and Needs, Ethical Practices in Management, Ethical Values in different Cultures, Culture and Individual Ethics, Relationship between Law and Ethics, Impact of Laws on Business Ethics. **5.5 Ethics and Corporate Excellence:** Code of Ethics in Business Houses, Strategies of Organizational Culture Building, Total Quality, Customer Care, Care of the Employees as per Statutes, Objective and Optimistic Approach. **5.6 Indian and Global case studies.**	

Note:

Introductory treatment of all topics is expected to sensitize the students.

Compliance / Regulatory aspects should not be overemphasized.

Learning Resources:		
1	Text Books	Corporate Governance by Christine A Mallin, Oxford University Press. Corporate Governance in India – An Evaluation by S C Das, PHI – Eastern Economy Edition. Corporate Governance Codes, Systems and Practices by S C Das, PHI – Eastern Economy Edition. Triple Bottom Line Reporting and Corporate Sustainability by S Singh, PHI – Eastern Economy Edition. Ethics, Business & Society Edited by Ananda Das Gupta, Response Books Business Ethics by Crane and Matten, Oxford University Press, 2nd Edition. Business Ethics – An Indian Perspective, by Ronald Francis and Mukti Mishra, TMGH. Corporate Governance Values and Ethics by Dr. Neeru Vasishth &Dr. Namita Rajput, Taxman Corporate Governance – Principles, Mechanisms & Practice, Swami Dr. Partasarathy, Biztantra Publications.
2	Reference	The Satyam Saga – Business Standard Publication

	Books	Ethics for the Real World by Howard and Korver, Harvard Business Press. Ethics in Practice by Kenneth Andrews, Harvard Business School Press. Mastering Business in Asia by Peter Wallace and John Zinkin, Wiley India. The Sustainable Enterprise – Profiting from best practice by Simmons and Simmons, Kogan Page, 2nd Edition. Corporate Governance – Principles, Policies & Practices, by Bob Tricker, Oxford University Press. Corporate Governance – Principles, Policies & Practices, by A C Fernando, Oxford University Press. Corporate Governance by K Prasad, PHI – Eastern Economy Edition. Corporate Governance – Global Concepts & Practices, Dr. S Singh, Excel Books.
3	Supplementary Reading Material	An Introduction to Business Ethics by Joseph DesJardins, TMGH, 2nd Edition. Business Ethics – Text and Cases by C S V Murthy, Himalaya Publications, 2nd Revised Edition. Case Studies on Ethics and Corporate Governance Vol I and II , ICFAI Books
4	Websites	www.icgn.org/ http://www.oecd.org/document/49/0,3343,en_2649_34813_31530865_1_1_1_1,00.html
5	Journals	Business & Society Corporate Governance: An International Review Corporate Governance: The International Journal of Effective Board Performance Journal of Business Ethics Ethics & Accountability in a Context of Governance & New Public Management

Semester	IV	Specialization	NA
Course Code	402	Type	Generic Core
Course Title	Dissertation		

Course Objectives:	
1	To offer the opportunity for the young students to acquire on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity.
2	To provide means to immerse students in actual supervised professional experiences
3	To gain deeper understanding in specific areas.

Dissertation:
In Semester IV the student shall work under the supervision of the Faculty and carry out a dissertation and submit a structured report in TWO hard copies & one soft copy (CD). In the interest of environmental considerations, students are encouraged to print their dissertation reports on both faces of the paper.

The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in management. The topic is chosen in consultation with the student's supervisor.

The student will prepare and present a detailed research proposal prior to starting the work. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic before commencing the dissertation work. A dissertation outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed dissertation and make an oral presentation of the same. Through the dissertation, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the dissertation / project shall be certified by the Faculty Guide & approved by the Director of the Institute.

There will be concurrent evaluation for 50 marks and external evaluation of 50 marks.

The student can undergo desk research or field research and can follow the guidelines mentioned in the SIP for preparation of their final hard copy.

The Panel shall comprise of 2 Faculty members (One who has guided the student and the other appointed by SPPU).

MBA SYLLABUS: SEMESTER IV
MARKETING MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	Marketing
Course Code	403MKT	Type	Subject Core
Course Title	Services Marketing		

Course Objectives:	
1	To emphasize the significance of services marketing in the global economy.
2	To make the students understand the deeper aspects of successful services marketing.
3	To provide insights to the challenges and opportunities in services marketing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Services marketing :** **Definition, Significance, Characteristics of Services:** Intangibility, Inconsistency, Inseparability and Inventory. Classification of Services. **Consumer Behavior in Services:** Search, experience and credence attributes, Pre & post experience evaluation, factors influencing customer expectation of service, Moment of truth **Extended Marketing Mix for Services:** Need for additional three marketing mix elements in Services Financial & economic impact of service.	7 + 2
2	**Traditional Marketing Mix Elements in Services:** **Service Product:** Customer perception, Customer satisfaction, Tolerance zone, Service quality - ServQual, GAP model and Critical incident model, Concept of loyalty & creation of a loyalty programme, Service recovery, Impact of service failures versus product failures, Nature of complaining behavior—Complaint Resolution, Service Recovery Process. **Service Pricing:** Costs of service delivery, Customer Profitability Measurement, Revenue management Techniques, Price Discrimination and Segmented Pricing. **Service Place:** Delivering services through intermediaries & electronic channels. **Service Promotion:** Integrated service marketing communication, Visual merchandising, Referrals, Challenge of Service communication.	7 + 2
3	**Service Process:** Service design & standards – Process service blue print	7 + 2

	Demand & capacity management , Quality function deployment (QFD), Standardization (hard / soft measures), Service delivery, self-service technologies.	
4	**People & Physical Evidence:** **Employees' Role in Service Delivery, Service Culture:** Internal Marketing, Service-Profit Chain, Emotional labor Customers' role in service delivery, Customer as a co-producer **Physical Evidence:** Experience Servicescape elements (to include architectural design), Virtual Servicescape.	7 + 2
5	**Applications of Service Marketing:** Marketing in Tourism, Hospitality, Airlines, Telecom, IT & ITES, Sports & Entertainment, Logistics, Healthcaresectors (Examples/Case studies on these applications are expected).	7 + 2

Learning Resources:		
1	Text Books	Services Marketing by Zeithaml, Bitner, Gremler& Pandit, TMGH, 4th Edition Services Marketing by Christopher Lovelock Services Marketing, Rama Mohan Rao, Pearson Services Marketing by Rampal & Gupta Services Marketing by Helen Woodruff
2	Reference Books	Services Marketing: Concepts and Practices byRamneek Kapoor, Justin Paul & Biplab Halder, McGraw Hill Services Marketing by Rajendra Nargundkar, McGraw-Hill, 3rd Edition
3	Supplementary Reading Material	C H Lovelock, Journal of Marketing Vol. 4 Summer 1983, pages 9-20
4	Websites	www.itsma.com/
5	Journals	The service encounter: diagnosing favorable & unfavorable incidents by Bitner M. J., Booms B. H. & Tetreaualt M. S., Journal of marketing, Jan 1990, Vol. 54, pp. 71-84. Marketing intangible products & product intangibles by Levitt T., Harvard Business Review, 1981, Vol. 59, pp. 95-102 The services marketing: an approach by Blois K. J., European journal of

		marketing, Vol. 8, Issue 2, 1974, pp. 137-145 Services marketing is different by Berry L.L., Business, May-June, 1980,pp. 24-30. Putting the Service Profit Chain to Work by Heskett, James L., Jones, Thomas O., Loveman, Gary W., Sasser, W. Earl, and Schelsinger, Leonard A. Harvard Business Review, (March-April 1994) pp. 164-174 The customer as co-producer by Solveig Wikström, European Journal of Marketing, 1996, Vol. 30, Issue 4 Customer contributions & roles in service delivery by Bitner, Faranda, Hubbert & Zeithmal, International Journal of Services and Industrial Marketing, Vol. 8,Issue 3, pp. 193-205 Delivering Quality Service; Balancing Customer Perceptions and Expectations by Zeithaml, Parasuraman & Berry. Free Press, 1990. Service quality models: A review by Sheth, Deshmukh & Vrat IJQRM, 2005, Vol. 22,Issue 9, pp. 913-49

Semester	IV	Specialization	Marketing
Course Code	404MKT	Type	Subject Core
Course Title	Sales & Distribution Management		

Course Objectives:	
1	To provide foundations in components of sales and distribution management.
2	To introduce various facets of the job of a sales manager.
3	To focus on decision making aspects and implementation of decisions in sales and distribution management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Sales and Distribution Management:** **1.1 Sales Management:** Objectives, Nature & Scope, Sales Environment, Sales Planning, Strategic role of sales management **1.2 Marketing Channels:** Functions and Significance, Structure - Vertical and Horizontal, Symbiotic, Role of marketing channels in the dynamic market place, Designing the Market Channel system, Channels for Consumer goods, Industrial goods, Inter Dependency of Sales & Distribution **1.3 Managing Marketing Channels:** Channel Policies, Choice of the channel, Organizational Pattern in the Channel, Assessing Channel Performance, Causes for Channel Conflict & Techniques to overcome conflict, Channel Information System.	8 + 2
2	**Organizing the Sales Force:** **2.1** Objectives & Structure of Sales Organization, **2.2** Organizing the Sales Force, Recruitment, selection and training the sales force, **2.3** Field Sales Planning, Compensation and Evaluation of Sales Force.	4 + 2
3	**Sales Planning & Control:** **3.1 Sales Planning:** Sales Forecasting & Budgeting, Sales Quotas and Targets **3.2 Sales Control:** Reporting Formats for Primary and Secondary Sales, Monthly Sales Plan, Territory Sales and Coverage Plan, Daily Sales Call Report, Expired Goods and Breakage Return Report, Fortnightly Sales Review Report, Order Booking Report, Monthly and Quarterly Sales Report. **3.3 Sales Audit:** Sales Force Productivity Indicators (Value and Volume) –	8 + 2

	Territory Productivity, Per Person per Month Productivity, Sales to Marketing Expenses Ratio. **3.4 Specialized Techniques in Selling:** Tele / Mobile Marketing, Online Marketing, E Commerce.	
4	**Marketing Channels** **4.1** Significance and role of channels, C&F Agents, Types of the Wholesalers **4.2 Franchising:** Significance and importance of Franchisee in Channel Decision –Advantages of Franchisee –Process of appointment of Franchisee-Franchiser Franchisee relationship. RoI calculation at Dealer Level.	+ 2
5	**Retailing:** **5.1** Nature and Importance of Retailing , Types of Retailers, Organized &unorganized Retailing Formats, Retail Merchandising, Retail Decision Location and Size , **5.2 Retailer Promotion:** Advertising, Sales Promotion and POP Promotion, Shelf Management, Communicating with the retailer customer, Economic cost of retailing, New Trends in Retailing, Role and Significance of Multi-level Marketing.	9 + 2

Learning Resources:		
1	Text Books	Sales and Distribution Management by Havaldar & Cavale, TMGH Sales Management by Still, Cundiff & Govani, Pearson Education Sales and Distribution Management, SL Gupta, Excel books
2	Reference Books	Retailing Management by Michael Levy & Barton Weitz, TMGH, 5th Edition
3	Supplementary Reading Material	Retail Management by Gibson Vedamani , Jaico Books Retailing Management by Swapna Pradhan , TMGH
4	Websites	http://www.franchiseindia.com/ http://www.franchising.com/
5	Journals	How Potential Conflict Drives Channel Structure: Concurrent (Direct and Indirect) Channels by Sa Vinhas, Alberto; Anderson, Erin., Journal of Marketing Research, Nov2005, Vol. 42 Issue 4 Channel Structure and Strategic Choice in Distribution Channels byWren, Brent M., Journal of Management Research, Aug2007, Vol. 7 Issue 2, Effects Of Sales Force Automation Use On Sales Force Activities And Customer Relationship Management Processes by Moutot, Jean-Michel; Bascoul, Ganaël., Journal of Personal Selling &*Sales* Management,

		Spring2008, Vol. 28 Issue 2 Using your sales force to jump-start growth by Hancock, Maryanne; Hatami, Homayoun; Rayan, Sunil. McKinsey Quarterly, 2011, Issue 2 Franchising: An Overview by Windeshausen H. Nicholas; Joyce, Mary L., American Journal of Small Business, Jan77, Vol. 1 Issue 3 Sales Employees Compensation: An Optimal Balance Between Fixed and Variable Pay by Madhani, Pankaj M., Compensation & Benefits Review., Jul/Aug2009, Vol. 41 Issue 4, p44-51.

Semester	IV	Specialization	Marketing
Course Code	405MKT	Type	Subject - Elective
Course Title	Retail Marketing		

Course Objectives:	
1	To provide insights into all functional areas of retailing.
2	To give an account of essential principles of retailing.
3	To give a perspective of the Indian retailing scenario.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 Overview of Retailing:** Definition, Scope,Role of Retailer in the Channel of Distribution, Benefits of Retailing , Functions of Retailers , Evolution of Retailing – Global Retail Scenario – Indian Retail Scenario – Drivers of retail change in India - Emerging Trends and Opportunities in India, Retailing Industry – Size of Retail in India and its components. **1.2 Retailing Environment**: Economic Environment – Legal Environment – Technological Environment – Competitive Environment – Indian Experience in Retailing – Foreign Direct Investment in Retail in the Indian context. **1.3 Classification of Retailers**: Classification by Ownership – Independent Stores – Chain stores – Franchise Stores – leased Departments – Cooperatives , Classification by Strategy – General Merchandise Retailers – Discount Stores – Specialty Stores – Off Price Retailers , Classification by Product Line – Department stores – Supermarkets – Hypermarkets – Convenience Stores - Services retailing. **1.4 Non Traditional Retail Classifications**: Non store retailer – Direct Marketing – Catalog Marketing– Telemarketing – TV Home shopping – Automatic vending – E – Tailing – Malls and other formats	5 + 1
2	**2.1 Retail Market Strategy**: Definition, target market & retail format, Differentiating, Growth strategies, Strategic Retail planning process. **2.2 Strategic Profit Model :** Gross Margin Return On Inventory Management (GMROI) **2.3 Retail Location & Site Selection:** Types of retail locations, Steps involved in choosing a retail location, Methods of evaluating a trading area, **2.4 Store Layout, Design &Visual Merchandising:** Store planning, Store Design and the retailing mix, Space mix, effective space management, Store layout – circulation plan, Floor Space management. Markups and Markdowns, Shrinkage in merchandise management.	5 + 1

3	**3.1 Retail Administration :** Store management, Human resource management, Information System & SCM **3.2 Planning Merchandise Assortment:** Category management, Buying organization, Assortment planning process, Analyzing merchandise performance. **3.3 Planning Merchandise Assortments:** Organizing the buying process by categories- Category Management – The Buying Organization – Setting Financial Objectives for the Merchandise Plan – Gross Margin Return On Inventory Management (GMROI), Measuring Inventory Turnover – Sales Forecasting – Assortment Planning Process – Variety – Assortment – Product Availability – Tradeoffs between Variety, Assortment and Product Availability – Assortment Plan, Product Mix Trends.	5 + 1
4	**4.1 Merchandise Pricing**: Setting the Retail Price- Pricing Objectives – Pricing strategies – Pricing Methods – Pricing Adjustments – Price Discrimination **4.2 Retail Communication Mix**: Role of Communication in Retailing – Methods of communication – Planning the Retail Communication Programs – Implementing and Evaluating the Retail Communication Programs	5 + 1
5	**5.1 Mall Management:** Major players nationally & internationally, Role of promoter, developer& retailer: selecting tenant stores, Managing experience, target footfalls & their conversion to sales. Identifying customers, differentiating the mall, real estate pricing, Measuring duration & sequence of visit, Number & nature of outlets visited &spend of share of wallet across the tenants. **5.2 Challenges to Indian Retail Sector** : Political & legal, economic, real estate pricing, customer coming of age to shop in organized sector	5 + 1

Learning Resources:		
1	Text Books	Retailing Management by Michael Levy & Barton Weitz, TMGH, 5th Edition Retailing Management by Swapna Pradhan , TMGH
2	Reference Books	Retail Management by Gibson Vedamani , Jaico Books Retailing by Patrick Dunne, Robert Lusch, David Griffith, Cengage Learning, Indian reprint. Retail Marketing Management by David Gilbert, Pearson Publication. Retail Management, Arif Sheikh, Himalaya Publishing
3	Supplementary Reading Material	It happened in India by Kishore Biyani, Rupa & Co. Business Today, November1999, Mall Management, pp. 7-22
4	Websites	http://www.cci.in/pdf/surveys_reports/indias_retail_sector.pdf

		http://www.indiaretailing.com/ http://www.imagesretail.com/
5	Journals	Organized Retailing in India: Upstream Channel Structure and Management by Dabas, Chitra Srivastava; Sternquist, Brenda; Mahi, Humaira., Journal of Business & Industrial Marketing, 2012, Vol. 27 Issue 3 India: Shopping with the Family by Sheth, Kartik N.; Vittal, Ireena., McKinsey Quarterly, 2007, Issue 4 The Future of Shopping by Rigby, Darrell.,Harvard Business Review, Dec2011, Vol. 89 Issue 12 The Wheelof Retailing byHollander, Stanley C., Journal of Marketing, Jul1960, Vol. 25 Issue 1 The Mall as Bazaar: How Kiosks Influence Consumer Shopping Behavior by Runyan, Rodney; Kim, Jung-Hwan; Baker, Julie., Journal of Marketing Management. Feb2012, Vol. 28 Issue 1/2, p85-102.

Semester	IV	Specialization	Marketing
Course Code	406MKT	Type	Subject - Elective
Course Title	Rural Marketing		

Course Objectives:	
1	To understand rural aspects of marketing
2	To learn nuances of rural markets to design effective strategies
3	To enhance deeper understanding of rural consumer behavior

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Rural Marketing** **1.1** Defining rural markets & rural marketing, evolution of rural marketing **1.2** Rural Marketing Environment – PEST analysis **1.3** Rural Economic Structure, Rural Occupation Pattern, Incomes & Consumption, Rural market Size **1.4** Rural Infrastructure	4+1
2	**Rural Consumer Behavior& Marketing Research** **2.1** Characteristics of Rural Consumers, Role of Opinion Leaders, Diffusion of Innovation in Rural Markets **2.2** Sources & Type of Secondary Data on Rural markets **2.3** Collecting Primary Data in Rural setting	4+1
3	**Segmentation, Targeting & Positioning** **3.1** Bases of Segmenting Rural Markets **3.2** Target Marketing, Coverage of Markets **3.3** Positioning in Rural Markets	4+1
4	**Product & Pricing Strategy in Rural Markets** **4.1** Rural Product Categories **4.2** Packaging for Rural Markets **4.3** Branding in Rural Markets, Problem of Fake Brands	6+1

	4.4 Pricing Strategy – special considerations in rural markets **4.5** Credit in rural markets – need, sources & innovative credit delivery systems	
5	**Rural Distribution & Communication** **5.1** Challenges of distribution in Rural markets, Rural Retail System – last mile problem, public distribution system, cooperatives **5.2 Emerging Models in Rural Markets:** E-Chaupal, Project Shakti **5.3 Challenges for Rural Communication:** Massage & Media for Rural Communication	7+1

Learning Resources:		
1	Text Books	The Rural Marketing Book by Pradeep Kashyap & Siddhartha Raut
2	Reference Books	Rural Marketing – Concepts & Practices by Balram Dogra, Karminder Ghuman Rural Marketing by R.V. Badi, N.V. Badi
3	Supplementary Reading Material	A New Approach to Rural Marketing by Kaushik Sircar
4	Websites	http://www.echaupal.com/ http://www.rmai.in/
5	Journals	International Journal of Rural Management by SAGE E-Journals of RMAI Indian Journal of Marketing

Semester	IV	Specialization	Marketing
Course Code	407MKT	Type	Subject - Elective
Course Title	Service Operations Management		

Course Objectives:	
1	To acquaint the students with the service operations strategy aspects.
2	To provide students with the concepts and tools necessary to effectively manage field service operations.
3	To familiarize the students with the concepts of CRM and role of IT in managing service operations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Service Operations Concept:** Nature of Services, Difference between Manufacturing and Service Operations, Service Operations Characteristics, Purpose and objectives of service operation, Functions and processes in service operation, Different Pure Service Organizations and their peculiarities.	4 + 1
2	**Service Operation Strategy:** Service objectives and goal formulation, Service organization: In house Vs. Outsourcing, Centralized Vs. Decentralized, Creating Customer Connection, Effect of technology on service operations-strategic and tactical problems of managing operations functions in service environment, economies of customer loyalty, alignment between target market segments, manpower implications. Enhancing customer satisfaction, Service Operations as Profit Centre.	5 + 1
3	**Designing & Managing Service Operations:** Technology and its Impact on Services, Design and Development of Service Delivery Systems, Factors determining design of service systems-Impact of customer contact on design of service system , Work Measurement, Locating Facilities, Designing their Layout. Service capacity, Capacity Planning process design in service systems -basic structure of waiting line model-Principles of queuing theory for capacity analysis issues-Short term capacity planning problems- service quality measurements. Service operation processes for Event management, Financial management, IT service consultancy management.	6 + 1
4	**Field Service Management, Service Manpower Planning & Scheduling:** Field Service Organization, Field Service Inventory Management, Field Technical Support Service, Integrating Field Service with Information Technology, Field Service Effectiveness Evaluation, Field Service and its impact on Customer satisfaction, Field Service and Customer Relations Management, Uncertainty in Manpower Requirements, Cyclical and Seasonal nature of demand, Service Level Considerations and Cost Considerations in Manning.	5 + 1

5	**5.1 Customer Relationship Management:** Customer requirement assessment, Customer satisfaction parameters and indices, Manpower recruitment and training, Customer feedback collection and analysis, Customer service evaluation. **5.2 IT Enabled Customer Service:** Call Centre Operations and Management, Web-enabled Services, ERP enabled Field and Technical Support Services, Tele marketing and servicing.	5 + 1

Learning Resources:		
1	Text Books	Successful Service Operations Management by Metters, King-Metters, Pulliman and Walton, Cengage India Edition, 2nd Edition. Customer Service, Robert Lucas, Tata McGraw
2	Reference Books	Service Operations Management - Improving Service delivery by Robert Johnston Graham Clark, Prentice Hall.
3	Supplementary Reading Material	Service Strategy by Fitzsimmons, J.A. and Fitzsimmons, M.J. Chapter 3 in Service Management, McGraw-Hill International Edition, 2006, 37 – 58.
4	Websites	www. msom.journal.informs.org/
5	Journals	Service Operations Management: Return to Roots by Robert Johnston, International Journal of Operation and Production Management Vol.19 No.2, 1999 pp.l15-124. Compassionate High Quality Health care at Low Cost: The Arvind Model by Shah, J. and Murty, L.S., IIMB Management Review, 16 (3), 2005, 31 – 43. Will You Survive the Service Revolution? by Karmarkar, U., Harvard Business Review, 82 (6), 2004, 101 – 107.

Semester	IV	Specialization	Marketing
Course Code	408MKT	Type	Subject – Elective
Course Title	International Marketing		

Course Objectives:	
1	To make the students understand the concept and techniques of international marketing.
2	To train the students to develop plans and marketing strategies for entering into international markets and managing overseas operations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**International Marketing:** Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment. Global markets, International market groups- EU, ASEAN, SAFTA, NAFTA, Emerging economies. International marketing research and information system; foreign market entry modes; global marketing operations and strategies; International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.	9 + 1
2	**International Product Strategies:** Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, International Trade Product Life Cycle, New Product Development; counterfeiting and IPR issues.	4 + 1
3	**Pricing for International Markets:** Factors Affecting International Price Determination; Price Quotations and Terms of Sale, pricing strategies; international dumping; financing marketing transactions.	4 + 1
4	**Managing International Distribution:** The structure of international distribution systems; International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; channel selection decisions; aspects of international supply chain management; international direct marketing; leveraging international distribution for competitive advantage.	4 + 1
5	**Managing International Promotion Mix:** Planning for Trade Fairs and Exhibitions; Advertising and other Modes of Communication, International promotion mix; push and pull strategies; aspects of international sales management; challenges of international advertising; global media strategy.	4 + 1

Learning Resources:		
1	Text Books	International Marketing by Cateora, Graham & Salwan, Mc Graw Hill, 13th Edition, 2008. International Marketing by Rakesh Mohan Joshi, Oxford University Press, 2005. International Marketing by Czinkota & Ronkainen, Cengage Learning, 8th Edition (India), 2008. International Marketing Management by Subhash Jain, CBS Publishers & Distributors, 3rd Edition, 1997. International Marketing, 4th Ed., PK Vasudeva, Excel Books International Marketing by Rajgopal, Vikas Publication, New Delhi
2	Reference Books	International Marketing by Terpstra, Vern and Sarathy, Ravi, The Dryden Press, Chicago , 2000. Global Marketing Management by Keegan, Warren J. , Pearson Education , New Delhi, 7th Edition, 2002. Global Marketing Management by Kotabe Masaaki and Helsen Kristiaan, John Wiley & Sons (Asia) Ltd., 2nd Edition, 2001. International Marketing: Analysis and Strategy by Onkvisit, Sak and Shaw, John J. Edition, Prentice Hall., 2004. International Marketing: An Indian Perspectives by Varshney, R. L. and Bhattacharya, B. , Sultan Chand, New Delhi, 2001. International Marketing Strategy by Doole Isobel and Robin Lawe, , Cengage Learning
3	Supplementary Reading Material	EXIM Policies World Bank Reports
4	Websites	Websites of the Ministry of Commerce Websites of the Ministry of Finance
5	Journals	Journal of International Marketing AMA's Journal of International Marketing

Semester	IV	Specialization	Marketing
Course Code	409MKT	Type	Subject – Elective
Course Title	Export Documentation and Procedures		

Course Objectives:	
1	To familiarize students with policy, procedures and documentation relating to foreign trade operations.
2	To provide a review of the main documents involved in export order processing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Significance of Procedures and Documentation in International Trade:** procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS) classification System ;Role of ICC; INCOTERMS; nature of export/trading houses.	5 + 1
2	**Export Order Processing:** export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure.	5 + 1
3	**Methods of Payment in International Trade:** documentary collection of export bills; UCPDC guidelines; realization of export proceeds – provisions of RBI's Exchange Control Manual; pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.	5 + 1
4	**Major Export Promotion Schemes in India:** EPCGS, duty exemption scheme; DEPB scheme; SIL; facility for deemed exports; Export promoting institution's – role of export promotion councils, commodity boards and ITPO.	5 + 1
5	**Regulations for International Trade:** Major laws governing India's export import trade- Foreign Trade (Development & Regulation) Act, Pre-shipment Inspection & Quality Control Act, 1963 & Customs Act, 1962; Foreign Exchange Management Act, 2000	5 + 1

Learning Resources:		
1	Text Books	Export Import Procedures & Documentation by Dr. Kushpat S. Jain, HPH, 5th Revised Edition, Aug. 2007 Export Marketing by B. S. Rathor & J. S. Rathor, HPH, 3rd Revised & Enlarged Edition, 2006 Export Management by T. A. S. Balagopal, HPH, 18th Revised Edition, 2006 Export Management by D.C. Kapoor, Vikas Publishing House, 2009 Export- Policy, Procedures and Documentation by M. I. Mahajan, Show white, 24th Edition, 2010 International Business Management, Text and Cases, Dutta, Excel Books
2	Reference Books	Export Procedures and Documentation by M.D. Jitendra, Rajat Publications, Delhi. Export Markets and Foreign Trade Management by Pervin Wadia, Kanishka Publications, New Delhi.
3	Supplementary Reading Material	Nabhi's Exporters Manual and Documentation. Nabhi's New Import-Export Policy Procedures. Export/Import Procedures and Documentation by Thomas E. Johnson, Donna L. Bade, AMACOM
4	Websites	www.eximbankindia.com
5	Journals	A Study of Export and Import Problems Faced by the Mumbai Based Importers and Exporters by Shinde, Govind P, Advances in Management; Apr2012, Vol. 5 Issue 4, p44-51. A Study on Export Performance of Indian Spices by Muthusamy, A. Global Management Review. 2010, Vol. 5 Issue 1, p25-38. External Sector: Outlook. India Country Monitor. Feb2012, p17-18 Economic Forecast, Country Report. India. Jul2011, Issue 7, p7-11

Semester	IV	Specialization	Marketing
Course Code	410MKT	Type	Subject – Elective
Course Title	Marketing Strategy		

Course Objectives:	
1	To introduce a systematic understanding of marketing strategy and decision making in dynamic marketing environment.
2	To understand and apply the STP of marketing (segmentation, targeting, positioning).
3	To understand and appreciate the concept of marketing strategy formulation and implementation.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Marketing Strategy:** Marketing's role in formulating & implementing strategies, market oriented management, Overview of the process of formulation & implementation of marketing strategy, integrating marketing strategy with the firm's other strategies & resources, market opportunity analysis, formulating strategies for specific situations, implementation & control.	3 + 1
2	**Understanding Market Opportunities** **2.1** Meaning of markets & industry, assessing market & industry attractiveness using Mullins' framework – Market Domain, Industry Domain, Team Domain **2.2 Forecasting Based on Current Demand:** Market build up method, chain ratios, market factor index method **2.3 Forecasting Based on Past Demand:** Time series analysis, Trend analysis, Leading indicators **2.4 Forecasting through Experimentation:** Concept testing, Test marketing **2.5 Forecasting through Intentions & Expert Opinion:** Buyers intensions, sales force opinion, trade opinion, expert opinion, Delphi method, Bootstrapping, Cross impact analysis	6 + 1
3	**Targeting Attractive Market Segments & Positioning** **3.1 Choosing Attractive Market Segments –** A five step process **3.2 Different Targeting Strategies:** Mass market, niche market, growth market **3.3 Differentiation Based on Product, Image, Channel, Personnel & Services** **3.4 Positioning Process:** identifying relevant competitors, identifying determinant attributes, collecting information on perceptions of products &	5 + 1

	brands, determine a product's current position, determine customers' most preferred position, examine the fit between current position & market preferences, writing positioning statement	
4	**Marketing Strategies for New Market Entries & Growth Markets** **4.1 Market Entry Strategies for Pioneers & Followers:** Sources of competitive advantage for pioneers & followers **4.2** Components of strategic marketing programmes for Mass market penetration & niche market penetration **4.3 Growth Market Strategies for Market Leaders**: Different types of marketing objectives for leaders, market share maintenance strategies **4.4 Growth Market Strategies for Followers:** Different types of marketing objectives for followers, market share growth strategies	6 + 1
5	**Marketing Strategies for Mature & Declining Markets** **5.1**Challenges in mature & declining markets, transition from growth to maturity **5.2 Marketing Strategies for Mature Markets**: Maintaining current market share, extending volume growth **5.3 Marketing Strategies for Declining Markets:** Marketing objectives & programmes for Harvesting, Maintenance, Survivor & Niche Strategy	5 + 1

Learning Resources:		
1	Text Books	Marketing Strategy by Walker, Mullins, Boyd & Larreche Marketing Strategy and Competitive Positioning by Graham Hooley**,** Brigitte Nicoulaud, Nigel F. Piercy, Pearson Education, , 5thEdition. Strategic Marketing Management-Richard Wilson & Colin Gilligan
2	Reference Books	Strategic Management & Marketing by Narendra Singh, Himalaya Publication Strategic Marketing Text & Cases- S. Shajahan, Viva Books Strategic Marketing Management -Text & Cases, by UC Mathur, Macmillan
3	Supplementary Reading Material	Strategic Marketing by A. Nag, Macmillan Publication Strategic Marketing by Musadiq Sahaf, Prentice-Hall of India Pvt. Ltd. Strategic Marketing for Non-Profit Organization-Alan Anderson & Philip Kotler http://www.iitk.ac.in/infocell/announce/convention/papers/Changing%20Playfield-06-Saurabh%20Kumar%20Saxena.pdf

4	Websites	http://www.mhhe.com/walker http://marketing-strategy-examples.com/
5	Journals	Journal of Strategic Marketing of AMA Marketing & strategy-The Wall Street Journal of Business Strategy- Emerald Journal of Marketing

Semester	IV	Specialization	Marketing
Course Code	411MKT	Type	Subject – Elective
Course Title	Marketing Decision Models		

Course Objectives:	
1	To study scientific and data based developments that assist marketing professionals in arriving at cost effective marketing strategies
2	To analyze the important developments in marketing theory to understand and control markets effectively

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Modeling in Marketing** **1.1** Analytical decision making , Science & Marketing, marketing decision support systems, intelligent marketing systems, Data Warehousing & Data Mining applications , Benefits of modeling in marketing, **1.2** Model building process, trends in building & using models, information value chain **1.3** Taxonomy of Market Response Models based on number of marketing instruments, market response modeled, functional forms, competitive effects, nature of data used, level of aggregation, estimation methods, uncertainty.	4 + 1
2	**Mathematics & Statistics for Marketing Models** **2.1Relationship between Marketing Variable:** Graphs & functions **2.2** Linear Algebra and Systems of Equations in Marketing **2.3 Differential Equations:** applications for market dynamics **2.4** Calculus for optimization **2.5** Basic Probability Concepts **2.6 Statistical Distributions for Modeling**: Bernoulli, Binomial, Chi-Squared, Exponential, F-Distribution, Normal, Poisson, Student's t distribution	6+ 1
3	**3. Applications in Environment Analysis** **3.1** Demand decomposition framework for environment analysis & models **3.2** Identifying Competitors through Brand Switching Matrix, **3.3** Models for Forecasting Competitors' Actions, Game Theory	5 + 1

	3.4Stochastic Models of Consumer Behavior: Purchase Incidence Models, Brand Choice Models	
4	**Applications in Forecasting & Resource Allocation** **4.1Demand Forecasting Models:** Extrapolations & curve fitting, Regression techniques, Analogy Methods **4.2** Models for Forecasting Sales for Consumer Durable , Diffusion of Innovation – Bass Model & its revisions, Repeat Purchase Models **4.3 Models for Resources Allocation among Sbus & Products**: STRATPORT, & AHP **4.4** Models for resources allocation across geographical territories	5 + 1
5	**Models for Marketing Mix Variables** **5.1 Modeling for Product Positioning & Design -**Preference Choice Model – Expectancy value, preference regression, PERCEPTOR, LINMAP &DEFENDOR models of product design **5.2** Pricing Models **5.3** Models for Promotional Budget Decisions **5.4** Models for Media Scheduling **5.5** Sales Promotion Models: Rao Lilien Model	5 + 1

Learning Resources:		
1	Text Books	Marketing Models by Lilien, Kotler & Moorthy, Prentice-Hall of India
2	Reference Books	Analysis for Strategic Marketing by Rao & Steckel Marketing decision models by Randall L. Schultz, Andris A. Zoltners, North Holland
3	Supplementary Reading Material	The Handbook of Marketing Decision Models by Berend Wierenga, Springer
4	Websites	http://www.12manage.com/i_m.html
5	Journals	Modeling and Forecasting Sales Data by Time Series Analysis by Kapoor, S. G.; Madhok, P.; Wu, S. M., Journal of Marketing Research (JMR). Feb1981, Vol. 18 Issue 1, p94-100. Judgment Based Marketing Decision Models**:** Problems and Possible Solutions by Chakravarti, Dipankar; Mitchell, Andrew; Staelin, Richard.,Journal ofMarketing. Fall1981, Vol. 45 Issue 4, p13-23

		Econometric Models for Marketing Decisions byWittink, Dick R.,Journal ofMarketingResearch,Feb2005, Vol. 42 Issue 1, p1-3 Bridging the Academic-Practitioner Divide in Marketing DecisionModels byLilien, Gary L.,Journal ofMarketing. Jul2011, Vol. 75 Issue 4, p196-210. Using Buyer Behavior Modelsto Improve Marketing Decisions byAaker, David A.,Journal ofMarketing. Jul1970, Vol. 34 Issue 3, p52-57 Endogeneity in Marketing Decision Models byShugan, Steven M.,MarketingScience. Winter2004, Vol. 23 Issue 1, p1-3.

Semester	IV	Specialization	Marketing
Course Code	412MKT	Type	Subject – Elective
Course Title	Marketing of High Technology Products		

Course Objectives:	
1	To provide students with the concepts and tools necessary to effectively market a high technology product.
2	To help the students learn the marketing mix aspect of marketing high technology products.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to High Technology**: Common Characteristics of High Technology, Continuum of Innovations - Radical/Breakthrough Innovations - Incremental Innovations - Implications of Different Types of Innovations - Contingency Model for High-Tech Marketing - Does Marketing Need to Be Different for High-Technology Products and Innovations? - Framework for Making High-Technology Marketing Decisions.	5 + 1
2	**Product Development and Management Issues in High-Tech Markets:**Market Orientation, R&D–Marketing Interaction, High-Tech Marketing Research Tools - Concept Testing - Conjoint Analysis - Customer Visit Programs - Empathic Design - Lead Users - Quality Function Deployment - Prototype Testing - Beta Version Testing, Technology Development - The "What to Sell" Decision, Product Architecture: Modularity, Platforms and Derivatives, New Product Development Teams - Developing Services as Part of the High-Technology Product Strategy, Implications for High-Tech Marketing - Protection of Intellectual Property - Understanding Gray Markets - Black Markets, Piracy, and Restricted Exports - Managing Intellectual Property. Categories of Adopters - Crossing the Chasm. The Choice of Customer, Customer Strategies to Avoid Obsolescence, Customer Migration Decisions, Marketers' Migration Options.	8 + 1
3	**Pricing Considerations in High-Tech Markets: T**he High-Tech Pricing Environment, Customer Oriented Pricing- Steps and Implications. Pricing of After-Sales Service - The Technology Paradox- Solutions to the Technology (Pricing) Paradox - From Free to Fee. The Effect of the Internet on Pricing Decisions - Additional Pricing Considerations - Outright Sale of Know-How versus Licensing Agreements - Licensing Restrictions - Pay-Per-Use versus Subscription Pricing - Price Bundling – Leasing.	4 + 1
4	**Distribution Channels in High-Tech Markets:**Channel Considerations in High-Tech Markets - Blurring of Distinctions Between Members in the Supply Chain - Need for Indirect Channels to Provide Value for Manufacturers - Evolution of High-Tech Channels.	4 + 1

5	**Advertising and Promotion in High-Tech Markets: Tools to Build and Maintain Customer Relationships:**The Importance of Branding in High-Tech Markets, Developing a Strong Brand - Ingredient Branding - Branding for Small Business. New-Product Pre-announcements - Advantages and Objectives of Pre-announcements -Disadvantages of Pre-announcements - Tactical Considerations in the Pre-announcement Decision.	4 + 1

Learning Resources:		
1	Text Books	Marketing of High-Technology Products and Innovations by Jakki Mohr, Sanjit Sengupta, Stanley Slater, 2nd Edition
2	Reference Books	Marketing High Technology by William H. Davidow Product Marketing for Technology Companies by Mark Butje
3	Supplementary Reading Material	Crossing the chasm: Marketing and Selling High Tech Products to Mainstream Customers by Geoffrey Moore Product Strategy for High Technology Companies by Michael E. McGrath. Next Generation Product Development : How to Increase Productivity, Cut Costs, and Reduce Cycle Times by Michael E. McGrath The Innovator's Dilemma by Clayton M. Christensen
4	Websites	http://marketinghightech.net/
5	Journals	Drucker's Insights on Market Orientation and Innovation: Implications for Emerging Areas in High-technology Marketing by Mohr, Jakki J.; Sarin, Shikhar. Journal of the Academy of Marketing Science. Spring2009, Vol. 37 Issue 1, p85-96. High Technology Marketing: Conceptualization and Case Study by Yadav, Naveen; Swami, Sanjeev; Pal, Prosanto. Vikalpa: The Journal for Decision Makers. Apr-Jun2006, Vol. 31 Issue 2, p57-74. The Marketing of Innovations in High-technology Companies: A Network Approach by Borg, Erik A. European Journal of Marketing. 2009, Vol. 43 Issue 3/4, p364-370. Sales Forecasting in High-Technology Markets: A Utility-Based Approach by Decker, Reinhold; Gnibba-Yukawa, Kumiko. Journal of Product Innovation Management, Jan2010, Vol. 27 Issue 1 Sales Forecasting of Products with Very Short Life Cycles by Pizzano, Rudolph.

		Journal of Business Forecasting, Summer2011, Vol. 30 Issue 2 Forecasting Organizational Adoption of High-technology Product Innovations separated by impact: Are traditional macro-level diffusion models appropriate? By McDade, Sean; Oliva, Terence A.; Thomas, Ellen. Industrial Marketing Management, Feb2010, Vol. 39 Issue 2, p298-307. What High-Tech Managers Need to Know About Brands by Ward, Scott; Light, Larry; Goldstine, Jonathan. Harvard Business Review. Jul/Aug1999, Vol. 77 Issue 4, p85-95. Innovation and the Management of Marketing in High Technology Small Firms by Oakley, Ray. Journal of Marketing Management. Oct91, Vol. 7 Issue 4, p343-356. Introduction to the Special Issue: Marketing Of High-Technology Products and Innovations by Mohr, Jakki J.; Shooshtari, Nader H. Journal of Marketing Theory & Practice. Summer2003, Vol. 11 Issue 3, p1-12. Success in High-Technology Markets: Is Marketing Capability Critical? byDutta, Shantanu; Narasimhan, Om; Rajiv, Surendra. Marketing Science. 1999, Vol. 18 Issue 4, p547-568. Sustaining Competitive Advantage in a High-Technology Environment: A Strategic Marketing Perspective by Rao, P. M. Advances in Competitiveness Research. 2005, Vol. 13 Issue 1, p33-47

Semester	IV	Specialization	Marketing
Course Code	413MKT	Type	Subject – Elective
Course Title	E Marketing and Analytics		

Course Objectives:	
1	To contextualize marketing concepts in electronic marketing and marketing analytics context.
2	To give insights into various aspects of E Marketing and analytics from the perspective of creating Customer Value.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 E Marketing:** Concept & scope, E Marketing and E Business interrelationship, Marketing implications of Internet technologies and convergence, Convergence and M commerce. **1.2 E Marketing 7 Step Plan:** Situation Analysis, E – Marketing Strategic Planning, Objectives, E- Marketing Strategies, Implementation Plan, Budget, Evaluation Plan	4 + 1
2	**2.1 E -Marketing Environment**: Global markets, Emerging Economies, Technological readiness, Ethical &Legal issues: Privacy and Security Concerns, Electronic Payment System - Different types of payment modes, e-cash, e-check, e-money - E-Security Firewalls **2.2 The Virtual Value Chain:** Marketplace vs. Market space - Visibility, Mirroring capability, The network economy - "Moore's Law" and "Gilder's Law" , E-Marketplaces and Economic Impacts	4 + 1
3	**3.1 Consumer Behavior**: Social & cultural context, Individual characteristics and Resources, Motivations for shopping on the net, attributes of online shopping. **3.2 Segmenting and Targeting Online Customers:** Business – Government and Customer Markets, Important geographic segments for E-Marketing, Demographic segments, Psychographic segments, Behavior segments, Targeting online customers. **3.3 Differentiation and Positioning Strategies:** Product – Service – Personnel – Channel and Image differentiation. Differentiation Strategies – site atmospherics, making the intangible tangible, building trust, efficient and timely order processing, pricing, CRM, Enhancing the customer experience.	4 + 1

4	**4.1 Product Mix of E-Marketing:** Product, Creating Customer Value online, Product benefits, Enhanced product development, Taxonomy of Internet products. **4.2 Price:** Buyers & sellers perspectives, Pricing strategies, Distribution System, Distribution channel metrics. **4.3 Integrated Communication:** Internet advertising, Website, blogs, community building, on line events, coupons, sampling, contests, games, e mail, permission marketing, viral marketing, messaging, spam, IMC metrics.	4 + 1
5	**5.1 Customer Relationship Management:** Valued customer experience, CRM Technology & metrics. **5.2 The Economics of e-Loyalty:** The importance of focusing on the "right" customers Relationship Capital – eCRM - Internet strategies facilitating CRM including personalization, collaborative filtering, data mining, data warehousing and real-time profiling.	4 + 1
6	Marketing Analytics- Understanding influence of analytics on marketing, The Basics Of Web Analytics" – Laying The Foundation For Marketing Analysis. Understanding The Key Web Analytics Tools At Your Disposal. Analytics exercises	4
7	Where It All Begins" – Starting With The Consumer, The Consumer–Brand Relationship" – Understanding How And Why Data Is Shared In Digital Channels, Identifying Valuable Data Sources. New Media – New Data, New Opportunities, New Dangers" – Understanding The Promise And Pitfalls Of Digital Data. Analytics exercises	4+1

Learning Resources:		
1	Text Books	E- Marketing by Judy Strauss, Adel Ansary, Raymond Frost, Prentice Hall Digital Marketing for Dummies by Carter-Brooks-Catalano-Smith Marketing Analytics : Data-Driven Techniques with Microsoft Excelby Winston, Wayne L John Wiley & Sons, Incorporated 2014,Web Analytics 2.0: The Art of Online Accountability & Science of Customer Centricity (Sybex) by Avinash Kaushik
2	Reference Books	Guide to E-Marketing by Prasad Gadkari
3	Supplementary Reading Material	e-Service-New Directions in Theory & Practice by Roland T. Rust and P.K. Kannan
4	Websites	http://www.emarketingstrategiesbook.com/

5	Journals	The Impact of e-service Quality, Customer Satisfaction and Loyalty on e-Marketing: Moderating effect of perceived value by Hsin Hsin Chang; Yao-Hua Wang; Wen-Ying Yang. Total Quality Management & Business Excellence, Apr2009, Vol. 20 Issue 4 Modeling Web Site Design across Cultures: Relationships to Trust, Satisfaction, and E-Loyalty by CYR, Dianne. Journal of Management Information Systems, Spring2008, Vol. 24 Issue 4 Innovativeness and Involvement as Determinants of Website Loyalty: II. Determinants of consumer loyalty in B2C e-commerce by Wang, Hui-Chih; Pallister, John G.; Foxall, Gordon R. Technovation, Dec2006, Vol. 26 Issue 12

Semester	IV	Specialization	Marketing
Course Code	414MKT	Type	Subject – Elective
Course Title	Marketing to Emerging Markets & Bottom of the Pyramid		

Course Objectives:	
1	To understand difference between emerging & developed markets
2	To understand opportunities & challenges in Emerging Markets in general & Bottom Of the Pyramid (BOP) segment in particular
2	To provide a framework for marketing to BOP markets

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Overview of Emerging Markets:** Countries constituting emerging markets. Countries constituting BRICS & Next 11, Growing economic power of emerging markets, Demographic & economic scenario of emerging market countries. Emerging market size for different business sectors	5 + 1
2	**Emerging Markets - Perspectives & Practices:** **2.1 Characteristics of Emerging Markets:** Emerging markets versus developed markets - market heterogeneity, sociopolitical governance, chronic shortage of resources, unbranded competition, and inadequate infrastructure. **2.2 Comparative Advantage of Emerging Markets:** Policy based advantage, raw material based advantage, NGO based advantage, Marketing Implications in terms of strategy, policy & practice of marketing, Marketing Mix Implications.	7 + 1
3	**Bottom of the Pyramid Markets:** **3.1** Difference between Emerging Markets & BOP Markets, Definition, size & composition of BOP markets all over the world, **3.2** Characteristics of BOP markets, need for segmenting BOP markets	5 + 1
4	**Marketing Strategies for BOP Markets:** **4.1** Four elements of BOP strategy - creating buying power, shaping aspirations, improving access, and tailoring local solutions. **4.2** C K Prahalad's 12 principles, BOP Protocol	5 + 1

5	**Criticism of Marketing to BOP & Alternate Perspectives**	3 + 1

Learning Resources:		
1	Text Books	The Fortune at the Bottom of the Pyramid, Prahalad, C.K., Pearson –Singapore.
2	Reference Books	We are like that only, Bijapurkar, R. (2007), New Delhi: Penguin Portfolio.
3	Supplementary Reading Material	World Business Council for Sustainable Development (WBCSD). (2004), Doing business with the poor – a field guide. (March). [Online] Available: http://www.wbcsd.org/DocRoot/uCxCgEiOhrCEXcsN5sIo/sl-field-guide-reprint.pdf United Nations Development Programme (UNDP). (2008), "Creating Value For All: Strategies For Doing Business With Poor", The Growing Inclusive Markets Initiative,(July). [Online] Available: http://www.undp.org/gimlaunch/download.shtml. Preston, K, A. Libow, A. Bruno, C.Meade, and R. Wells. (2007), Opportunities for the Majority Index: Analysis of Corporate Performance in Latin America and the Caribbean, The Inter-American Development Bank, 21st December. [Online] Available:http://www.iadb.org/am/2008/docs/OM_Index_Final_Report_v2.pdf. Hammond, A., W. J. Kramer, R. S. Katz, J. T. Tran, and C. Walker. (2007), The Next 4 Billion: Market size and Business strategy at the Base of the Pyramid, World Resources Institute (WRI) and International Finance Corporation (IFC) [Online] Available: http://www.wri.org/publication/the-next-4-billion Bang V.V. and Joshi S. L. (2008), "Conceptualization of Market Expansion Strategies in Developing Economies", Academy of Marketing Science Review, 4, [Online] Available: http://www.amsreview.org/articles/bang04-2008.pdf Simanis, E. and S. Hart With J. DeKoszmovszky, P. Donohue,D. Duke, G. Enk, M. Gordon, and T. Thieme. (2008), The Base of the Pyramid Protocol: Toward Next Generation BoP Strategy, Center for Sustainable Global Enterprise, Johnson School of Management, Cornell University, 2nd Ed.[Online] Available: http://www.wdi.umich.edu/files/BoPProtocol2ndEdition2008.pdf. Karamchandani, A., M. Kubzansky, and P. Frandano. (2009), Emerging Markets, Emerging Models: Market-Based Solutions To The Challenges Of Global Poverty, Monitor group, (March). Wilson, D. and R. Purushothaman. (2003) "Dreaming With BRICS: Path to 2050." Goldman Sachs, Global Economics Paper No.99, 1st October. Prahalad, C.K., and A. Hammond. (2002), "Serving the World's Poor, Profitably", Harvard Business Review, 80(September), pp. 48-57.

		Prahalad, C. K. and S. L. Hart. (2002), “The Fortune at the Bottom of the Pyramid”, Strategy + Business, 26, pp.54-67. Beshouri, C.P. (2006), “A Grassroots Approach to Emerging-Market Consumers.” The McKinsey Quarterly, (March), pp.61-71 Karnani, A. (2007), “The Mirage of Marketing to the Bottom of the Pyramid: How the Private Sector Can Help Alleviate Poverty”, California Management Review, 49(4), (Summer), pp.90-111. Sheth, J. N. (2011), “Impact of Emerging Markets on Marketing: Rethinking Existing Perspectives and Practices”, Journal of Marketing, Vol. 75 (July), 166 – 182.
4	Websites	http://www.wri.org/
5	Journals	International Journal of Emerging Markets Harvard Business Review California Management Review Journal of Macro Marketing

Semester	IV	Specialization	Marketing
Course Code	415MKT	Type	Subject – Elective
Course Title	Marketing of Financial Services – II		

Course Objectives:	
1	To equip young managers with the knowledge of retail banking, corporate banking and investment banking practices in India.
2	To familiarize the students to the requisite regulatory compliances in Wealth Management industry.
3	To make the student understand the Risk-Return principle and its practical use in marketing of financial services.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 Financial Framework:** An Overview of the Financial Framework, Bank, Categories of Banks, NBFIs, Regulators, Regulations, Key Concepts **1.2 Banking Business:** Banking Business Overview, Structure of a Bank, Banking Channels. **1.3 Retail Banking:** Overview, Liability Products, Liability Products-Process & Roles, Asset Products, Asset Process and Roles, Typical Loan Products, Other Services. **1.4 Corporate Banking:** Overview, Classification of Products - Fund Based & Non Fund Based, Funded Facilities, Non Funded Facilities, Credit Evaluation, SME Banking.	5 + 1
2	**2.1 Specialized Divisions &Support Function:** Investment Banking - Advisory Services & Funding; Financial Markets and Treasury, Private Banking and Wealth Management, Rural and Agricultural Banking (India specific), Other Functions. **2.2 Risk Management in Banks and NDFIs:** Risk Management Overview, Typical Causes of Financial Crises, The Risk Management Process, Asset Liability Mismatch, Fraud, Identifying/Measuring Risk, Implementing Risk Measures. **2.3 Technology in Banking:** An Overview of Technology in Banking, Core Banking Solutions (CBS), Application for Various Channels, Modules for Various Divisions, Cheque Truncation - India & U.S.A	5 + 1
3	**3.1 Wealth Management Business**: Concept of 'Wealth' and 'Net worth', Concept of HNI, Segmentation of HNIs into various categories - overall profile of each category, Investments needs of HNIs, the 'management' part of 'Wealth Management' for the HNIs.	5 + 1

	3.2 Wealth Management Industry: Insight into the Wealth Management Industry, Growth potential of Indian HNI segment, Regulatory aspect of Wealth Management at various levels, Money laundering, Terrorism Financing and compliances across the financial services world to block it.	
4	**4.1 Wealth Management Services:** Service providers (both corporate and individuals) in the area of Wealth Management, Range of products and services offered to each segment of HNIs, Services provided under Holistic Wealth Management such as, Private Banking, Preferred Banking etc., Service mandates a wealth manager needs to know and follow. Various segment - mandate mixes. **4.2 Wealth Management Process:** Client Engagement, Client Profiling and Targeting, Building Relationships etc. Investment Advisory, Product Manager and Credit Operations etc. available in the Front, Middle and Back offices. Various steps in a KYC process, Wealth Management process and their distribution among front end, middle end and back end offices to ensure better services and products.	5 + 1
5	**Risk and Return:** **5.1 Segmenting Clients Based on The Risk- Return Principle:** Risk-Return principle, Risk taking behavior of the client during various stages of human life, clients' comfort zone for investment, Risk Tolerance, determining investment objectives. **5.2 Asset Classes and Portfolio:** Various asset classes, Portfolio classification based upon the proportion of various asset classes.Asset Allocation, Risk profile of the portfolio, Performance indices of the portfolio - Money Weighted Returns, Risk Adjusted Return, Sharpe Ratio, Treynor Ration, etc., Analyzing performance of portfolio according to the asset class and the markets.	5 + 1

Learning Resources:		
1	Text Books	Security Analysis and Portfolio Management by Sudhindra Bhat, Excel Books, 2011 Edition Wealth Management by S. K. Bagchi, Jaico Publishing House, 1st Edition
2	Reference Books	Marketing Financial Products by IBS Centre for Management Research Marketing Financial Services by Hooman Estelami
3	Supplementary Reading Material	Principles and Practices of Banking by Indian Institute of Banking & Finance, Macmillan Publication, 2nd Edition Marketing of Financial Services by V.A. Avadhani, Himalaya Publishing House
4	Websites	http://www.financeindia.org

		http://www.rbi.org.in
5	Journals	Building Relationships to Last by Hartmann, Ann W. Journal of Financial Service Professionals. Jan2010, Vol. 64 Issue 1, p42-46. Dimensions of Relationship Marketing in business-to-business financial services by Theron, Edwin; Terblanche, Nic S. International Journal of Market Research. 2010, Vol. 52 Issue 3, p383-402 The Management of Customer Relationships as Assets in the Retail Banking Sector by Persson, Andreas. Journal of Strategic Marketing. Feb2011, Vol. 19 Issue 1, p105-119.

Semester	IV	Specialization	Marketing
Course Code	416MKT	Type	Subject – Elective
Course Title	Cross Cultural Relationship Marketing		

Course Objectives:	
1	To help students understand the cultural aspects of relationships.
2	To emphasize the need for cultural adaptation in relationship development and negotiations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Mapping Players and Process:** Identifying players, deciders, Informal influences that make or break a deal. Cross cultural etiquette and behavior-the basics.	5 + 1
2	**Buyer and Seller Feedback Loop:** Relational embeddedness - dependency and influence of network members over buyer and seller.	5 + 1
3	**Communication in Cross Cultural Relationships:** Cross communication between network members.	5 + 1
4	Andersen's model (2003) on cross cultural relationship Initiation and development. Cross cultural sales negotiations.	5 + 1
5	**Approaches to Negotiations:** Top down, Protocol& Deportment, Deeper cultural characteristics, Consensus, Coalition Building-Negotiation specific expectations to shape process of negotiation.	5 + 1

Learning Resources:		
1	Text Books	Relationship Marketing in Cross-cultural contexts by Rugimbana and Nwankwos, Cengage Learning-S. Melbourne The World's Business Cultures and How to Unlock Them by Barry Tomalin and Mike Nicks, Viva Books Pvt. Ltd. Relationship Marketing-the IMP Perspective in Handbook of Relationship Marketing by Jagdish Seth and Atul Parvatiyar2ndEdition. Thousand Oaks California, Sage Publications Hofstede G - Cultural Consequences International differences in Work Related Values, Beverly Hills, CA Sage Publications Relationship Marketing -The UK Perspective in Hand book of Relationship Marketing by Jagdish Seth and Atul Parvatiyar 2nd Edition California, Sage Publications

2	Reference Books	Cross-Cultural Business Behavior: Marketing, Negotiating, Sourcing an Managing across Cultures by Richard Gesteland, 3rd Edition, Copenhagen Business School Press Cross-Cultural Business Behavior - A guide for Global Management by Richard Gesteland 5thEdition Marketing by Agreement: A Cross-cultural Approach to business negotiations by McCall, J.B. & M.B. Warrington 2nd Edition, John Wiley & Sons
3	Supplementary Reading Material	Global Marketing: A Decision Oriented Approach by Svend Hollensen, 5th Edition. Advances in International Marketing: Establishing Marketing Relationships in Cross Cultural Business, Emerald Insight Books Bargaining Across Borders - How to Negotiate Successfully Anywhere in the world by Foster D.A., MGH, New York
4	Websites	Nil
5	Journals	Cross-Cultural Examination of Relationship Quality, by Barry, James M.; Doney, Patricia M. Journal of Global Marketing, Sep/Oct2011, Vol. 24 Issue 4 An investigation of relationship learning in cross-border buyer–supplier relationships: The role of trust, by Liu, C.-L.E. International Business Review, Jun2012, Vol. 21 Issue 3 The Complexities of Perceived Risk in Cross-Cultural Services Marketing by Keh, Hean Tat; Sun, Jin. Journal of International Marketing. 2008, Vol. 16 Issue 1, p120-146. The Effects of Adaptation, Commitment and Trust In Cross-Cultural Marketing Relationships by Walton, James R.; Salazar, Ronald J.; Jifu Wang. Journal of Applied Business Research. 2008 3rd Quarter, Vol. 24 Issue 3, p29-38.

MBA SYLLABUS: SEMESTER IV
FINANCIAL MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	Finance
Course code	403 FIN	Type	Specialization – Core
Course Title	Indirect Taxation		

Course Objectives:

1. To understand the basic concepts in various Indirect Tax Acts.
2. To understand procedural part of Indirect Taxes
3. To acquaint with online filling of various Forms & Returns.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	**Central Excise Duty** : Introduction to Central Excise, Goods, and Excisable goods, Manufacture and Manufacturer, Classification of goods, Assessment of Duty and Valuation of Goods, Small Scale Industries (SSI's) Scheme, General Procedure under central Excise, E-filling of Central Excise Return.	**(Hours:7+2)**
Unit – 2	**Custom Duty :** Introduction to Custom Duty, Levy and types of Duties, Clearance of Goods, Valuation of Goods, E-Filling of Customs Duty Return.	**(Hours: 7+2)**
Unit – 3	**Central Sales Tax :** Introduction to Central Sales Tax, Formulation of Principles for Determining (a) When a sale or purchase of goods takes place in the course of Inter State Trade and Commerce (b) Outside a State (c) Inter State Sales Tax (d) Rates, Levy and collection of Tax (e) Goods of Special Importance in Inter State Trade and commerce.	**(Hours: 7+2)**
Unit – 4	**Value Added Tax :** Evaluation of VAT in India and it's Justification, Design of State level VAT, Principals, Variants and Methods of Computation of VAT, General requirement for VAT system, E-filling of Sales Tax Return.	**(Hours: 7+2)**
Unit – 5	**Service Tax :** Service Tax – Concept and general Principles, Charges of Service Tax, Mega Exemption and other exemptions, Negative list of Services not taxable, place of provision of services Rules 2012, Registration, Valuation of Taxable Services, Payment of Service Tax, E-filling of service Tax Return, CENVAT Credit.	**(Hours: 7+2)**
	Note: 1. The theoretical questions will be asked on all topics. 2. Students have to do Practical's on E-filling of Central Excise Duty, Custom Duty, VAT	

	and Service Tax in the Computer Lab as a part of their Concurrent Evaluation.	

Learning Resources:		
1	Text Books	Systematic Approach to Indirect Tax- Kumar, Sanjeev Text Book of Indirect Tax – Sinha P.K
2	Reference Books	Indirect Taxes : V.S.Datey – Taxman Publication M Vat Subramanian Snow White Publication Systematic Approach to Taxation – Dr. Girish Ahuja & Dr. Ravi Gupta
3	Supplementary Reading Material	Various Bare Acts
4	Websites	Website of Custom Department, Website of Excise Department, Website of Sales Tax Department
5	Journals	The Chartered Accountant The Management Accountant

Semester	IV	Specialization	Finance
Course code	404 FIN	Type	Specialization – Core
Course Title	International Finance		

Course Objectives:

4. To make students familiar with the operations in foreign exchange markets.
5. To sensitize students with complexities of managing finance of multinational firm.
6. To highlight the importance of the regulatory framework within which international financial transactions can take place, with special reference to India.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	1.1: Nature & Scope of International Finance, The role of information technology and financial integration in the process of globalization. International Financial Institutions: International Monetary Fund, World Bank. International credit rating agencies and rating criteria. International Financing decision. 1.2: Issues in Overseas Funding Choices, Economic Circumstances and overall funding choices, funding and risk management aspects. Parity conditions in International Finance: Purchasing power parity, Covered Interest Parity, Real Interest Parity, Parity Conditions and Managerial Implications.	**(Hours: 6+2)**
Unit – 2	2.1: Foreign Exchange Markets: Forecasting Exchange Rates, Fundamental Factors affecting Exchange Rates, Time Series Forecasting Models Functions of Foreign exchange market. Role of participants in foreign exchange market. Foreign exchange Management Act 1999, Role of Reserve Bank of India in Management of foreign exchange. Exchange Rates Spot rate, Forward rate, Cross Rates, Types of exchange rate regimes. 2.2: Parity relations, Purchasing power parity, interest parity, exchange risk, types of exchange risk, Management of exchange risk. Hedging, Internal & External techniques of heading. Currency futures and options, Currency swaps. Speculation in foreign exchange market. Currency arbitrage. Covered interest arbitrage. Convertibility of Indian Rupee. Exchange Rate Behaviour, Efficiency and Forecasting.	**(Hours: 8+2)**
Unit – 3	3.1: Global Capital Markets, Historical perspective and development, participants, issues, investors, intermediaries. External Commercial Borrowing, Foreign Bonds & Euro Bonds. Foreign equity and Euro equity. Depository Receipts (A.D.Rs and G. D.Rs) Disintermediation, Deregulation, Securitization, Globalization. 3.2: Methods of raising resources by borrowers in international markets – domestic foreign currency loans out of foreign currency resources like FCNR (B), EEFC, etc. International portfolio investment, International liquidity, Foreign Exchange Market Mechanism, Foreign Trade zone.	**(Hours: 6+2)**

Unit – 4	4.1: International Bond Markets, Development, Types of Bonds, floating Rate Notes (FRNs), Deep Discount Bonds, Zero Coupon Bonds, Dual Currency Bonds, and Equity related Bonds. Procedure for Bonds Issues. 4.2: Syndicated loans, Multicurrency options, Syndication process in practice, offer documents and mandate, loan Agreements. Rights and Duties of Managing and Agents Banks.	**(Hours: 7+2)**
Unit – 5	International Financial Reporting Standards (I.F.R.S) and Indian Accounting Standards (I.A.S) on foreign transactions. International Receivables and cash management.	**(Hours: 8+2)**
	Note: 1. Theoretical questions will be asked on all topics.	

Learning Resources:		
1	Text Books	International Financial Management by P.G. Apte 2010 Ed. International Financial Management by Vyuptakesh Sharan International Financial Management by S.P. Sriniwasan International Finance by Mauric Levi, Keith P. (2013 Edition) Foreign Exchange, International Finance, Risk Management by A.V. Rajwade Currency Exposures and Derivatives by A.V Rajwade
2	Reference Books	Multinational Finance by Adrian Buckley Multinational Finance Management by Alan C.S International Corporate Finance by Madura International Finance Management by Clark
3	Journals	Economic Times, Business Standard, Hindu, Business Line, Financial Express, Money Hike, Business India, business Today, Business World Capital Market

Semester	III	Specialization	Finance
Course Code	405 **FIN**	Type	Subject – Elective
Course Title	Behavioral Finance		

Course Objectives:	
1	To provide an alternative framework for understanding financial market behavior.
2	To demonstrate how cognitive biases and heuristics influence investment behavior and determine asset prices.
3	To highlight the basic theories and strategies that makes us aware of behavioral finance and investing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Behavioral Finance:** The Winner's Curse, Bubbles, and IPOs: Introduction, Market Efficiency, The Winner's Curse – Auction, Ingredients of the Winner's Curse, Valuation uncertainty, Many bidders, Historical Bubbles. Experimental Bubbles – Liquidity, Inexperience, Internet Bubble, Uncertain Values, Liquidity, IPOs. **Limits of Arbitrage & Systematic Trading:** Limits of Arbitrage theory, Relative mispricing, Closed-end Mutual Funds, Equity Carve outs, Systematic Noise. Anomalies.	3 + 1
2	**Biases, heuristics, and the individual investor:** Individual investors -why should we care? Asset prices, Investor welfare, Our own welfare, The investor's problem , Estimate probabilities – Returns, Variance, Co-variances, Match with own preferences, i.e., choose portfolio , Integrate new information. Intuition versus reasoning, Probability not intuitive, Positive self-illusions psychology, Overconfidence, Calibration, Entrepreneurs' perceived chances for success – Optimism, Self-attribution bias, Illusion of control, Information based overconfidence, Advantages of positive self-illusions, Disadvantages of positive self-illusions, Lowering overconfidence. Positive self-illusions investors, Volume Volatility Price and Profit, Learning - Frequent feedback, Quick feedback, Clear feedback, Weather forecasters, Physicians. Learning to be overconfident - Do investors trade too much? Trading is hazardous to your wealth, Representativeness, Availability, Anchoring & Adjustment – psychology, Hot hand, Ignoring base rates, Regression to the mean, Hindsight bias, Confirmation bias, Representativeness, Availability, Anchoring & Adjustment – investors, Mutual funds, The Inside View.	7 + 1
3	**Preferences:** Framing, Prospect Theory, and violations of Expected Utility, Expected Utility – Cancellation, Transitivity, Dominance, Invariance, Violations of Expected Utility, Prospect Theory, Risk aversion—Rabin and Thaler, "Coherent Arbitrariness." **Mental accounting, Prospect Theory, & Attention:** Mental accounting, Prospect Theory & mental accounting—investors, Disposition effect - Are investors reluctant to realize their losses? IPOs revisited—money on the table, Attention - All that Glitters, Anomalies revisited - Accounting based anomalies, Calendar anomalies, Celestial and meteorological anomalies, Attention based	5 + 1

	anomalies, Value vs. growth, Size, Equity premium, Myopia, Momentum, Behavioral theories of momentum - Representativeness, Overconfidence and self-attribution bias, Disposition effect. Savings Behavior - Own company stock, Naïve diversification, Default savings rates and allocations, Should Social Security be privatized?	
4	**Behavioral Corporate Finance:** Limits of arbitrage, No need for aggregation, Overconfidence, Executive compensation, Capital budgeting, Fairness, Ethics, Advertising to investors - Where do new investors learn what to do? Illusion of control, Information based overconfidence, Affect, Loss aversion.	5 + 1
5	Case Studies on above topics.	5 + 1

Learning Resources:		
1	Text Books	Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves. Understanding Behavioral Finance by Ackert The Psychology of Investing by John R. Nofsinger, Pearson Prentice Hall, (4th Edition) What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill
2	Reference Books	Handbook of Behavioral Finance – Brian R. Bruce Title Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch
3	Supplementary Reading Material	Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing – HershShefrin
4	Websites	www.nseindia.com www.bseindia.com
5	Journals	Caginalp, Gunduz, David Porter, and, Vernon Smith, “Financial Bubbles: Excess Cash, Momentum, and Incomplete Information,” Journal of Psychology and Financial Markets, 2001, Vol. 2, No. 2, pp. 80-99. Fama, Eugene F., “Market Efficiency, long-term returns, and behavioral finance,” Journal of Financial Economics, 49, 1998, 283-306. Garber, Peter M., “Famous First Bubbles,” Journal of Economic Perspectives, Spring 1990, pp. 35-54. Thaler, Richard H., “Anomalies: The Winner’s Curse,” Journal of Economic Perspectives, Winter 1988, 191-202. Shleifer, Andrei and Lawrence H. Summers, “The Noise Trader Approach to Finance,” Journal of Economic Perspectives, Spring 1990, pp. 19-33. Jones, Charles M., and Owen A. Lamont, “Short-sale constraints and stock returns,” Journal of Financial Economics, 66, 2002, 207-239. Taylor, Shelley E. and Jonathan D. Brown, “Illusion and Well-Being: A Social Psychological Perspective on Mental Health,” Psychological Bulletin, 1988, vol 103, no. 2, pp. 193-210. Odean, Terrance, “Volume, Volatility, Price, and Profit When All Traders Are Above

		Average," Journal of Finance, 53, 6, 1998, 1887-1934. Barber, Brad M., and Terrance Odean, "The Internet and the Investor," Journal of Economic Perspectives, Winter, 2001, 41-54. Tversky, Amos and Daniel Kahneman, "Judgment under uncertainty: heuristics and biases," Science, 1974, 185, 1124-1131. Tversky, Amos and Daniel Kahneman, "Rational Choice and the Framing of Decisions," Journal of Business, 1986, vol. 59, no. 4, pt. 2. Thaler, Richard H., "Mental Accounting Matters," Journal of Behavioral Decision Making, 1999, 21, pp. 183-206. Rabin, Matthew and Richard H. Thaler, "Anomalies: Risk Aversion," Journal of Economic Perspectives, Winter, 2001, 219-232. Kahneman, Daniel and Dan Lovallo, "Timid Choices and Bold Forecasts: A Cognitive Perspective on Risk Taking," Management Science, vol. 39, no. 1, pp. 17-31. Messik, David M. and Max H. Bazerman, "Ethical Leadership and the Psychology of Decision Making," Sloan Management Review, Winter 1996, pp. 9-22.

Semester	III	Specialization	Finance
Course Code	406 **FIN**	Type	Subject – Elective
Course Title	Financial Modeling using Excel		

Course Objectives:	
1	To develop the ability to utilize the core functionality of excel in decision framework to solve managerial problems in the finance functions of the business.
2	To master modeling techniques to eliminate the substantial risk of poor spreadsheet coding.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Modeling Practice And Principles**: Making decisions based on numbers, Features of MS Excel to its maximum advantage to calculate and communicate decision information. Understanding The Make-Up Of Analytical Decision Calculus, How problems in business are framed, Construction of integrated financial statement, Developing the decision matrix, Case Studies. Excel 2010 Logic And Tool Sets - How Excel is structured – the Toolsets, The Excel Ribbon Interface, Understanding Excel Objects, The limitations of Excel, Working With Functions - Utilizing the existing Excel formulae functions: Financial, Logical, Date and Time, Lookup and Reference, Statistical, Strategy for developing nested formulae functions, Good Excel coding techniques. Consolidation: Linking principles in excel, Consolidation function, Outlining function, Linking to external data sources.	5 + 1
2	**Exploring The Visualization Power Of Excel**: Specific functions of Excel, Advanced Chars, Understanding the Excel for Charts, What are the appropriate graphs to assist in analytics? Examining the different types of graphs, Advanced graphing formatting techniques, Creating interactive graphs. Advanced Formatting Techniques - Formatting strategies in Excel – how we develop rich reports, Examining the Conditional Formatting functionality, Inserting Objects into Excel. Developing A Dashboard - What is a dashboard and good design principles, Utilizing Indirect, Lookup and Match functions, Using SLICERS, Case Study – Producing world class Monthly Management Accounts.	5 + 1
3	**Data And Statistical Analysis of Large Tables**: Data Management In Excel, Examining the concept of data and how excel deals with them, Creating data input tables , Data cleaning functions, Creating tables, Filtering functions, Special functions using tables, Case study – analyzing a large marketing customer. Analyzing Data with Excel Pivot - Understanding what is OLAP, Importing from external Databases (SQL and Access), Performing calculations in PIVOT TABLE, Creating graphs in PIVOT CHART, Case Study – analyzing a large Sales Database. Data Analysis: Data Summation and Graphing using the Data Analysis Pack, Introduction to Inference Capabilities, Working with advanced statistical functions, Forecasting, Multiple Regression, Other Advanced Functions - Linear Programming, Data mining Toolset from SQL 2008.	5 + 1
4	**Developing The Interactive Model**: The Modeling Methodology, Designing the Model Structure , Developing the Input Screen and assumption	5 + 1

	interface, Incorporating exogenous and macroeconomic dimensions, Structuring the Calculation Sheets, Developing The Calculation Modules - Investment size and timing, Capacity Modeling, Revenue Modeling with major emphasis on pricing elasticity and demand drivers, Cost modeling and the impact of inflation. Funding Considerations - Structuring the Funding Model, Determining the Weighted Average Cost of Capital, Developing the Debt Funding Repayment Schedules, Integrating the modules, Developing the Working Capital requirements - Linking the CAPEX, Income Statement and Working Capital to Cash Flow Statement, Integrating the Cash flow Statement to the Balance Sheet, Developing the Free Cash Flow Model for NPV , Summarizing the results. Auditing The Model - Spreadsheet Audit, Stress testing the model to determine logic, Documentation.	
5	**Modeling Analytics:** Developing The Output Screens And Report, Developing an Investment Dashboard, Preparing the report outputs, Report presentation dynamics, Examining The Output, "What If" functionality of Excel to analyze the sensitivity of the numbers, Preparing the DATA TABLES to determine the impact of key variables, Utilizing the SCENARIO MANAGER to determine profitability, Utilizing the GOAL SEEK function, Preparing The Investment Report To Management- Preparation of Investment Report that complies with disclosure requirement, Dealing with risk and the limitations of the assessment, Assessing the Cash Flow of a "no-invest" option, Writing up the investment report utilizing the rich features of Word 2010. Presenting the Report - Using PowerPoint 2010, Web enable your report, Good presentation technique.	5 + 1

Note:	
1	Depending upon the data available regarding research projects available with the institute, small assignments can be created to develop the models using Excel. Selecting different sectors and using their cost structure develop models for financial analysis and decision making. Risk measurement and portfolio management tools also can be incorporated in the same.

Learning Resources:		
1	Text Books	Business Data Analysis using Excel – David Whigham – Oxford University Press Mastering Financial Modeling in Microsoft Excel – Alastair L. Day Practical Financial Modeling – Jonathoan Swan
2	Reference Books	Building Financial Models with Microsoft Excel: A Guide for Business Professionals , K. Scott Proctor, 2nd Edition, John Wiley & Sons Financial Modeling Using Excel and VBA by ChandanSengupts, John Wiley & Sons Advanced Modeling in Finance using Excel and VBA By Mary Jackson, Mike Staunton, John Wiley & Sons Next Generation Excel: Modeling in Excel for Analysts and MBAs By Isaac Gottlieb, John Wiley & Sons
3	Supplementary Reading Material	http://www.pdfebookes.com/financial-modeling-using-excel-and-vba-wiley-finance-PDF-553819/
4	Websites	www.proschoolonline.com

		www.wallstreetprep.com www.financialmodelling.net
5	Journals	International Journal of Theoretical and Applied Finance (IJTAF) International Journal of Financial Markets & Derivatives (IJFMD) Journal of Economic & Financial Modeling

Semester	IV	Specialization	Finance
Course Code	407 FIN	Type	Subject – Elective
Course Title	Financial Risk Management		

Course Objectives:	
1	To understand what is risk and the basic concepts of modeling its application for measuring and managing financial risks
2	To measure volatility in market prices, highlight Risk Management issues in investments.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Risks:** Financial Risk: An Overview, Evolution, and the Environment, Risks definition (market, credit, liquidity, operational), more specifically on the identification of different forms of risk (currency, interest rate, equity, commodity). Market Data Analysis, Probability and distributions of asset prices, measuring return and risk, Modeling Risk Factors, Using implied volatility in Value-at-Risk measures.	5 + 1
2	**Risk and volatility Measurement :** Risk and volatility Measurement, the issue of time aggregation, different measures of volatility such as EWMA, ARCH & GARCH processes, volatility clusters and the issue of time varying volatility . Measuring risk using Value-at-Risk, concept and computation of VAR using variance-covariance approach, Calculating portfolio risk of more than one Assets. Historical simulation & multifactor Var, marginal and relative var, expected shortfalls, treasury applications Stress testing and back-testing, Forecasting correlation & Volatility during market crash, Extreme Value Theory - Basic Principles, Extreme Value Theory methods in measuring financial risk, Monte Carlo simulation, issues in generating price process (Brownian Motion, Ito Process), Cholesky decomposition in computing multi-asset VaR. Risk & Forecasting issues in asset prices (exchange rates & interest rates), modeling interest rates such as Cox-Ingersoll-Ross Models, ARMA processes in generating currency forecasts and using in decision making.	5 + 1
3	**Currency risk analysis:** Currency risk analysis in global investing, interest rate parity (covered and uncovered), yen-carry trade syndrome, risk environment in Indian Forex markets, forwards and non- deliverable forwards, cross-currency risk analysis. Value at risk for fixed income portfolio, cash flows mapping in fixed income portfolios, relation of Var measures with duration, comparing with yield v/s price volatility, etc.	5 + 1
4	**Credit Risk Basics:** Probability of Default, Credit ratings & Transition Matrix analysis, Contingent claim approach and the KMV Model, Credit Risk Management and Credit VaR. Indian environment in VaR applications (NSE, BSE, NCDEX, CCIL), RBI guidelines for credit & market risk management, VaR based margining.	5 + 1
5	**Integrated Risk Management framework**: Operational, An integrated approach to risk management considering issues such as operational, supervisory, legal, Accounting, Issue of Governance ratings and risk in institutions, the role of risk management offices (front, middle and back	5 + 1

	offices), Risk reporting, Risk Budgeting and Setting Risk Limits, limits using notional, stop loss and Var based limits, establishing trading limits.	

Note:	
1	In addition to suggested case discussion, live cases can be built and studied using Excel, live price movements on stock exchanges along with statistical tools. Valuation and risk modeling with the link to Financial statement analysis can be used to create live assignments.

Learning Resources:		
1	Text Books	Corporate Financial and Risk Management - Nersesian, Roy L. - Jaico Publishing House Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk - Steve L. Allen Modern Corporate Risk Management: A Blueprint for Positive Change and Effectiveness by Koller
2	Reference Books	Investment Science. Luenberger, Oxford University Press, 1998 Options, Futures and other Derivatives, John Hull, 7th Edition, Prentice Hall, 2008 An Introduction to Market Risk Measurement by Dowd, Kevin, John Wiley & Sons. Risk Management and Financial Institutions by Hull, John C., Pearson, Prentice Hall, 2007 Measuring Market Risk by Dowd, Kevin, John Wiley & Sons, 2005. Value at Risk by Jorion, Philippe, McGraw Hill. Beyond Value at Risk, by Dowd, Kevin, John Wiley & Sons Mastering Value at Risk ,Butler, Cormac, Financial Times Prentice Hall Risk Takers, Marthinsen, John, Pearson Prentice Hall, 20096.
3	Supplementary Reading Material	Cases for Discussions (Asia Currency Crisis , Amaranth Hedge funds, Allied Irish Bank, Bank of Credit and Commerce International (BCCI), ERM Crisis, Orange County, Barings, Daiwa, Kidder Peabody, Metallgesellschaft, Northern Rock, Procter and Gamble (P&G), US Savings & Loan Crisis, etc.) A survey of major financial institutions by E & Y (2012): Progress in Financial Services Risk Management.
4	Websites	http://www.scirp.org/journal/jfrm http://www.ey.com/Publication/vwLUAssets/Banking_and_financial_services_risk_management_survey_2012/$FILE/Progress_in_financial_services_risk_management.pdf
5	Journals	TheIUPJournal of Financial Risk Management http://www.iupindia.in/FinancialRisk_Management.asp The ICFAI journal of financial risk management Journal of Financial Risk Management

Semester	III	Specialization	Finance
Course Code	408 FIN	Type	Subject – Elective
Course Title	Online Trading of Financial Assets		

Course Objectives:	
1	To understand how to do the trading of financial assets online.
2	To know practically the prerequisites of trading.
3	To analyze the securities using the MIS reports available online.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Overview of Capital Markets:** Overview of Indian Capital Market and Global Capital Market, Stock exchanges in India: Vision, Mission and Functions, Products & Participants, Key indicators of securities market, market segments & their products, options available with investors for trading online.	3 + 1
2	**Products in Capital Markets:** Capital Market(Equity, Indices, MFs, ETFs, IPOs, Offer for sale, IPP, SLBs) Derivatives (Equity derivatives, Currency Derivative, Interest rate derivatives, Global indices) Debt (Retail debt market, Wholesale debt market, Corporate bonds) Investors' rights and obligations	6 + 1
3	**Trading Online:** Pre requirements and documentation, Online trading and mobile applications, Verifying trades, contract notes, bills, demands Verifying margin requirements and balance in trading account	6 + 1
4	**Analysis using online information:** Using online reports and charts for analysis and decision making (daily, monthly)…creating data base for your portfolio, Understanding Trading, Clearing & settlement and Risk Management related to each product in Capital Market	6 + 1
5	**Profit Management:** Managing online 3 portfolios and related customized market watch (e.g. My NSE) along with related detailed MIS in excel	4 + 1

Learning Resources:		
1	Text Books	Mastering the Trade: Proven Techniques for Profiting from Intraday and Swing Trading Setups (McGraw-Hill Trader's Edge Series) by John F. Carter. A Beginner's Guide to Day Trading Online (2nd edition) by Toni Turner.
2	Reference Books	Day Trade Online – Christopher A. Farrell
3	Supplementary Reading Material	Indian Financial System – M.Y.Khan –Tata Mc Graw Hill Capital Markets magazine Equity research, Investment and Finance Magazine Stocks and commodities magazine
4	Websites	www.nseindia.com www.bseindia.com www.moneycontrol.com www.bloomberg.com www.reuters.com
5	Journals	Financial Analysts Journal International Journal of bonds and currency Derivatives

		Journal of Applied Finance International Review of financial analysis Journal of Derivatives Journal of Derivatives & Hedge Funds Journal of Financial Markets Journal of Investing

Semester	IV	Specialization	Finance
Course Code	409 FIN	Type	Subject – Elective
Course Title	Banking Operations – II		

Course Objectives:	
1	To get acquainted with the changed role of Banking post 1991 Reforms.
2	To know the lending and borrowing rates along with the various mandatory reserves.
3	To know the procedural compliances by bank's functionality.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Role of Banking in India:** Banking in India pre and post-independence, Banking in post 1991 Reforms, Role of foreign players in Indian Banking, change in the role of Nationalized banks	5 + 1
2	**Legal Aspects of Banking in India:** Commercial Laws with reference to Indian Banks, Security Norms, Core Banking Environment, Standard Books maintained for different accounts	4 + 1
3	**Interest Rates by and for banks:** Differentiation in lending and borrowing rates, Interest as an important source of revenue of banks, various interest rates in funding schemes of banks, SLR, CRR, REPO and REVERSE REPO Rate	4 + 1
4	**Funding and Procedural Compliances:** Working Capital Gap, BASEL Norms for Working Capital Finance, Significance of documentation and procedural compliances in funding by the banks, Modes of Payments including Letters of Credit, Deferred Payments, Valuation of Securities, Internal Checks and Controls in Banks	6 + 1
5	**International Banking:** Currency Swaps, Multinational Banking, International Risk Management, Asset Liability Management, Exposure Management, Offshore Banking, International Financial Institutions, Operations of Indian Banks abroad	6 + 1

Learning Resources:		
1	Text Books	Banking - E.Dharmaraj – Scitech Publications
2	Reference Books	Accounting and Finance for Bankers – Indian Institute of Banking & Finance – Mac Milan Publications,
3	Supplementary Reading Material	All publications of NIBM
4	Websites	www.iba.org.in www.rbi.org.in www.iib.org finmin.nic.in
5	Journals	The Indian Banker

Semester	III	Specialization	Finance
Course Code	410 **FIN**	Type	Subject – Elective
Course Title	Wealth and Portfolio Management		

Course Objectives:	
1	To understand the concept of Wealth Management.
2	To understand the concept of Portfolio Management.
3	To understand various tools and methods of evaluating the portfolio.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** objectives of investment decisions, types of investors, goal of investors, investment opportunities (debt instruments, equity instruments, derivatives and others), Investment and risk management : equity, debt, alternate assets, Investment products and services.	5 + 1
2	**Wealth Management:** Concept, measuring investment returns in wealth management, investment vehicles of wealth management, managing investment risk in wealth management, Indian Tax Laws & Taxation of investment products, wealth management planning / financial planning, Financial planning process, systematic approach to investing.	4 + 1
3	**Portfolio Management -** Active v/s Passive Portfolio Management, Costs of Management – Entry / Exit load and fees, Net Asset Value, Classification of funds, Phases of portfolio management, evolution of portfolio management, role of portfolio management, Portfolio building process – benchmark portfolios, market index portfolios, approaches for building portfolios - building bond portfolios, equity portfolios, mixed portfolio, Rebalancing Portfolios, Cost benefit analysis of Portfolio Rebalancing, Portfolio Management Plans, Portfolio Management plans under different market scenarios.	6 + 1
4	**Portfolio analysis & Selection:** Expected return of portfolio, risk of a portfolio, Diversification - a tool for reducing risk, portfolio having more than two securities **Portfolio Revision:** Need for revision, Meaning of portfolio revision Constraints, strategies, plans for revision **Portfolio Evaluation:** Need, meaning, Differential return, Decomposition of performance, Sharpe's Portfolio Performance Measure, Treynor's Portfolio Performance Measure, Jensen's Portfolio Performance Measure. Forecasting Portfolio Performance & Hedging Portfolio Risk.	4 + 1
5	**Portfolio Theory -** Efficient Market Theory, Capital Asset Pricing Model (CAPM), Random Walk theory, Markowitz Model, Sharpe's single index portfolio selection method, Arbitrage Pricing Theory.	6 + 1

Learning Resources:		
1	Text Books	Portfolio Management : S Kevin, Security Analysis and Portfolio Management - M. Rangannatham& R. Madhumathi Value Innovation Portfolio Management: Achieving Double-Digit Growth through Customer Value by Mello Analysis of Investments & Management of Portfolios by Reilly/Brown
2	Reference Books	Investments – An Introduction, Herbert B Mayo, Cengage South-Western Investment Management, V A Avadhani, Himalaya Publishing House Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas Damodaran on Valuations, Ashwath Damodaran, Wiley Stock Exchanges, Investments and Derivatives, V Raghunathan, Prabina Rajib, Tata McGraw Hill An Introduction to Investments by Mayo Basics of Personal Financial Planning by NIA
3	Supplementary Reading Material	Financial Statement Analysis – Gokul Sinha Security Analysis and Portfolio Management – Fisher, Jordan Investments: Principles and concepts, Jones, Wiley Analysis of Investments & management of Portfolio, Reilly & Brown, Cengage Learning Investment Management (Security Analysis and Portfolio management) – V K Bhalla Capital Markets and Dalal Street Magazine
4	Websites	www.nseindia.com www.bseindia.com www.moneycontrol.com www.valueresearchonline.com/, http://topics.bloomberg.com/india/
5	Journals	Journal of Finance Global Finance Journal Journal of Property Valuation and Investment Review of Financial Economics The Journal of Private Equity Journal of Property Valuation and Investment Journal of Financial Economics etc.

Semester	IV	Specialization	Finance
Course code	411 FIN	Type	Elective Courses
Course Title	Fixed Income Securities & Technical Analysis		

Course Objectives:

1. To analyze the fixed income securities markets and its implications for investments.
2. To explain the market characteristics, instruments, selling techniques, pricing and valuation issues with money market instruments.
3. To explain the specific features of the Indian Fixed Income Securities Markets.

Syllabus:

Unit Number	Contents	
Unit – 1	Introduction: Fixed Income Markets, Institutional Arrangements, Market Participants and Instruments, Investors Perspectives, & Market Conventions, features of government securities market, Understanding market linkages, bonds and money market instruments, MIFOR Curve. Risk Identification in Bonds: Duration, Convexity, and Immunization. Risk measurement in fixed income securities using value at risk, STRIPS, Theories of Term Structure of Interest Rates, Term structure and the economy, Treasury Securities Auction, Market Implications, When-Issued markets, Government securities auction & Bidding, Uniform v/s discriminatory auction, bidding behavior, winners curse analysis. Bond Valuation: Time Value of Money, Price and Yield Conventions, Bond Valuation under flat term structure, Yield & return & horizon return, Valuation of other Bonds, Floating Rate securities, index bonds, illiquid bonds, Corporate Debt Valuation, valuation of convertibles, Bond Indexing, methodology for constructing a bond index, index return comparison.	**6 + 1**
Unit – 2	Yield Curve Analysis: Par Value, Zero, Spot Curve, Bootstrapping, spot & forward rates, (Nelson-Seigel model of the Indian NSE) Auction Game: Portfolio construction, setting portfolio objectives, interpreting portfolio parameters, Passive v/s Active portfolio management strategies, bullet v/s barbell, other strategies. Global Bond Markets, foreign currency bonds, dual currency bonds, analysis of global bond spread behavior in recent times. Fixed Income Derivative Markets: FRAs, Interest rate Swaps, swap pricing and swap curve, Interest rate futures, Interest Rate Options, Caps & Floors pricing.	**5 + 1**
Unit – 3	Advanced Term Structure Modeling (Cox-Ingersoll-Ross, Vasicek), Black- Derman-Toy (BDT) model representing binomial tree model of valuation of bonds with embedded options, Markets for Asset Backed Securities, Prime and Subprime Mortgage-Backed Securities. Fixed Income Investing: An Analysis & Strategies, Summary of learning experience. Technical Analysis :Technical analysis – definition and concept, Price discounts everything , Price movements are not totally random , Technical Analysis: the basic assumptions, Strengths and weakness of technical analysis, Importance of technical analysis, Constructing and Interpreting Charts and the significance of volume while using patterns, chart patterns (bar chart, line chart, point & figure chart & candle stick chart), Understanding the psychology behind a pattern and its	**6 + 1**

	formation, Evolving a Trading strategy based on patterns, Candlestick analysis	
Unit – 4	What to look for on charts – Trends, Support & Resistance levels, Moving Average, P Gaps, Volume, Comparative Relative Strength, Head and shoulders top reversal, Inverted head and shoulders, Head and shoulders bottom, Double top and double bottom, Rounded top and bottom, Gap theory, Common gaps, Breakaway gaps, Runaway/continuation gap, Exhaustion gap, Island cluster. Indicators and Oscillators: Indicators - Covering the set of classical as well as unconventional indicators and focus on their application towards investments / positions / day trading, Moving Averages: An in-depth study of Moving Averages and the role it plays in determining a trade, multiple uses of Moving Averages for different time horizons of trades, Oscillators, Relative strength index , What is momentum? Applications of RSI , Overbought and oversold , Divergence , Stochastic , William %R, Real life problems in use of RSI, Advanced concepts – Moving average convergence/divergence(MACD) , calculations for MACD , MACD benefits , uses , Money Flow Index, Bollinger Bands, Using multiple indicators for trading signals, Price sensitive technique, Volume sensitive techniques , Composite methods, How to use tool kit of trading techniques? Trading market tool kit applications, Bull market tool kit applications, Bear market tool kit applications, Trading market changing to bull market tool kit application , Trading market changing to bear market tool kit application, Bull market changing to trading market tool kit application , Bear market changing to trading market tool kit application.	**6 + 1**
Unit – 5	Trading Strategies: Day trading, Advantages of day trading, Risks associated with risk day trading, Strategies for day trading, Momentum trading strategies. Technical Theories: Dow Theory and Elliot Wave Theory - Introduction , Principles of Dow Theory , Significance of Dow Theory , Problems with Dow Theory , Elliot Wave - Introduction , Fundamental Concept , After Elliott Trading Psychology & Risk Management: Introduction , Risk Management , Components of risk management, Stop loss, Analyze reward risk ratio, Trail stop loss, Booking Profit, Uses of stop loss , Qualities of successful trader , Golden rules of traders , Do's and don'ts in trading , Rules to stop losing money Choosing the right market to trade, Importance of discipline in trading.	**5 + 1**

Learning Resources:		
1	Text Books	1. Technical analysis of financial markets – a comprehensive guide to trading methods and applications – John J. Murphy 2. Technical Analysis Explained: The Successful Investor's Guide to Spotting. 3. Investment Trends and Turning Points - Martin J. Pring. 4. Technical Analysis of Stock Trends, 8th Edition - Robert D. Edwards, John Magee, W. H. C. Bassetti. 5. Valuation, Risk Management and Portfolio Strategies (The Wiley Finance Series) – Lionel Martelline, Philippe Priaulet, Stephane Priaulet. 6. The Handbook of Fixed Income Securities - Frank J. Fabozzi, Steven V. Mann
2	Reference Books	Encyclopedia of Chart Patterns (Wiley Trading) - Thomas N. Bulkowski

3	Supplementary Reading Material	Supplementary NCFM Modules on Technical analysis Reading Capital Markets Magazine Material
4	Websites	www.nseindia.com www.bseindia.com www.moneycontrol.com www.sebi.gov.in
5	Journals	Journal of Financial Markets Journal of Investing Journal of Investment Management Journal of Portfolio Management

Semester	III	Specialization	Finance
Course Code	412 FIN	Type	Subject – Elective
Course Title	Commodity Markets		

Course Objectives:	
1	To equip young managers with the knowledge of emerging commodities derivatives trading practices in India.
2	To explain the regulatory framework of these markets and domestic and international historical developments in commodities market.
3	To highlight the importance of hedgers, speculators and arbitragers.
4	To highlight the importance of Commodity indices as an investment class.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Historical changes and growth of global and domestic Commodities derivatives markets, FCR Act 1952 and Regulatory structure of Commodities Derivatives Markets in India, Commodities as a New Asset Class, International commodity indices and as an investment tool for investors, Internationally traded Commodities based ETFs, Difference between commodity and financial derivatives, Evolution of Commodity Exchange, NCDEX Platform - Structure of NCDEX, exchange membership, capital requirements, commodities traded on NCDEX platform, instruments available for trading, pricing of commodity futures, trading, clearing, settlement and risk management, use of commodity futures in hedging, speculation and arbitrage.	5 + 1
2	**Product Design:** Issues Related to Product Design and contract specifications, Issues related to Spot price and present practices of commodities exchanges, Basis Risk and its importance in pricing, Commodity Options on Futures and its mechanism	5 + 1
3	**Market Mechanism:** Clearing House operations and Risk Management Procedures, Delivery Related Issues like delivery centers, deliverable varieties, assaying, Issues related to monitoring and surveillance by Exchanges and Regulator, Role of intermediaries in Commodities Markets	5 + 1
4	**Agricultural Commodities Markets & Non- Agricultural Commodities Markets:** Issues in Agricultural Commodities Markets, Agricultural Commodity Futures trading pattern in Exchange – Case study , Issues in Non-Agricultural Commodities Markets, Commodities Derivative Exchanges and design of the markets, Non- Agricultural Commodity Futures trading pattern in Exchange – Case study	5 + 1
5	**Regulation Framework & Taxation Aspects:** Essential Commodities Act and role of state governments, Intermediaries, Investor Grievances and arbitration, Implications of Sales Tax, Warehousing Act Bill and its implications. **Commodity Research:** Introduction to Fundamental and technical analysis of commodity.	5 + 1

Learning Resources:		
1	Text Books	Commodity Derivatives – IIBF Futures & Options (equities & commodities) – A.N. Sridhar Commodity Derivatives: Markets and Applications - Neil C. Schofield Commodity Derivatives: Markets and Applications (The Wiley Finance Series) - Neil C. Schofield
2	Reference Books	Commodities and Commodity Derivatives: Modeling and Pricing for Agricultural, Metals and Energy – Helyette Geman Risk Management in Commodity Markets: From Shipping to Agricultural and Energy (The Wiley Finance Series) – Helyette Geman Guide to Indian Commodity Market : Ankit Gala & Jitendra Gala
3	Supplementary Reading Material	NCFM Module on Commodity Derivatives Capital Market Magazine
4	Websites	www.nseindia.com www.bseindia.com www.mcxindia.com www.ncdex.com
5	Journals	International Journal of Financial Markets and Derivatives Financial markets, Institutions and Instruments

Semester	IV	Specialization	Finance
Course Code	413 FIN	Type	Elective
Course Title	Financing Rural Development		

Course Objectives:	
1	To understand the need and importance of financing rural development.
2	To know the schemes floated by the Government of India and its scope.
3	To analyze the needs of rural businesses and its viability.

Syllabus:

Unit Number	Content	Sessions
1	**Rural Financial Services:** Introduction, rural indebtedness – causes – Magnitude and legislation – rural financial markets formal/informal Need and Nature of financial services, Rural credit needs, estimate of credit requirements. Financial services paradigm shift-supply vs. demand led financial services – selling vs. marketing – design and delivery of financial services understanding rural clientele, Area approach and Credit Planning: Lead Bank scheme – priority sector lending –Innovation in rural lending.	5+1
2	**Assessment of Credit Needs:** Production credit – crop loan requirements– rescheduling in case of crop failure and recovery through sale of crops by tie up arrangements with marketing societies. Financing of Trade and Business: Appraisal of rural non- farm sector schemes – concepts of rural non- farm sector – importance in employment generation – Khadi and village industries, village and cottage industries, tiny industries, Draft rural industrialization policy of Govt. of India Entrepreneurship development programs, composite loan scheme.	5+1
3	**Investment credit:** Project approach and appraisal of investment – technical, financial, commercial, social and economic feasibility – cost benefit analysis and return on investment – determining bank loan, repayment schedule with built in monitoring and evaluation mechanism.	5+1
4	**Government Initiatives involving Bank Credit:** Poverty alleviation Programs/employment programs/ production oriented programs – rationale and philosophy, progress and impact, problems and deficiencies. IRDP, DWACRA, TRYSEM.SCAP/STAP, MNPA, JRY – Mehta Committee Report on IRDP.	5+1
5	**Problems and Prospects in Rural Financing:** Problems and prospects in rural	5+1

	financing – sustainability and outreach – overdue – Examples of Rural Banking.	

Learning Sources:		
1	**Text Books**	Rural Development: Concept, Approach and Strategy - B. K. Prasad
2	**Reference Books**	Rural Development in India - Kulwant Rai Gupta Books Institutional Finance for Rural Development - eerashekarappa
3	**Supplementary Reading Material**	Institutional finance and rural development - Benson Kunjukunju, Mohanam
4	**Websites**	rural.nic.in www.nabard.org
5	**Journals**	Journal of Rural Development

Semester	**IV**	**Specialization**	**Finance**
Course Code	**414 FIN**	**Type**	**Elective**
Course Title	**Principles of Insurance**		

Course Objectives:	
1	To understand the various operations involved in managing insurance.
2	To understand the pricing, financing and risk diversification strategies of insurance companies

Syllabus:

Unit Number	**Content**	**Sessions**
1	**Fundamentals:** Functions and Organization of Insurance -Types of Organization– Organization Structure-Function of Insurers	4+1
2	**Underwriting, Claims, Intermediaries:** Underwriting - Objectives and Principles- Underwriting in Life Insurance - Underwriting in Non- Life Insurance. Claims Management – Principles - Claim Settlement in Life Insurance - Claim Settlement in General Insurance - Repudiation of Claims. Insurance Intermediaries - Distribution of Insurance products - Role of Intermediaries - Surveyors and Loss Assessors - Third Party Administrators – Agents – Brokers - Corporate Agents- Banc assurance — Ombudsman – Lok-Adalats	5+1
3	**Pricing And Finance:** Insurance Pricing - Pricing Objectives - Types of Rating - Rating Considerations - Rating in Life Insurance - Rate Making Entities – Rate Making in General Insurance – De tariffing and its impact in India. Financial Aspects of Insurance Companies - Balance Sheet, Profit and Loss Account of Insurance Companies - Ratio Analysis in Insurance Companies - Risk Return Trade off -Measuring Financial Performance	6+1
4	**Marketing of Insurance Products:** Marketing of Insurance Products – Marketing Practices - Critical success Factors for Insurance Marketers – Distribution Channels - e-Commerce in Insurance Industry - Case studies of Indian Companies	5+1
5	Risk Management: Reinsurance - Principles, Role, Nature and Techniques of Reinsurance - Reinsurance in Indian Perspective - Global Reinsurance Market - Reinsurance Trading. Risk Management in Insurance Companies - Evaluation of Risk in Insurance Services - Risk Management Systems - Management of Systematic Risk - IRDA Framework for Risk Management – Catastrophe (CAT)Bonds	5+1

Learning Sources:		
1	**Text Books**	Insurance and Risk Management, 2nd Edition, P.K.Gupta, Himalaya Publishin House Insurance, Principles and Practice, S.N.Mishra, S.B.Mishra, S Chand Principles of Insurance Management, Neelam Gulati, Excel Books Legal & Regulatory Aspects of Insurance by NIA Elements of Actuarial Science by NIA Insurance Business Environment & Insurance Company Operations by NIA Financial Management & Insurance Accounting by NIA
2	**Reference Books**	Principles of Risk Management and Insurance,9th Edition, George Rejda, Pearson BooksEducation Risk Management and Insurance by Trieschmann
3	**Supplementary Reading Material**	Economic Times, Business Standard
4	**Websites**	National Insurance of India www.actuariesindia.org,
5	**Journals**	Journal of Insurance Management

MBA SYLLABUS: SEMESTER IV
INFORMATION TECHNOLOGY MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	Information Technology
Course Code	403IT	Type	Subject Core
Course Title	Software Project Management		

Course Objectives:	
1	To understand different aspects of Software Project Management as an important field of practice under IT Management
2	To learn tools and techniques of Software Project Management
3	To understand importance of, and learning techniques to ensure, software quality
4	To learn to use a Software Package for Software Project Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Software Project Management – Software Projects Vs. Other Projects – Contract Management and Technical Project Management – Activities under technical project management – Plans, Methods and Methodology – Stakeholders – Business Case.	7 + 1
2	Project Planning, Evaluation and Program Management – Steps in Project Planning and Project Evaluation – Strategic Assessment – Technical Assessment – Cost Benefit Analysis –Cash Flow Forecasting – Process Models – Prototyping – Dynamic Systems Development – Extreme Programming – Managing Iterative Processes.	7 + 2
3	Software Effort Estimation – Estimation Techniques – Expert Judgment – Analogy – Function Point Analysis – Object Points – Procedural Codes – COCOMO Model Activity Planning – Project Schedules – Sequencing and Scheduling – Network Planning – Using PERT and CPM for activity planning – Forward Pass – Backward Pass – Activity-on-arrow networks Managing Contracts – Types of contracts – Stages in contract placement – Contract Management and Acceptance Software Quality Management – Defining Software Quality – Requisite ISO Standards – Product Vs. Process Quality – Enhancing Software Quality – Quality Planning	9+2
4	Risk Management in Software Projects – Nature and Types of risk – Managing risks – Risk Analysis, Planning and Control – Strategies for risk reduction – PERT as a tool of Risk Management Resource Monitoring and Control–Creating Control Framework – Reporting for	7+2

	Control – Visualizing Progress – Cost Monitoring – Change Control	
5	Using Project Management Software – Introduction to either of Microsoft Project 2010, Prince2 and Primavera and learning to use any one of these products	5+3

Learning Resources:		
1	Text Books	Software Project Management, 5th Edition, Hughes, Cotterel, Rajib Mall, Tata McGraw Hill
2	Reference Books	Software Project management in practice by Pankaj Jalote Software project management by Rajendra Mishra
3	Supplementary Reading Material	
4	Websites	www.projectbubble.com www.sei.cmu.edu
5	Journals	International Journal of Software Project management

Semester	IV	Specialization	Information Technology
Course Code	404IT	Type	Subject Core

Course Title	Enterprise Resource Planning

Course Objectives:	
1	To acquire in-depth knowledge of ERP as a prime Application Software product
2	To learn operational aspects of ERP implementation and support
3	To know features of important ERP modules
4	To learn, through case studies, practical aspects of ERP in various industries

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Enterprise Resource Planning** What is ERP? - Features of ERP (Basic and Advanced) – ERP Architecture – ERP Need Analysis – Return on Investment for ERP	7+2
2	**ERP Implementation and Support** ERP Life Cycle, Methodologies and Strategy – Vendor and Software Selection –Business Process Re-engineering related to ERP - Implementation Process – Change Management – Post Implementation Support, Maintenance, Security	5+2
3	**ERP Functional Modules** Human Resource Management Accounting and Finance Procurement, Inventory Control Production Planning, Operations Sales, Customer Relationship Management e-Commerce	9+2
4	**ERP Technology Areas, Enterprise Applications** Portal and Content Management, Data Warehousing and Data Mining, Business Intelligence and Analytics - Emerging Trends in ERP Applications	7+2
5	**ERP Case Studies** Case Studies of ERP Implementation in Manufacturing and Service Sectors	7+2

Learning Resources:		
1	Text Books	Enterprise Resource Planning, Ray, Tata McGraw Hill
2	Reference Books	ERP Demystified, Alexis Leon, Tata McGraw Hill Enterprise Resource Planning, A Managerial Perspective, Goyal, Tata McGraw Hill
3	Supplementary Reading Material	Enterprise Resource Planning (ERP): A review of the literature by Young B. Moon, International Journal ofManagement and Enterprise Development, Vol. 4, No. 3
4	Websites	www.sap.com erp.iitkgp.ernet.in
5	Journals	Journal of Enterprise Resource Planning Studies

Semester	IV	Specialization	Information Technology
Course Code	405IT	Type	Subject - Elective
Course Title	Web Designing & Multimedia Applications		

Course Objectives:	
1	To acquire technical competence in Web Designing and Multimedia Applications
2	To learn to use HTML, VB Script and Java script
3	To integrate Web and Multimedia with business objectives of the organization

Syllabus:

Unit Number	Contents	Number of Sessions
1	Multimedia and hypermedia, world wide web, overview of multimedia software tools. Graphics and image data representation graphics/image data types, file formats, Color in image and video: color science, color models in images, color models in video.	5+1
2	Fundamental concepts in video and digital audio Types of video signals, analog video, digital video, digitization of sound, MIDI, quantization and transmission of audio.	5+1
3	HTML - tags, lists, tables, Frames, layers , using images in web pages and DHTML	5+1
4	Introduction in VB Script - Data types, operators, control structures, functions and strings.	5+1
5	Introduction to java script - Operators, identifiers, control structures, functions arrays and error handling.	5+1

Learning Resources:		
1	Text Books	Mastering HTML- CYBEX Publication
2	Reference Books	Complete Reference VB Script and Java Script – Tata McGraw Hill Dynamic HTML- O'Reilly Media Internet & Web Technologies- Tata McGraw-Hill Education
3	Supplementary Reading Material	
4	Websites	www.3school.com
5	Journals	International Journal of Web & Semantic Technology

		Web Technology Journal

Semester	IV	Specialization	Information Technology
Course Code	406IT	Type	Subject - Elective
Course Title	Network Technologies& Security		

Course Objectives:	
1	To acquire an overview of (but not technical proficiency in) various computer networks, technologies behind networks and application protocols, e-mail and communication protocols
2	To develop awareness of managing networks well so as to offer high quality service to the users

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Networking:**Hardware Architecture, Topologies, Media, Devices. Transmission Technique , Twisted Pair, Coaxial Cable, Fiber optics, Wireless Transmission Switching, Circuit Switching, Message Switching, Packet Switching **Common Network Architecture:**Connection oriented Networks, Connectionless Networks Example of Networks -P2P, X.25, ATM, Ethernet Wireless LANs - 802.11, 802.11x, Gigabit	5+1
2	**The OSI Reference Model:**Protocol Layering, TCP/IP Model, OSI vs. TCP/IP **Local Area Networks:**Components & Technology, Access Technique, Transmission Protocol & Media **Broad Band Networks:**Integrated Service Digital Networks (ISDN), Broad Band ISDN, ATM, ATM Traffic Management. Introduction to Very Small Aperture Terminal(VSAT)	5+1
3	**IP Addressing & Routing:**IP addresses – Network Part and Host Part, Network Masks, Network addresses and Broadcast addresses, Address Classes, Loop Back Address, IP routing Concepts, Routing Tables, Stream & Packets. What IP does? What TCP does? Sliding Windows, TCP – a reliable pipe, TCP connection – Multiple conversations, Port Numbers, Multiple Connection from many hosts and one host. IPV6: The next generation Protocol **Domain Network Services (DNS):** Domain Names, Authoritative Hosts, DelegatingAuthority, Resource Records, SOA records, DNS protocol, DHCP & Scope Resolution **SNMP:**An IP Management Protocol Network Management protocols SNMP the Simple Network Management Protocol, Agents & Managers, SNMP Organization, Object Identifiers, Problem withSNMP	5+1
4	**Network Applications:**(HTTP, Email, etc.)Hyper Text Transfer Protocol (HTTP)	5+1

	HTTP communications - HTTP request, Request Headers, Responses, Status Code, Error Status. Code Email- Sending & Receiving Emails, Email Addressing, Message Structure MIME–Multipurpose Internet Mail Extensions SMTP–Simple Mail Transfer Protocol with examples Mail Exchangers – Delivering a message, Mail Boxes. POP – Post Office Protocol. IMAP – Internet Message Access Protocol. FTP – File Transfer Protocol. Telnet – Remote Communication Protocol. Proxy Server, Proxy Web Servers.	
5	**Network Security:**Threats, Packet-filtering firewalls, Firewall policies and rules, Common Problem with Packet Filtering, SSL – Secure Socket Layer, Internet Protocol Security (IPSEC) , Virtual Private Networks, Symmetric Key Signatures, Public key Signatures, The Birthday Attack	5+1

Learning Resources:		
1	Text Books	Computer Networks Andrew S. Tanenbaum 4e
2	Reference Books	Network Essential Notes GSW MCSE Study Notes Internetworking Technology Handbook CISCO System Introduction to Networking and Data Communications Eugene Blanchard
3	Supplementary Reading Material	Computer Networks and Internets with Internet Applications Douglas E. Comer
4	Websites	www.cert.org
5	Journals	International Journals of Internet Security & Its Applications International Journal of Wireless Networks and Broadband Technologies

Semester	IV	Specialization	Information Technology
Course Code	407IT	Type	Subject - Elective
Course Title	Database Administration		

Course Objectives:	
1	To know duties and responsibilities of a Data Base Administrator
2	To learn DBA skills through select tasks

Syllabus:

Unit Number	Contents	Number of Sessions
1	Job Specifications of Data Base Administration. Overview of Memory structure, process structure and storage structure of Oracle , Installation of Oracle using Oracle Universal Installer	6
2	Create database using DBCA, startup and shutdown of oracle using log and trace files and data dictionary	6
3	Configure and manage oracle network, create and manage tablespaces	6
4	Create and manage database user accounts, privileges, role and profiles	6
5	Monitor and resolve locking conflicts, manage undo.	6

Learning Resources:		
1	Text Books	Oracle 9i, 10g or 11g Manuals
2	Reference Books	Database Administration: The Complete Guide to Practices and Procedures by Craig Mullins DBA Survivor Expert Oracle Database Administration by Sam Alapati, Dreamtech Press
3	Supplementary Reading Material	
4	Websites	www.databasejournals.com www.dbametrics.com
5	Journals	Database Journals: The knowledge center for database professionals

Semester	IV	Specialization	Information Technology
Course Code	408IT	Type	Subject - Elective
Course Title	Software Testing Methods		

Course Objectives:	
1	To understand scope of Software Testing Activity
2	To learn tools and techniques of Software Testing
3	To develop skill to design suitable test procedure in a given software development environment

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Software Testing Principles:** Basic concepts - Need of testing , errors, faults, defects Defects – Process defects, design defects, data defects Reducing the frequency of defects in software development Factors affecting software testing Testing constraints Life cycle testing Tester's workbench	5+1
2	**Levels of Testing:** Verification and Validation Functional and Structural Testing Static and Dynamic Testing V Concept of Testing with Testing Stages **Types of Testing:** Unit Testing, Integration Testing, System Testing- Performance, Load, Stress, Volume Testing, Regression Testing, Alpha, Beta and Acceptance Testing , Functional Testing, Performance Testing, Recovery Testing, White Box Testing, Black Box Testing, Gray Box Testing Security testing- Types of Security Testing:	5+1

	Network Scanning, Vulnerability Scanning, Password Cracking, Log Reviews, File Integrity Checkers, Virus Detectors, Penetration Testing Usability Testing Manual versus Automated Testing Static versus Dynamic Testing Compliance Testing	
3	**Test Management:** Testing Life Cycle – Roles and activities, Test Planning – forming a test team, develop test plan reviews, structured walkthroughs Test Cases design strategies **Test Execution:** build test data, life cycle of defect, defect tracking, defect detection stages, defect detection stages, defect types, defect severity, defect analysis and prevention.	5+1
4	**Functional Testing(black box)**: random testing, equivalence class partitioning and boundary value analysis, Cause effect graphing, Syntax testing **Structural Testing(white box)**: test adequacy criteria, coverage (Branch and decision coverage, path coverage) and control flow graphs, paths, loop testing, mutation testing. Black Box testing versus White Box Testing	5+1
5	Overview of testing tools including open source tools for software testing	5+1

Learning Resources:		
1	Text Books	Effective Methods for Software Testing, William E Perry, 2nd Edition, Wiley Publication
2	Reference Books	Practical Software Testing, lien Burnstein, Springer Publication, 2003 Software Testing and continuous Quality improvement, William E Lewis, CRC Press, 2009 Software Engineering , Pressman, Fifth Edition
3	Supplementary Reading Material	

4	Websites	www.onestoptesting.com
5	Journals	Software Testing, Verification and Reliability, Wiley Automated Software Engineering, MetaPress

Semester	IV	Specialization	Information Technology
Course Code	409IT	Type	Subject - Elective
Course Title	Information Security &Audit		

Course Objectives:	
1	To understand perspectives of Information Security risks
2	To appreciate security audit as a preventive system
3	To know other techniques / approaches of risk prevention

Syllabus:

Unit Number	Contents	Number of Sessions
1	Information Security Risk Analysis Fundamentals. Importance of Physical Security and Biometric Controls for Protecting Information Systems Assets.	5+1
2	Overview of Network Security Perspectives, Networking and Digital Communications, Security of Wireless Networks.	5+1
3	Cryptographic Techniques and Encryption. Intrusion Detection Systems and Firewalls. Security of Virtual Private Networks.	5+1
4	Auditing concepts - Information Security Audit - Need, Concept, Standards, Performance, Steps , Techniques , Methodologies , around and through computer	5+1
5	Controls – Concept, Objectives, Types, Risk, Exposure	5+1

Learning Resources:		
1	Text Books	Information Security and Auditing in the Digital Age by: Amjad Umar
2	Reference Books	Computer Security, Art and Science by Matt Bishop, Pearson Management Information Systems by Laudon, Laudon, Dass, Pearson
3	Supplementary Reading Material	-
4	Websites	-
5	Journals	-

Semester	IV	Specialization	Information Technology
Course Code	410IT	Type	Subject - Elective
Course Title	Data Warehousing & Data Mining		

Course Objectives:	
1	To learn operational aspects of Data Warehousing and Data Mining
2	To know applications of Data Warehousing / Data Mining in business

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to data mining (DM)** Kind of data, DM Functionalities, Classification of DM Systems, Issues in DM. What is Data warehousing (DW)? Multidimensional data model: Data cubes, Stars, snowflakes and fact constellations Defining schemas, concept hierarchies, OLAP	5+1
2	**Data Warehouse Architecture** Steps for design and construction, Three-tier Data Warehouse architecture, Types of OLAP servers: ROLAP versus MOLAP versus HOLAP	5+1
3	**Data Warehouse Implementation:** Efficient computation of Data cubes Indexing OLAP Data and efficient processing of OLAP queries Back-end tools and utilities	5+1
4	**Data Preprocessing** Why to preprocess data?, Data cleaning: Missing Values, Noisy Data, Data Integration and transformation, Data Reduction: Data cube aggregation, Dimensionality reduction. Data Compression, Numerosity Reduction Discretization and Concept Hierarchy Generation	5+1
5	**Data Mining Primitives, Languages and System Architectures:**	5+1

	Task relevant data, Kind of Knowledge to be mined, DM Query languages: Syntax, Designing GUI, Architectures of DM Systems **Concept of Cluster Analysis.** **Application and trends in Data mining** Data Mining for Financial data analysis, Data Mining for retail industry, Data mining for telecommunication industry	

Learning Resources:		
1	Text Books	Data Mining Concepts and Techniques, J. Han, M. Kamber, Morgan KaufmannPublishers, 2001.
2	Reference Books	Data mining: Concepts, Models, Methods and Algorithms, M. Kantardzic, John Wiley & Sons Inc., 2003. Data Mining: Introductory and Advanced Topics, M. Dunham, Pearson Data mining: Practical machine learning tools and techniques, H. Witten, E. Frank, 2nd ed., Morgan Kaufmann Publishers, 2005. Data mining: A tutorial-based primer, R. J. Roiger, M. W. Geatz, Pearson Education, 2003. UCI Repository of Machine Learning, C. L. Blake, C. J. Merz. 19 July 2002.
3	Supplementary Reading Material	
4	Websites	http://www.cs.waikato.ac.nz/ml/weka http://www.infoacumen.com ftp://axon.cs.byu.edu/pub/randy/ml/drop/ http://www.crisp-dm.org. http://www.dmg.org
5	Journals	International Journal of Data Warehousing and Mining (IJDWM) International Journal of Data Mining, Modeling and Management

Semester	IV	Specialization	Information Technology
Course Code	411IT	Type	Subject - Elective
Course Title	Geographical Information System & its Applications		

Course Objectives:	
1	To explore and understand concept of Geographical Information Systems
2	To know tools and techniques of G. I. S.
3	To develop skills to implement G. I. S. in appropriate situations

Syllabus:

Unit Number	Contents	Number of Sessions
1	Conceptual Framework of GIS , GIS Structure & Function Coordinate Systems, GIS Data, Database Design & Development	5+1
2	Function and Structure of Maps, Overview of Public Data Sources	5+1
3	Basic GIS Operations, Fundamentals of Data Visualization, Advanced Querying	5+1
4	Linear Operations on Spatial Data, Spatial Modeling and Analysis Data Visualization and Presentation for GIS, GIS Modeling , Spatial Interpolation Error Evaluation and Management	5+1
5	GIS for Decision Making, GIS Organization and Management GIS Applications	5+1

Learning Resources:		
1	Text Books	Concepts and Techniques of Geographic Information Systems , Lo, C.P. and Yeung, A.K.W. (2002).. Prentice Hall.
2	Reference Books	Fundamentals of Geographic Information Systems. DeMers, M.N. (1999) 2nd Ed., Wiley Press.
3	Supplementary Reading Material	Principles of Geographical Information Systems Burrough, P.A. and R.A. McDonald (1998), Oxford University Press.
4	Websites	www.esri.com
5	Journals	-

Semester	IV	Specialization	Information Technology
Course Code	412IT	Type	Subject - Elective
Course Title	MS-Projects Lab		

Course Objectives:	
1	To learn operational aspects of MS-Projects
2	To know tools and techniques of MS-Projects
3	To acquire / develop skills of implementing MS-Projects in appropriate situations

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 Introduction to MS Project 2007 :** Understanding Projects, Managing Projects & Project Management Software, Taking a first look at Project – Starting Project, Entering Information, Changing Views, What's new in Project 2007	2
2	**2.1 Creating a New Project:** Gathering Information, Opening a Project file, Establishing Basic Project Information, Looking at Project Calendars, Entering tasks, Adding subtasks, Saving Project files, Working with Project Outline – Adjusting tasks in an outline, Copying tasks	3 + 2
3	**3.1 Building Tasks:** Establishing Timing for Tasks, Assigning Task Timing, Using Recurring Tasks, Establishing Constraints and Deadline Dates, Manipulating Gantt Chart to View Timing, Entering Task Notes, Establishing Dependencies Among Tasks, Viewing Dependencies	4 + 2
4	**4.1 Creating Resources & Assigning Costs:** Understanding Resources, Creating Resource List, Modifying Resource Information, Using Resources and Tasks, Handling Unusual Cost Situations **4.2 Understanding Basics of Views:**What is a View?, Examining Indicators, Admiring Views – Calendars, Detail Gantt, Gantt Chart, Leveling Gantt, Tracking Gantt, Multiple baselines Gantt. Resource Allocation **,** Resource Form, Resource Graph, Resource Name Form, Resource Sheet, Resource Usage, Roll up Views, Task Details Form, Task Entry, Task Form, Task Name Form, Task Sheet, Task Usage, Printing Project	5 + 3
5	**5.1 Tracking Project Progress I:**Understanding the Principles of Tracking, Using Baseline, Changing the Baseline, Viewing Progress with the Tracking Gantt Chart View – Interpretation, Task Variance Table, Task Cost Table, Task Work Table, Understanding Tracking Strategies **5.2 Tracking Project Progress II:**Recording Actuals – Organizing the Updating Process, Understanding Calculation Options, Updating Tasks to Reflect Actual Information, Using Actuals and Costs, Techniques and Tips for	6 + 3

	Updating, Reviewing Progress.	

Learning Resources:		
1	Text Books	Microsoft Office Project 2007 Bible by Elaine Marmel, Wiley Publishing Inc, 2007
2	Reference Books	-
3	Supplementary Reading Material	PMBOK Guide by PMI
4	Websites	www.pmi.org.in http://www.project-blog.com/
5	Journals	Project Management by Koehler, Brandon. OfficePro. Mar/Apr2012, Vol. 72 Issue 2, p36-37

Semester	IV	Specialization	Information Technology
Course Code	413IT	Type	Subject - Elective
Course Title	Internet Marketing & Internet of Things (IOT)		

Course Objectives:	
1	To understand, various approaches to Internet Marketing
2	To learn advantages and disadvantages of approaches to Internet Marketing
3	To develop skills to implement Internet Marketing under appropriate situations

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: What is internet marketing? Significance of internet marketing, benefits of internet to the marketer, how internet marketing differs from traditional marketing Marketplace, customers, online buyer behavior, competitors, suppliers, intermediaries Websites: People behind websites- owners, venture capitalists, creative directors, account and project managers, programmers, graphic designers, copy writers, marketers Types of websites- web portals, B2B, B2C, C2C, B2E(Business to employee), social networking, informational, entertainment	5+1
2	Social Media and social networking sites: An overview of social media and networking sites, The rise and dominance of social networking- Social media optimization, social media marketing Who is using social media and how? Social networking sites- types of audiences, generalist social networking, Niche market social networking, social bookmarking Blogging as a marketing strategy: Blogging basics- What is blogging? Types of blogs, who blogs, who reads them, how and why. Blogging as a marketing strategy- Benefits of blogging, pitfalls of blogging, the requirements for a successful marketing blog	5+1

3	Web based video: Who is watching what, video as a social media tool, web based video as a marketing tool Wikis , RSS, Mashups , virtual worlds and marketing Web and brand building - Brand – brand promise, brand personality, unique selling proposition, The web's place in brand building	5+1
4	E- commerce sites: sources of revenue - direct sales, indirect sales, paid memberships and Subscriptions, advertising Shopping on the social web- store layout, the shopping cart and check out process, intuitive and personal content provision, Feedback and reviews	5+1
5	Online promotion techniques: Search engine marketing, online PR, Online partnerships, interactive advertising, e-mail marketing, viral marketing	5+1

Learning Resources:		
1	Text Books	Principles of Internet Marketing- new tools and methods for web developers by Jason I. Miletsky, Course Technology, Cengage Learning, 2009
2	Reference Books	Internet marketing- strategy, implementation and Practice- David Chaffey, Fiona Ellis- Chadwick, Richard Meyer, Kevin Johnston, Pearson Education Limited, 2006 The ultimate Web- Marketing Guide- Michael Miller, Pearson Education(QUE) , 2011
3	Supplementary Reading Material	Search Engine optimization your visual blueprint for effective internet marketing- Kristopher B. Jones, Wiley Publishing
4	Websites	www.interdigitalmarketing.com/
5	Journals	Internet Marketing Research & Theory

Semester	IV	Specialization	Information Technology
Course Code	414IT	Type	Subject - Elective
Course Title	Microsoft Office 2010Lab		

Course Objectives:	
1	To enable students working in Microsoft office 2010 organize work more efficiently & develop a fully unified office with Microsoft suite.
2	To provide an opportunity to learn advanced and uncommon features of office – 2010 as on aid to career growth

Syllabus:

Unit Number	Contents	Number of Sessions
1	Microsoft Word : Tabs Tablets & sorting, Working with Graphics, Templates, wizards & sample documents, writers tools, Macros, custom toolbars , key board shortcuts & menus, Introduction to mail merge	5
2	Microsoft Excel : Excel Formatting Tips, & techniques, organizing large projects, introduction to functions, excel chart features, working with graphics in excel, vlookup, conditional formatting, command macros, IF function, Pivot Table, Excel 2010 keyboard shortcuts	8
3	Presenting With PowerPoint:Creating Presentations, use photos in PowerPoint, Working with Graphics & Multimedia in PowerPoint, Presenters Mode	5
4	Microsoft Access: Introduction to access, Creating database & tables, Forms, Entering & Editing Data, Relational Database, Expressions, Macros & other automation, graphics in Database , Troubleshooting, Maintaining & protecting database	6
5	Microsoft Outlook: Managing address book& distribution lists, organizing, filtering& using automatic response, Managing your contacts, scheduling appointments, meetings, Using Templates, Use e-mail signature in outlook, use e-business cards in outlook, manage the mails with conditional formatting	6

Learning Resources:		
1	Text Books	Excel 2010 Bible [With CDROM] by John Walkenbach John Wiley & Sons Word 2010 Bible by Herb Tyson John Wiley & Sons MOS 2010 Study Guide for Microsoft Word, Excel, PowerPoint, and Outlook by

		Joan Lambert III and Joyce Cox (Apr 8, 2011) Microsoft Word 2010 Step by Step by Joyce Cox and Joan Lambert III PowerPoint 2010 Bible [Paperback] by Faithe Wempen
2	Reference Books	Microsoft Word 2010 in Depthby Faithe Wempen Microsoft Word 2010 Plain & Simpleby Katherine Murray Beyond Bullet Points: Using Microsoft PowerPoint to Create Presentations That Inform, Motivate, and Inspire [Paperback] BPG Microsoft PowerPoint 2010 Plain & Simple by Nancy Muir Office 2010 Bible by John Walkenbach, Herb Tyson, Michael R. Groh, Faithe Wempen, Lisa A. Bucki
3	Supplementary Reading Material	Business Analysis with MS Excel by Conard Carlberg, Pearson Education
4	Websites	www.microsoft .com www.office.microsoft.com
5	Journals	-

MBA SYLLABUS: SEMESTER IV
OPERATIONS MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	Operations Management
Course Code	403OPE	Type	Subject Core
Course Title	Operations Strategy and Research		

Course Objectives:	
1	To emphasize the key role of operations in bringing about the growth and profitability of organizations.
2	To impart ideas, concepts and principles in operations strategy.
3	To understand use of quantitative tools in solving typical Operations Domain Problems

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction**: Importance and Linkage with Corporate strategy, Strategies and values, Competing through operations. Operation strategy in global economy-Strategic alliances and production sharing, fluctuations of international financial conditions and international companies. Changing nature of world business. Quality, Customer service and cost challenges and social responsibility, Current perspective-Strategic fit	7 + 2
2	**Methodology for Developing Operations Strategy:** Value as business concept – strategic issues in manufacturing – Value Chain concept Focus, core competence and distinctive capabilities – stake holders & strategy, Checking markets, Outcome of Market debate – Linking manufacturing to Markets – strategic integration – why products sell in the markets – Order Winners, Order Qualifiers. Lean systems-Eliminating waste.	7 + 2
3	**Operation Strategy Implementation**: Technology strategy Issues in New Product development Time to market – strategic nature of process– Business implication of Process choice – Hybrid Process. Change management and Sustainability Procedure – company or plant based profiles – decisions for product reallocation – downsizing – Capacity decisions Progression & Regression. Evaluating various tradeoffs alternatives – Focused manufacturing – Product or process focus – Make or Buy – merits /demerits – value chain approach – just in time – lean manufacturing.	7 + 2
4	**Linear Programming:** Formulation of LPP, Simplex method, Duality, Sensitivity Analysis, Goal Programming, (Numerical is expected on simplex method)	7 + 2

5	**Decision trees:** Concept of decision making & decision trees; Application of decision trees in making manufacturing decisions like expansion of present plant, build new plant or sub-contract. (Numerical is expected on decision tree)	7 + 2

Learning Resources:		
1	Text Books	• Operations Research- by Nita Shah, Ravi Gor, Hardik Soni- Prentice Hall India • Operations Management by Terry Hill, Palgrave, 2nd Edition. • Operations Now by Byron Finch, TMGH, 3rd Edition. • Operations Management by Norman Gaither, Greg Frazier, Cengage Learning, India Ed. • Operations Research- Hari Prakash et.al.- Scitech Publications
2	Reference Books	• Managerial Decision Modeling with Spreadsheets by Nagraj Balakrishnan, Barry Render, Ralph M. Stair Jr.- Pearson • Introduction to Operations Research-by Billey E. Gilett- Tata Mc Graw Hill • Operations Management – An Integrated Approach by Samson and Singh, Cambridge. • Operations Management for Competitive Advantage by Chase, Jacobs, Aquilano and Agarwal, TMGH, 11th Edition.
3	Supplementary Reading Material	• Operations Research- Hamdy A. Taha- Pearson Publication • Strategic Operations Management by Brown, Lamming, Bessant and Jones, Butterworth Heinemann, 2nd Edition.
4	Journals	• International Journal of Operations and Quantitative Management • International Journals of Operations Research and Management Science

Semester	IV	Specialization	Operations Management
Course Code	404OPE	Type	Subject Core
Course Title	Total Quality Management		

Course Objectives:	
1	To give various perspectives on Quality and various contributors to Quality.
2	To provide an in-depth understanding of the various QC tools.
3	To introduce the frameworks of Global Quality Awards.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Quality Concepts** :Defined, Quality Cost perspective ,Cost of Quality Quality Function, Spiral of Progress in quality, Little q and Big Q, Juran Trilogy, Internal and external quality perspective. Goods and service quality. Cost of poor quality, internal failure cost and external failure cost, appraisal cost, Prevention cost, Analysis of quality cost, hidden quality cost, Discovering the optimum, economic models of quality of conformance-Zone of improvement, zone of high appraisal, zone of indifference. **Strategic Quality management**: Companywide quality culture, Organizational vision, Mission and quality policy, formulation of quality goals, competitive benchmarking, Steps in implementing Total quality-Decide, Prepare, Start, Expand and Integrate. Quality Circle	7 + 2
2	**Quality Gurus**: Demings' 14 point philosophy, Juran, Crosby philosophy, Ishikawa, Taguchi, Feigenbaum. Comparison of quality philosophy.	7 + 2
3	**QC Tools**: Problem Solving Methodology - Check list, Flow Chart, Tally charts and Histograms, Graphs, Pareto Analysis ,Cause and Effect Diagram, Brainstorming, Scatter diagram and regression analysis. Quality Function Deployment - Introduction, Customer needs, Customer priorities and competitive comparisons and planned improvements, Design features or requirements, Central relationship matrix-What's versus the How's , relative weights of importance. Design features interactions, target values, Technical comparison ,service information and special requirements-Difficulties associated with QFD, Implementation of QFD	7 + 2
4	**Statistical Quality Control:** Necessity and Importance of SQC, Process capability, Six Sigma quality, Process control, Process control for attributes, p charts and c charts, Process control for variables, X bar R chart, acceptance sampling, OC curves, Average Outgoing Quality Limit (AOQL),Sampling plans	7 + 2

5	**Quality Management Awards and frameworks**: Malcolm Baldrige National quality award, Deming prize, ISO 9000-2000,CII, Ramakrishna Bajaj Awards, Tata Business Excellence Model (TBEM)	7 + 2

Learning Resources:		
1	Text Books	Operations Management: Theory and Practice by B Mahadevan, Pearson, 2nd Edition Production and Operations Management by RB Khanna, PHI Managing Quality by Dale, Blackwell Publication. Quality Management by Howard Gitlow, Alan Oppenheim, Rosa Oppenheim and David Levine, TMGH, 3rd Edition. Total Quality Management - Senthil Arasu et.al. 2nd Edn Sci-tech Publications
2	Reference Books	Operations Management: An Integrated Approach by Danny Samson and Prakash Singh, Cambridge University Press.
3	Supplementary Reading Material	Managing Quality Edited by Barrie G Dale, Ton van der Wiele and Jos van Iwaarden, Blackwell Publishing, 5th Edition.
4	Websites	http://managementhelp.org/quality/total-quality-management.htm www.isixsigma.com www.asq.org
5	Journals	Journal of Operations Management Total Quality Management & Business Excellence Quality Assurance International Journal of Reliability, Quality & Safety Engineering Journal of Quality Management

Semester	IV	Specialization	Operations Management
Course Code	405OPE	Type	Subject - Elective
Course Title	Quality Management Standards		

Course Objectives:	
1	To introduce various management system standards.
2	To explain the implementation and role of MR for IMS.
3	To help the students understand the implementation of IMS through cases in services and manufacturing .

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Over view of IMS – QMS, EMS, OHSAS, TS:** Introduction to core tools and TS 16949, Introduction to CMMI, Introduction to EFQM, Implementation requirements for certification	5 + 1
2	**QMS Standards:** Key clauses - 4.1 Process & documentation, 5.0 Top management , Organization and Role of MR, 6.0 Resource management, 7.0 Process control from Contract review to Calibration, 8 Monitoring measurement and improvement	5 + 1
3	**EMS Standards:** Key clauses -4.1General requirement, 4.2 Policy, 4.3 Planning – registers , objectives & programs, 4.4 Implementation and operation, 4.5 Checking	5 + 1
4	**OHSAS 18001:2007 Standards:** Key clauses -4.1 General requirement, 4.2 Policy, 4.3 Planning – registers , objectives & programs, 4.4 Implementation and operation, 4.5 Checking	5 + 1
5	**Study of Apex manual & Procedural manual for QMS:** Service and Manufacturing set up, Study of Apex manual and procedural manual for EOHS, Study of core tools implementation requirement, Study of ERP, Legal register, Risk register and Impact registers and various programs & monitoring programs and SOPs & their inter relation	5 + 1

Learning Resources:		
1	Text Books	ISO 9001:2008 ISO 19011: 2002

		ISO 9004 :2002 ISO 14001 :2004 OHSAS 18001: 2007 TS 16949:2002 EFQM model
2	Reference Books	Operations Management: An Integrated Approach by Danny Samson and Prakash Singh, Cambridge University Press.
3	Supplementary Reading Material	Managing Quality Edited by Barrie G Dale, Ton van der Wiele and Jos van Iwaarden, Blackwell Publishing, 5th Edition.
4	Websites	http://www.ohsas-18001-occupational-health-and-safety.com/ http://www.iso14000-iso14001-environmental-management.com/ http://www.efqm.org/en/
5	Journals	The Integration of the Standards Systems of Quality Management, Environmental Management and Occupational Health and Safety Management by Matias, Joao Carlos De Oliveira; Coelho, Denis A., International Journal of Production Research, 10/15/2002, Vol. 40 Issue 15 Usefulness of the EFQM Excellence Model: Theoretical explanation of some conceptual and methodological issues by Rusjan, Borut., Total Quality Management & Business Excellence, May2005, Vol. 16 Issue 3 A Framework for TQM to Achieve Business Excellenceby Hafeez, K.; Malak, N.; Abdelmeguid, H., Total Quality Management & Business Excellence, Nov2006, Vol. 17 Issue 9 Journal of Operations Management Total Quality Management & Business Excellence Quality Assurance International Journal of Reliability, Quality & Safety Engineering Journal of Quality Management

Semester	IV	Specialization	Operations Management
Course Code	406OPE	Type	Subject - Elective
Course Title	World Class Manufacturing		

Course Objectives:	
1	To bring out the relevance and basics of World Class Manufacturing.
2	To highlight the current state of Indian Manufacturing
3	To provide a road map for World Class Manufacturing

Syllabus:

Unit Number	Contents	Number of Sessions
1	**World Class Manufacturing and the Information Age:** The emergence of the Information Age, Competing in the Information Age, Business challenges of the Information Age, Operating Environment of the Information Age, India's global Competitiveness and Manufacturing Excellence, World Class Manufacturing and the Information Age Competition, Manufacturing Challenges of the Information Age – Time based competition, Managing knowledge, Problems in the Manufacturing Industry – Coordination, Need for Control, Fragmented Information Infrastructure, Insufficient processability of available information.	5 + 1
2	**Gaining Competitive Advantage through World Class Manufacturing:** Manufacturing Excellence and Competitiveness, What is World Class Manufacturing? Hall's Framework of Value-added Engineering, Schonberger's framework of World Class Manufacturing, Gunn's model of World Class Manufacturing, Maskell's model of World Class Manufacturing, America's best plants model of World Class Manufacturing, Malcolm Baldrige National Quality Award, The Philosophy of World Class Manufacturing, The Evolution of World Class Manufacturing, The first principles of World Class Manufacturing, The Practices of World Class Manufacturing, Quality in World Class Manufacturing.	5 + 1
3	**Systems and Tools for World Class Manufacturing:** The integration imperative, Overview of systems and tools, Making sense of the manufacturing alphabet soup, Information management tools, Material processing and handling tools. Information management tools – Product and Process Design Tools, Bar Code Systems, Kanban, SQC, Business Integration and Decision Support Tools. Material processing and handling tools – Flexible Manufacturing Systems, Rapid Prototyping, Lean production tools, Poka Yoke, SMED. An assessment of Manufacturing systems and tools.	5 + 1
4	**World Class Manufacturing – The Indian Scenario:** Competitiveness of Indian Manufacturing, Manufacturing Performance and planned strategies of Indian Manufacturing firms, Manufacturing readiness of Indian Firms, Manufacturing Objectives and strategy, Usage of management tools and technologies, Manufacturing Management Practices, The Manufacturing Strategic Intent Framework, Strategic use of IT in Indian Manufacturing,	5 + 1

	Classification by breadth of IT infrastructure and depth of manufacturing applications, Classification by breadth and integration of ITinfrastructure, Manufacturing Strategy – World class Status and IT Use: Is India Ready for World Class Manufacturing?	
5	**Leading India towards World Class Manufacturing:** Business Strategy and Global Competitiveness, Generic Manufacturing Strategies for the Information Age, Developing strategic thinking in manufacturing, Issues in Strategic planning for World Class Manufacturing, Barriers to using IT strategically, Strategic Planning Methodology for World Class Manufacturing, Implementing the World Class Manufacturing Plan, Need for performance measurement – The PO-P System, The TOPP System, The AMBITE System, Quality Performance, Cycle Time, Delivery Performance and Customer Service, Financial Performance Measures, The Balanced Score Card, Human Resource Dimensions in World Class Manufacturing – Morale and Teamwork.	5 + 1

Learning Resources:		
1	Text Books	World Class Manufacturing – A Strategic Perspective by B S Sahay, K B C Saxena, Ashish Kumar, Macmillan Publishers India Ltd., 1st Ed. World Class Manufacturing by K. Sridhara Bhat, Himalaya Publishing, 1st Ed.
2	Reference Books	Making Common Sense Common Practice – Models for Manufacturing Excellence by Ron Moore, Elsevier Pub., 3rd Ed. Competitive Manufacturing Management by John Nicholas, TMGH, 2nd Edition.
3	Supplementary Reading Material	The Japanese Manufacturing Techniques by Richard Schonberger, The Free Press Just in Time Manufacturing by M. G. Korgaonker, Macmillan Publishers India Ltd., 1st Ed.
4	Websites	http://www.enotes.com/world-class-manufacturer-reference/world-class-manufacturer
5	Journals	International Journal of Operations & Production Management- Journal of Manufacturing Systems International Journal of Manufacturing Technology & Management Journal of Operations Management Manufacturing & Service Operations Management

Semester	IV	Specialization	Operations Management
Course Code	407OPE	Type	Subject - Elective
Course Title	Business Process Reengineering		

Course Objectives:	
1	To explain how organizational performance in terms of efficiency and effectiveness can be improved through BPR.
2	To introduce BPR as a change management tool.
3	To explore and master the fundamental principles of BPR.
4	To provide a practical framework and management techniques needed for implementation of BPR.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to business processes:** Definition of business process, Dimension of business process, Common business processes in an organization, Definition of business process redesign, Definitions of various management related terms, Overview of business process reengineering, Business processes improvement. **Introduction to Business Process Reengineering (BPR):** History of BPR, Basics of BPR, Definition of BPR, Emergence of BPR, The need for reengineering, Benefits of BPR, Role of leader & manager, Breakthrough reengineering model, BPR guiding principles, Business process reengineering & performance improvement, Key targets of BPR, Myths about BPR, What reengineering Isn't, Difference between BPR and TQM, BPR and Process Simplification, BPR and Continuous Improvement.	6 + 1
2	**BPR in Manufacturing Industry:** Introduction, Enablers of BPR in manufacturing – Agile Manufacturing, Lean Manufacturing, JIT, Collaborative Manufacturing, Intelligent Manufacturing, Production Planning, Product design & development.	4 + 1
3	**BPR & Information Technology:** Introduction, Relationship between BPR & Information Technology, Role of Information Technology in reengineering, Role of IT in BPR (with practical examples), Criticality of IT in business process, BPR tools & techniques, Enablers of process reengineering, Tools to support BPR, Future role of IT in reengineering.	4 + 1
4	**BPR implementation methodology:** Reasons of implementation of BPR, Necessary attributes, BPR team characteristics, Key concepts of BPR, BPR methodology, Different phases of BPR, BPR model, BPR methodology selection guidelines, Common steps to be taken for BPR implementation, Different business process reengineering methodologies, Comparison of various business process reengineering methodologies, Consolidated BPR	6 + 1

	implementation methodologies, Steps of process reengineering, Organizational redesign using BPR, Impact of BPR on organizational performance, Performance measures of BPR, Business process reengineering project management, Reengineering recommendations, Threads of BPR in various phases	
5	**Success factors of BPR:** Reengineering success factors, Critical success factors of BPR, Reasons for BPR project failure & success, Reengineering drives cause many changes **Managing barriers to business process reengineering success:** Potential project implementation success, Risks associated with business process reengineering projects, Business process reengineering implementation barriers, Areas generating barriers to business process reengineering, Root cause to Information Technology barriers, Some root causes of internal individual resistance, A framework for barrier management	5 + 1

Learning Resources:		
1	Text Books	Business Process Reengineering by Radhakrishnan, Balasubramanian, PHI, Eastern Economy Edition, 2008. Business Process Reengineering by Jayaraman, Ganesh Natrajan and Rangaramanujan, TMGH.
2	Reference Books	Business Process Reengineering and Change Management by Dey, Biztantra.
3	Supplementary Reading Material	Practical Business re-engineering by Obolensky, Kogan Page.
4	Websites	http://www.youtube.com/watch?v=2j2lcDWQk7A
5	Journals	Productivity and Performance Effects of BusinessProcessReengineering: A Firm-Level Analysis, Altinkemer, Kemal; Ozcelik, Yasin; Ozdemir, Zafer D. Journal of Management Information Systems, Spring2011, Vol. 27 Issue 4 BusinessProcessReengineering in the Public Sector: The Case of the Housing Development Board in Singapore, Thong, James Y. L.; Yap, Chee-Sing; Seah, Kin-Lee. Journal of Management Information Systems, Summer2000, Vol. 17 Issue 1 BusinessProcessReengineeringManagement Services, Spring 2010, Vol. 54 Issue 1 A Wider View of BusinessProcessReengineering, Grant, Delvin. Communications of the ACM, Feb2002, Vol. 45 Issue 2

Semester	IV	Specialization	Operations Management
Course Code	408OPE	Type	Subject – Elective
Course Title	Enterprise Resource Planning		

Course Objectives:	
1	To understand how a business works and how information systems fit into business operations.
2	To understand the cross functional integration aspects of a business.
3	To understand better managerial decision making through real time data integration and sharing.
4	To understand the host of underlying technological tools of ERP.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Understanding Enterprise Resource Planning:** Concept of Enterprise , Overview of Business Functions and Business Processes, Integrated Management Information, Business Modeling, Evolution of ERP; ERP and related technologies; Myths about ERP; Importance of ERP; Value creation in organizations through ERP; Benefits of ERP; Risk of ERP - People Issues, Process Risks, Technological Risks, Implementation Issues, Operation & Maintenance Issues; Managing risk in ERP projects.	5 + 1
2	**ERP & Related Technologies:** Business Process Reengineering, Data Warehousing, Data Mining, OLAP, PLM, SCM, CRM, GIS, ERP Functional Modules , Integration of ERP, Supply Chain, CRM.	5 + 1
3	**ERP Implementation:** Technological, Operational, Business Reasons for ERP implementation , ERP implementation Life Cycle – Objectives - Phases - Reasons for failure; Implementation challenges; ERP transition strategies - Big Bang Strategy, Phased Implementation, Parallel Implementation, Process Line Transition Strategy, Hybrid Transition Strategy, Strategy Choice; Success and failure factors of an ERP implementation; ERP implementation costs; Organization and working of ERP implementation team.	5 + 1
4	**ERP Operations and Future Trends:** Operation and maintenance of the ERP system; Maximizing the ERP system; ERP and e-business; Integration of ERP, internet and www; Future of ERP.	5 + 1
5	**ERP Systems Processes and Management Control:** Sales and Marketing; Accounting and Finance; Production and Material Management; Human Resource Management, Overview of an ERP product.	5 + 1

Learning Resources:		
1	Text Books	Enterprise Resource Planning by Leon, Alexis , TMH Publication, 2nd Edition Enterprise Resource Planning by Koul, Saroj, Galgotia Publishing, 2001. ERP Concepts and Practice by Garg, V. K. and Venket Krishna N. K., PHI Publication, 1997. ERP In Practice by Vaman Jagan, TMGH
2	Reference Books	Enterprise Resource Planning by Sumner, Mary, Pearson Education, 2006. Enterprise Resource Planning by Jaiswal and Vanapalli, Macmillan Books.
3	Supplementary Reading Material	ERP Demystified by Leon, Alexis, TMH Publication, 2nd Edition, 2004.
4	Websites	https://www.sap.com
5	Journals	EnterpriseResource Planning (ERP) Systems and the Manufacturing-Marketing Interface: An Information-processing Theory View by Gattiker, T. F., International Journal of Production Research, 7/1/2007, Vol. 45 Issue 13 Critical Elements for a Successful Enterprise Resource Planning Implementation in Small-and Medium-sized Enterprises by Loh, T. C.; Koh, S. C. L., International Journal of Production Research, 9/1/2004, Vol. 42 Issue 17

Semester	IV	Specialization	Operations Management
Course Code	409OPE	Type	Subject – Elective
Course Title	Financial Perspectives in Operations Management		

Course Objectives:	
1	To highlight the importance of cost management as a key to profitability and the key to successful Operations Management
2	To underline the role of cost management from a strategic perspective.
3	To teach the identification of key cost drivers and defined process of managing operational costs.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Cost Management:** Cost management tools-life cycle costing, target costing, kaizen costing, JIT & theory of constraints, BPR and bench marking. Working Capital Management –Concept, Components, Scope, Practical applicability.	4 + 1
2	**Activity Based Costing:** Concept and basic knowledge, applicability, Limitations, Simple Numericals. Cost Concepts, behavior, type, allocation, apportionment and absorption along with nature, applicability and limitations of Job & Process Costing	4 + 1
3	**Budgeting:** Budgeting – nature, administration and effectiveness; budgeting cycle; activity-based budgeting; kaizen approach; ZBB; performance budgeting; human aspects of budgeting.	5 + 1
4	**Capital Budgeting :** The Capital Budgeting Concept & Process - An Overview, Generating Investment Project Proposals, Estimating Project, After Tax Incremental Operating Cash Flows, Capital Budgeting Techniques, Project Evaluation and Selection - Alternative Methods, Potential Difficulties ,Project Monitoring – Progress Reviews and Post - Completion Audits, Problem of Project Risk, Total Project Risk, Capital Rationing , Decision Tree.	7 + 1
5	**Project Cost Estimate and Risk Analysis:** Cost of project, Components of capital cost of a project, Project Risk Analysis, Project Organization. Project Evaluation and Audit: Sources of financing, Role of Financial Institutions in project financing, Data required for calculation of NPV, PI, IRR, BCR, NBCR, Project cost overruns and cost control, Phases of post audit, Type of post audit, Project closure.	5 + 1

Learning Resources:		
1	Text Books	Financial Management by I.M. Pandey, Vikas Publications, 10th Edition Financial Management by M.Y.Khan & P.K.Jain, TMGH., 5th Edition Project Management by K. Nagarajan, New Age Publications, 2nd Edition
2	Reference Books	Financial Management by Rajiv Shrivastava & Anil Mishra, Oxford Publication,2nd Edition Corporate Financial Management by Arnold Glen, Pearson Publication
3	Supplementary Reading Material	The Chartered Accountant Management Accountant
4	Websites	www.icai.org www.icwai.org www.moneycontrol.com
5	Journals	Production & Inventory Management Journal of Operations Management International Journal of Operation and Quantitative Management Indian Journal of Advanced Operations Management International Journal of Operations & Production Management Manufacturing & Service Operations Management

Semester	IV	Specialization	Operations Management
Course Code	410OPE	Type	Subject - Elective
Course Title	Service Operations Management		

Course Objectives:	
1	To provide students with the concepts and tools necessary to effectively manage a service operation.
2	To discuss best practices of World-Class Service.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Services:** Characteristics of Services, Importance of Service Sector, Classification framework, Service Delivery System – Process Flow Diagrams, Process Simulation,	4 + 1
2	**Site Selection for Services:** Types of Service Firms – Demand Sensitive Services, Delivered Services, Quasi-manufacturing Services, Site Selection for Demand Sensitive Services – Factor Rating, Regression, GIS, Gravity Model of Demand, Site Selection for Delivered Services – Expected Results, Mathematical Solution Methods for delivered services, Site Selection for Quasi-Manufacturing Services – Mixed Linear / Integer Programming for Location Selection	5 + 1
3	**Yield Management:** Capacity Strategies, Yield Management, Overbooking, Allocating Capacity – Static Methods, Nested Static Methods, Dynamic Methods. Pricing, Implementation issues – Alienating Customers, Customer Class Cheating, Employee Empowerment, Cost and Implementation Time.	5 + 1
4	**Inventory Management in Services:** Services versus Manufacturing Inventory, Set Up and Ordering Costs, Number of Products, Limited Shelf Space, Lost Sales versus Back Orders, Product Substitution, Demand Variance, Information Accuracy, The Newsvendor Model, Multiple Products and Shelf Space Limitations, Inventory Inaccuracy – Revenue Sharing, Markdown Money, Phantom Stockouts, Inventory Inaccuracy, Shrinkage.	6 + 1
5	**Offshoring and Outsourcing:** Outsourcing – Contract risk, Outsource Firm Risk and Pricing Risk, Competitive Advantage and Information Privacy Risk, Firm Specific Risks, Offshoring, Quantifying Offshoring, Offshoring and Competitive Capabilities – Cost, Non-cost Issues.	5 + 1

Learning Resources:		
1	Text Books	Successful Service Operations Management by Metters, King-Metters, Pulliman

		and Walton, Cengage India Edition, 2nd Edition.
2	Reference Books	Service Operations Management - Improving Service delivery by Robert Johnston Graham Clark, Prentice Hall
3	Supplementary Reading Material	Service Operation –Itil, Version 3 ,David Cannon, David Wheeldon
4	Websites	http://www.referenceforbusiness.com/management/Sc-Str/Service-Operations.html
5	Journals	A perspective on service delivery by McManus, John; Howitt, Michael. Management Services, Winter2009, Vol. 53 Issue 4 Journal of Software Project Management and & Quality Assurance

Semester	IV	Specialization	Operations Management
Course Code	411OPE	Type	Subject - Elective
Course Title	Business Process Management		

Course Objectives:	
1	Students will be able to model processes for subsequent implementation in Business Process Management Systems.
2	Students will be able to discern between technologies for human-centric process automation and system-centric process automation.
3	Students will understand the difference between Business Processes and Business Rules, and be able to select an appropriate information system.
4	Students will know the different phases of the process management lifecycle, supporting technologies, and how to transition between the phases of the lifecycle
5	Students will understand the technical capabilities of Business Process Management Systems, how they relate to concepts such as SOA and EAI
6	Students will be able to develop an implementation and integration strategy for processes that leverages organizational and technical capabilities of an enterprise

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Overview of the Process Management Lifecycle, Review of Process Modeling techniques. Process Design for Implementation: Analytical process model, Implementable process model – concept and comparison, Graphical models and their translation to XML, Components of Workflow Models From BPMN to XPDL.	5 + 1
2	**Implementing Process Designs:** Change Management - Process Implementation Alternatives: Manual Implementation, CSCW Systems, ERP Systems, Workflow & Business Process Management Systems, Process Outsourcing.	5 + 1
3	**Automating Processes:** Supporting processes with IS, components of a process-aware application, BPMS and Workflow, Systems Components and Architecture. **Rules vs. Processes:** Capturing decision-making activities, dealing with unstructured work, BPMS and BRMS, Integrating ECA rules with processes, Capturing Unstructured Processes. **Managing the Run-Time:** Ensuring efficient processes, Process Metrics, Business Activity Monitoring, Business Intelligence, Process Dashboards	5 + 1
4	**Task and Resource Allocation:** Organization models, Task allocation strategies, Mobile performers, External Participants. **Standards for**	5 + 1

	Business Process Management: WfMC Reference Model, Process design standards: BPMN, IDEF, Interchange standards: XPDL, BPEL, Integration standards: Wf-XML, WSCDL	
5	**Post-Execution Evaluation:** How Business Intelligence based on Process Data, Process Mining. **Business Process Management Maturity:** BPM Maturity Models, BPM Centers of Excellence, Organization Structure of BPM Efforts. **Process Simulation and Data Mining:** Predictive Process Simulation, Data Mining based on Process Data, Integration of Process information into Strategy Maps.	5 + 1

Learning Resources:		
1	Text Books	Harmon, Paul: Business Process Change. A Guide for Business Managers and BPM and Six Sigma Professionals. 2nd Edition, Morgan Kaufmann, San Francisco. Managing Business Process Flows, 2nd edition, by Ravi Anupindi, et al., ISBN 0-13-067546-6, Pearson Prentice-Hall, 2006.
2	Reference Books	Hammer, Michael: The Process Audit. Harvard Business Review, April 2007, pp. 111-123. Khoshafian, S. Service-oriented Enterprises. Auerbach Publications, Taylor & Francis Group, Boca Raton, FL, 2007, pp. xxv, 438 p. Scheer, A.-W. Business process change management : ARIS in practice Springer, Berlin ; New York, 2003, pp. xiii, 290 p.
3	Supplementary Reading Material	Davis, R.: An Introduction to Business Process Modeling with the ARIS design platform: getting started with BPM, (1st ed.) Springer, New York, 2007. Dumas, M.; van der Aalst, W.M.P. and A.H.M. ter Hofstede (eds.): Process-Aware Information Systems. Bridging People and Software Through Process Technology, John Wiley & Sons, Inc., Hoboken, NJ, 2005. Jeston, John; Nelis, Johan: Business Process Management: Practical Guidelines to Successful Implementations. Butterworth-Heinemann, 2006, pp. 464, ISBN 0750669217 van der Aalst, W.M.P., and van Hee, K. Workflow Management. Models, Methods, and Systems MIT Press, Cambridge, MA, USA, 2002.
4	Websites	BPTrends.org
5	Journals	International Journal of Business Process Management Leymann, F., and Altenhuber, W. "Managing business processes as an information resource," IBM Systems Journal (33:2) 1994, pp. 326-348.

Semester	IV	Specialization	Operations Management
Course Code	412OPE	Type	Subject - Elective
Course Title	Challenges and Opportunities in Operations Management		

Course Objectives:	
1	To make the student understand the ways of managing risk in Operations Management
2	To introduce various Environmental , Ethical and Technological issues in Operations Management
3	To introduce Global Reporting Initiatives, SA 8001, CSR, CDM, CT concept

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Managing Risk in Operations:** Concepts and framework of Risk Management, COSO enterprise risk management, Risk standard AS/NZ 4360, M-o-R: Management of Risk Framework, Risk in the key decision areas of operations: Inventory management, Information technology, Process Technology, Operating planning and capacity management, Maintenance and servicing, Risk in service operations, Occupational Health and Safety, Environmental risk, Operations and corporate risk	5 + 1
2	**Overview of Technological, Ethical and Environmental issues:** Global challenges , Defining Technological options for the achieving Goals to combat the risks based on SWOT, Concept of Business ethics & CSR , Environmental – Introduction to GHG trading , Defining control against budgeting for identified impacts & risks for Quality, environment, safety, & global trading	5 + 1
3	**Global Reporting:** Business advantage with global reporting , Guidelines G 3 for sustainability, Study of any published report like Siemens, Social accountability aspect in Business across the borders , Case study in Indian industry for CSR **Kyoto Protocol:** Basic Features, Why Kyoto Protocol Failed , Limitations and aspect of Kyoto Protocol, Introduction to Clean Technology, Clean development mechanism, Government & statutory authorities and their role in promoting Sustainability	5 + 1
4	**Sustainability in Operations:** What is sustainability? Development of the concept of sustainability, Accepted definitions, What make sustainable practices successful, What is a sustainable practice, Quality and Excellence, Strategic connection , Business Case for sustainability, Building sustainability – the role of operations function, New capabilities of operations management to support sustainability,	5 + 1
5	**Social Accountability:** SA 8001, Considerations in identifying & mitigating child labour, Considerations in investigating un fair wages	5 + 1

	complaint, Considerations in investigating Discrimination related complaints , Consideration for recording and monitoring home workers and/ time logging for piece rate.	

Learning Resources:		
1	Text Books	Operations Management: An Integrated Approach by Danny Samson and Prakash Singh, Cambridge University Press. Ethics and Corporate Social Responsibility: Why Giants Fall by Ronald R. Sims
2	Reference Books	The Kyoto Protocol: International Climate Policy for the 21st Century by Sebastian Oberthür and Hermann E. Ott The Clean Tech Revolution: Discover the Top Trends, Technologies, and Companies to Watch by Ron Pernick and Clint Wilder
3	Supplementary Reading Material	Standard SA 8001:2002 & Interpretation Guidelines SA 8002 Power to the People: How the Coming Energy Revolution Will Transform an Industry, Change Our Lives, and Maybe Even Save the Planet by Vijay V. Vaitheeswaran
4	Websites	https://www.globalreporting.org/resourcelibrary/G3-Guidelines-Incl-Technical-Protocol.pdf http://www.siemens.com/sustainability/report/09/en/indices/global_reporting_initiative.htm
5	Journals	Should Sustainability Reporting Be Integrated? By Verschoor, Curtis C., Strategic Finance, Dec2011, Vol. 93 Issue 6 Go Green, Save Green by Mc Collum, T., Internal Auditor, Aug2009, Vol. 66 Issue 4

Semester	IV	Specialization	Operations Management
Course Code	413OPE	Type	Subject - Elective
Course Title	Lean Manufacturing		

Course Objectives:	
1	To provide the concepts of Lean Manufacturing.
2	To give a hands on – How To – series of steps in Lean Manufacturing Implementation.
3	To highlight the role of company culture in transformation to Lean.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**History and Modern Applications of Lean Manufacturing:** Popularity of MRP systems and their impact on organizations, Pre-computer Inventory Management tools, Rethinking the MRP Model, The search for Holy Grail of Manufacturing, Lean Manufacturing Model, Kanban Methodology, Sequencing production one piece at a time on the Lean Line, The benefits of embracing lean methodologies for manufacturing, Lean Manufacturing Challenges to the MRP paradigm, The continuous evolution to Lean Manufacturing, The Internet and E-commerce technologies.	5 + 1
2	**Understanding Products, Processes and Demand:** Determining the scope of initial Lean Manufacturing Implementation Area, Selecting parent parts for the lean line, Establishing the capacity to meet the demand volume of lean implementation area, Sources for determining demand, Documenting the Process flow and establishing mixed product families, Factors impacting throughput volume, Identifying process Demand Levels and Establishing Takt, Numerators and Denominators of Takt time, Documenting process Work elements and quality criteria, Nonvalue added activity and quality considerations, summing the total time of the process.	5 + 1
3	**Line Layout and Work Station Identification with Process Linking and Balancing:** The consequences of imbalance, The Lean approach to Achieving Balance, Calculating resource requirements, Defining Resources, The physical layout of resources, Assigning tasks for each workstation, the in-process Kanban Signalling methodology, Discipline for maintaining workstation balance, Designing 5S into the line design.	5 + 1
4	**Kanban Strategies:** The in-process Kanban, The Single Card Kanban System, The Multiple Card Kanban System, Managing inventory with the Kanban System: The advantages & disadvantages of Kanban System, Kanban manager job responsibilities.	5 + 1
5	**Lean Implementation Mile Stones:** Software requirements for Lean manufacturing methodologies, Commitment to change, Transformation process	5 + 1

	to Lean manufacturing, Initialization and Project Start-up, Understanding Products, Processes and Materials, Final Check, Line Start-up, Internalize. Organizational impact of Lean Manufacturing, **Managing the Lean Manufacturing Line:** Managing Line Output to Match Customer Demand, Establishing Customer Response policy, Suboptimizing the Lean line to meet daily rate of demand, flexible operators, Rewarding for Flexibility, Rewarding for Linear Performance, Resistance to change.	

Learning Resources:		
1	Text Books	Lean Manufacturing Implementation by Dennis P Hobbs, Cengage Learning Co-published with APICS. Simplified Lean Manufacture – Elements, Rules & Implementation by N Gopalkrishnan, PHI.
2	Reference Books	Lean Manufacturing That Works by Bill Carreira, PHI, Eastern Economy Edition.
3	Supplementary Reading Material	Global Management Solutions Demystified by Dinesh Sheth and Subhash Rastogi, Cengage Learning Asia Lean Management – Concepts and Industry Perspectives by Mrudulla, ICFAI Books.
4	Websites	http://www.lean.org/
5	Journals	Evaluation of Value Stream Mapping in manufacturing system redesign by Serrano, Ibon; Ochoa, Carlos; Castro, Rodolfo De., International Journal of Production Research, Aug2008, Vol. 46 Issue 16 ERP Enabled Lean Six Sigma: A Holistic Approach for Competitive Manufacturingby Nauhria, Yugal; Wadhwa, S.; Pandey, Sunil., Global Journal of Flexible Systems Management, Jul-Sep2009, Vol. 10 Issue 3 Effect of buffer capacity and sequencing rules on single-card kanbansystem performance by Berkley, B.J., International Journal of Production Research, Dec1993, Vol. 31 Issue 12 Empowering Kanban through TPS - principles - An empirical analysis of the Toyota Production System by Thun, Jorn-Henrik; Druke, Martin; Grubner, Andre., International Journal of Production Research, Dec2010, Vol. 48 Issue 23

MBA SYLLABUS: SEMESTER IV
HUMAN RESOURCE MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	HRM
Course Code	403HR	Type	Subject Core
Course Title	Employment Relations		

Course Objectives:	
1	Give students insight into the IR scenario in India
2	Make students understand important laws governing IR
3	Create understanding about role of Govt., society and trade union in IR

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Conceptual Framework of ER :** Concept, Philosophy, Approaches of ER - The Dunlop's Approach , The Social Action Approach, The Human Relations Approach, The Gandhian Approach, Evaluation of ER Constitutional & Legal framework of Industrial Relations	6 + 2
2	**Industrial Relations Laws :** 2.1 **The Industrial Disputes Act 1947:** Sections # 2to 19 Provisions under Chapter V, VA, VC and chapter VI, VII. 2.2 **Industrial Employment (Standing Orders) Act 1946:** Section # 2,3,5,6,7,9,10,11, 12,13,14 2.3 The Contract Labour (Regulation and Abolition) Act 1970 Section# 2 and all provisions under Chapter III,IV,V,VI,and VII	6 + 2
3	**Trade Union Act 1926 :** Section # 2,Chapter II,III and chapter V, The Maharashtra Recognition of Trade Unions and prevention of unfair labour practices Act 71, Section# 3 and the provisions under chapter II, III, IV, V, VI, VII, VIII, X	8 + 2
4	**Employee Relations Initiatives :** 4.1 Worker's Participation in Management, Concept, evolution, implementation, Challenges. 4.2 Collective Bargaining, Concept, evolution and implementation. Study of best practices in IR: The students and faculty to identify organizations in the area and study their IR practices.	6 + 2
5	**Trends in Employment Relations :**	9 + 2

	5.1 Strategic Employee Relations – Emerging Trends 5.2 Cultural Aspects of Employee Relations	

Learning Resources:		
1	Text Books	Employee Relations Management by P.N. Singh, Neeraj Kumar, Pearson Publication
2	Reference Books	Industrial Relations, Trade Unions & Labour Legislation by P.R.N.Sinha, Indu Bala Sinha, Pearson Publication IR- Emerging Paradigms by B.D.Singh, Excel Books IR in India Shifting Paradigms by Ratna Sen, Macmillan India
3	Supplementary Reading Material	Industrial Relations by Arun Monappa Tata McGraw Hill Edition Personnel Management and Industrial Relations by R.S.Davar Vikas Publishing Industrial Relations by A.M.Sarma Himalaya Publishing House APS Labour Digest
4	Websites	www.india-laws.com www.Citehr.com www.ilo.org www.hrmguide.net www.nipm.in
5	Journals	Personnel Today Industrial Journal of Industrial Relations Indian Journal of Industrial Relations

Semester	IV	Specialization	HRM
Course Code	404HR	Type	Subject Core
Course Title	Strategic Human Resource Management		

Course Objectives:	
1	To make students understand HR implications of organizational strategies
2	Understand the various terms used to define strategy & its process
3	Understand HR strategies in Indian & global perspective

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Strategic Perspective** : HR Strategies, Strategic role of top & line management, Formulating HR strategies, Types of HR Strategies, HRD, Life cycle of organizations & HRD, Impact of organizational Performance & HRD	3 +1
2	**Talent Management** Career Planning and Succession Planning: Evolution of careers, career planning perspectives organization-centered career planning, Individual-centered career planning Succession Planning: Definition, Elements of Succession planning, Relation between career planning and succession planning, challenges of succession planning Competency and Potential Development: What are competencies, How do competencies differ from skills and knowledge, Integrated HR practices through competency development, benefits from competency-based on HR practices, Desired outcomes for organizations, competency based HR practices : outcomes for employees, developing a skill matrix , Retention strategies	7 + 2
3	**Alignment of HR strategies for Improving Organizational Effectiveness** : Cross Cultural Diversity, Cross Border Mergers & Acquisitions, Learning organization, Employee Engagement Strategy, Strategic Responses of Indians Most valuable companies.	7 + 2
4	**SHRM Issues & Challenges :** Compensation Management & Appraisal in MNC, Managing Diversity, Mergers & Acquisitions, Attracting & Retention of Talent, Competencies Mapping	10 + 3

5	**Global Dimensions** : International Context for HR strategy, Global Competitive Advantage, SHRM in International Context, Global Performance Management issues, Global T&D , Global Ethical Environment, Staffing for International Assignments, Leadership & Motivation in Global context	8 + 2

Learning Resources:		
1	Text Books	Strategic Human Resource Management by Jeffrey Mello, Cengage South Western
2	Reference Books	International HRM by Peter Dowling, Denice Welch, Cengage Learning, 4th Edition. HRM in Global Scenario by S.K. Bhatia, Deep & Deep Publications Pvt. Ltd, 2010
3	Supplementary Reading Material	Creating Wealth through Strategic HR & Entrepreneurship Gopalkrishnan by Upinder Dhar, Excel Books
4	Websites	www.shrmindia.org www.shrm.org www.peoplematters.com
5	Journals	Journal of Strategic Human Resource Management International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	405HR	Type	Subject - Elective
Course Title	Organizational Design & Development		

Course Objectives:	
1	To develop an understanding of the nature, functioning and design of organization
2	Be able to understand the theory and practice relating to the processes of organization development and change
3	Develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating organizational processes and change in organizations

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Organizations and Organizational Theory:** Definition, Prospective Dimensions, Strategy, Organization design & effectiveness	3 + 1
2	**Organizational Purpose & Structural Design:** Basic challenges of organizational Design - Fundamentals of Organizational structure, Internal Design Elements. Organization size & life cycle	7 + 1
3	**Organizational Culture & Ethics :** Innovation & change, Decision making processes & organizational learning	5 + 1
4	**Managing Innovation & Change:** Process of OD, Individual and Interpersonal Interventions, Team / Group Interventions, Intergroup Interventions, Techno structural Interventions, Strategic Change	7 + 1
5	**Organizational Transformation - Desk Research:** Students need to study organizational culture & design of 2 organizations each & present a report on the same**.**	3 + 1

Learning Resources:		
1	Text Books	Organizational Development & Transformation by French, Bell, Zawacki- TMGH Organization theory & Design by Richard L. Daft, Cengage Press.
2	Reference Books	Organization Development & Change by Cummings & Worely Cengage Learning's India Ltd, 8thEdition. Managing Organizational Change by Nilkant & Ramnarayan, Response Books Organization Change & Development by Kavita Singh, Excel Books The Oxford Handbook of Organizational Theory by Tsoukas & Knudsen, Oxford

		University Press
3	Supplementary Reading Material	Creating Performing Organization by Pattanayak & Gupta,Response Books Organizational Effectiveness & Change Management by Kondalkar, PHI learning Organizational Theory Text & Cases by Garetn Jones, Pearson Publishing
4	Websites	www.codhyd.org/ www.humancapitalonline.com www.shrmindia.org
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	406HR	Type	Subject - Elective
Course Title	Global HR		

Course Objectives:	
1	To give exposure to the students to international HR
2	To make students understand various initiatives in global HR
3	To make students understand various issues in global HR

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Defining international HR, difference between domestic and international HR, Variables determining difference between domestic and international HR, The path to global status, Talent management, International business ethics and HRM	4 + 1
2	**Managing and supporting international assignments:** Linking international assignments with organizational strategy, Staffing for international assignments, Issues in staff selection, selection criterion, The role of expatriate, the role of non-expatriate, dual career couples, are female expatriate different? role of the corporate HR function.	6 + 1
3	**International HR:** Importance of pre departure training, programs, the effectiveness of pre departure training, developing staff through international assignments. Objectives of international compensation, key components of international compensation program, approaches to international compensation.Performance management in multinational, PM of international employees, Appraisal of international employees.	6 + 1
4	**Key issues in international HR :** Trade unions and international HR , the response of trade unions to multi nationals, the issue of social dumping, the impact of digital economy	4 + 1
5	**VirtualOrganization study: Field Study/ Desk Research** Students to be divided in a group of 5 each. Each group to identify two organizations having presence in other country/countries and study their HR practices in the light of the above topics. This may be desk research or field visit. The groups will give hard copy of the work and also presentation.	5 + 1

Learning Resources:		
1	Text Books	International Human Resource Management by Peter j Dowling, Device E Welch, 4th Edition.
2	Reference Books	International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors International Human Resource Management by K Aswathappa and Sadhna Dash , TMGH
3	Supplementary Reading Material	International HRM- A cross cultural approach, Terence Jackson, SAGE publication.
4	Websites	http://www.cipd.co.uk/global/ www.shrm.org www.hrmguide.net
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	407HR	Type	Subject - Elective
Course Title	Employee Reward Management		

Course Objectives:	
1	To appraise students with reward management system practiced in organizations
2	To make students understand the process of setting reward management system
3	To give students exposure to the reward management practices followed various organizations

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Reward Management:** Definition, Aims of reward management, achieving the aims, reward system, elements of reward system, factors affecting reward system, policy and practice, impact of environment, internal & external	4 + 1
2	**Grade and pay structures:** Types of grades and pay structures, Developing grade and pay structures, individual pay, team pay, paying for organizational performance	6 + 1
3	**Reward management for special groups:** Rewarding directors and senior executives, international reward, rewarding sales and customer service staff, rewarding knowledge workers, shop floor pay	4 + 1
4	**Union role in Reward Management:** Impact of Trade Union on reward determination, unions and alternative reward system, Govt. and legal issues in reward system, reward system in India, National wage policy	5 + 1
5	**Desk Research/Field Work:** Faculty to invite minimum 4 experts from manufacturing/service/NGO/Govt. Organizations to expose the students to reward management system practiced by those organizations	6 + 1

Learning Resources:		
1	Text Books	Dynamics of Personnel Management by Prof M N Rudrabasavraj Himalaya publishing
2	Reference Books	A Handbook of Employee Reward Management and Practice by Michel Armstrong Personnel and Human Resource Management by George T Milkovish and John w Boudream, Published by All India Traveller Bookseller
3	Supplementary Reading Material	Personnel Management Text and Cases by C B Mamoria and S V Gankar, Himalaya publishing

4	Websites	www.cipd.co.uk www.payscale.com www.livesalary.com.au/
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	408HR	Type	Subject - Elective
Course Title	Change Management		

Course Objectives:	
1	To make students understand meaning of change and need for organizational Change.
2	To appraise students with the change management process

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Definition of change, how people experience change?, Seven phases of change, shock and surprise, denial and refusal, rational Understanding, emotional acceptance, exercising and learning, Rationalization, integration.	5 + 1
2	**Organizational Change:** Definition, Change: a managerial necessity, Areas of change, management of environment and technology, change and the manager, managing change from gender perspective.	5 + 1
3	**Model of Change Management:** The organizational development model, people management, Organizational politics and change, the learning organization.	5 + 1
4	**Leading Change:** Leaders, heroes and Chief Executive officers. Student to study minimum two case studies	5 + 1
5	**Executing Change:** Challenges of execution, Why does change Succeed / Fail? Minimum two case studies one each of successful execution and one of failure	5 + 1

Learning Resources:		
1	Text Books	Change Management by Andrew Pettigrew and Richard Whipp Infinity Books
2	Reference Books	Change and Knowledge Management by B Janakiram, P V Ravendra,Shubha Murlidhar Published by biztantra Change Management by Robert a Paton and James McCalman, Sage Publication, 3rd Edition
3	Supplementary Reading Material	Change Management by V Nilkant, S Ramnarayan , Sage publication Change: How to adapt and transform the business : Editors N Anand and Nigel Nicholson Published by Biztantra.

4	Websites	www.changedynamix.com http://www.oursouthwest.com/SusBus/mggchange.html
5	Journals	Journal of Organizational Change Management International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	409HR	Type	Subject - Elective
Course Title	Conflict & Negotiation Management		

Course Objectives:	
1	To develop an understanding of the nature and strategies of negotiation.
2	To understand conflict and strategies to resolve the conflict.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Fundamentals of Negotiation:** Nature of negotiation, Dimensions of Negotiation, Structure , norms & values, Strategy & planning	5 + 1
2	**Negotiation Processes:** Perception & Preparation, Communication & Influence, Ethics in negotiation, Agreement, Role Play (activity)	6 +1
3	**Conflict Management:** Definition, Models of conflict (Process & Structural), Sources of conflict, Relationship between conflict & performance in team, Advantages & Disadvantages of Conflict	4 + 1
4	**Managing Conflict:** Individual difference, Personalities & abilities, Interpersonal conflict, Group conflict, Organizational conflict, Dealing with difficult subordinates & boss, Technique to resolve team conflict, Strategies to resolve organizational conflict, Role Play (activity)	7 + 1
5	**Desk research:** Students to study 4 case studies related to negotiation , third party conflict resolution(ADR) & prepare presentation on the same	3 + 1

Learning Resources:		
1	Text Books	Negotiation by Lewicki, Saunders, Barry, TMGH Corporate Conflict Management - concepts & skills by Eirene Rout, Nelson Omika, PHI. Negotiation- Communication for diverse settings- Michael Spangle, Sage Publication.
2	Reference Books	Negotiation, Harvard Business Essentials, Harvard Business School Press How to negotiate effectively, David Oliver, The Sunday Times. Conflict Resolution Techniques by Subbulakshmi, ICFAI University press

		Conflict Management, Barbara Corvette, Pearson Education
3	Supplementary Reading Material	How to be a problem solver, M Stevens, The Industrial society, Kogan Page India. A Handbook of Human Relations, M.H.Shookla, Macmillan India Ltd.
4	Websites	http://www.religioustolerance.org/int_rel24.htm http://changingminds.org/links/links_negotiation.htm http://www.negotiatingedge.com/links.shtml http://www.mindtools.com/pages/article/newLDR_81.htm http://www.helpguide.org/mental/eq8_conflict_resolution.htm
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	410HR	Type	Subject - Elective
Course Title	LAB in CSR		

Course Objectives:	
1	To help students understand & design CSR initiatives

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction of CSR:** Aims & Objectives, Importance of CSR	10
2	**CSR initiatives:** Adopted by organization in Indian Context as well as Global context	10
3	**Desk Research/ Field Study:** Faculty to divide students in a group of 6 each. Groups will visit various industries in nearby area, understand various CSR activities initiated by them & present as well as submit the report on same.	10

Learning Resources:		
1	Text Books	CSR Strategies: Corporate Social Responsibility for a Competitive Edge in Emerging Markets by Sri Urip, John Wiley & Sons, 2010
2	Reference Books	Corporate Social Responsibility And International Development: Is Business the Solution? By Michael Hopkins, Earthscan, 2007
3	Supplementary Reading Material	Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause by Philip Kotler, Wiley
4	Websites	Making Sense of Corporate Social Responsibility. Sathish, Ramya. "Corporate Social Responsibility in India - Putting Social-Economic Development on a Fast Track" Corporate Social and Environmental Responsibility in India - Assessing the UN Global Compac's Role by Chahoud, Dr. Tatjana; Johannes Emmerling, Dorothea Kolb, Iris Kubina, Gordon Repinski, Catarina Schläger, 2007.
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	411HR	Type	Subject - Elective
Course Title	Lab in Industrial Relations		

Course Objectives:	
1	To expose students to drafting of various notice/ memos/ show cause etc.
2	To expose students to the working of Labour courts

Syllabus:

Unit Number	Contents	Number of Sessions
1	Study & Preparation of notice of strike & lockout (2 minimum each).	5 + 1
2	Study & drafting show cause notice (minimum 2)	5 + 1
3	Handling & drafting misconduct procedure	5 + 1
4	Inviting Trade Union leader to understand issues & functioning of Trade unions	5 + 1
5	Visit to Labour court & Industrial Tribunal	5 + 1

Learning Resources:		
1	Text Books	Employee Relations Management by P.N. Singh, Neeraj Kumar, Pearson Publication
2	Reference Books	Industrial Relations, Trade Unions & Labour Legislation by P.R.N.Sinha, Indu Bala Sinha, Pearson Publication IR- Emerging Paradigms by B.D.Singh, Excel Books IR in India Shifting Paradigms by Ratna Sen, Macmillan India
3	Supplementary Reading Material	Industrial Relations by Arun Monappa, TMGH Personnel Management and Industrial Relations by R.S.Davar, Vikas Publishing Industrial Relations by A.M.Sarma, Himalaya Publishing House APS Labour Digest
4	Websites	www.india-laws.com www.ilo.org www.hrmguide.net www.nipm.in
5	Journals	Personnel Today

		Industrial Journal of Industrial Relations Indian Journal of Industrial Relations

Semester	IV	Specialization	HRM
Course Code	412HR	Type	Subject - Elective
Course Title	Lab in Legal compliances		

Course Objectives:	
1	To equip students with various compliances the HR head has to give under different Acts
2	To learn drafting skills of these compliances

Syllabus:

Unit Number	Contents	Number of Sessions
1	The students are expected to study and draft the following compliances 1) Monthly return under The Factories Act 2) Annual return under the Factories Act 3) MPCB Act compliance and return 4) Payment of wages return 5) Minimum Wages return 6) Accident details form no 16 and 14 7) Factory License renewal 8) PF payment and return 9) Payment of Bonus return 10)ESIC Payment and return	25
2	Presentation on the learning by students	05

Learning Resources:		
1	Text Books	Bare Acts Labour Law by S.P.Jain Labour Law by Malik
2	Reference Books	Introduction to Labour & Industrial Laws by Avatar Singh, LexisNexis Labour &Industrial Laws by S.N.Mishra, Central law publication Labour Laws by S.D. Geet, Nirali Prakashan Elements of Mercantile Law by N.D.Kapoor, Sultan Chand
3	Supplementary Reading Material	APS Labor Digest
4	Websites	www.india-laws.com www.lawinfo.com

		www.lawsinindia.com www.lawforyou.com http://www.vakilno1com
5	Journals	Personnel Today International Labour Review Industrial Journal of Industrial Relations Indian Journal of Industrial Relations

Semester	IV	Specialization	HRM
Course Code	413HR	Type	Subject - Elective
Course Title	Lab in Mentoring and Coaching		

Course Objectives:	
1	To apprise students with role of Mentor, Coach & Counselor
2	To demonstrate elements of Mentoring, Coaching & Counseling vis-à-vis industry
3	To get clarity on how to consciously influence themselves and others so as to create productive behaviors that lead to optimal personal impact.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**The Manager as a Coach and Mentor:** What is coaching & Mentoring? Why & how it is so important? Making the transition from Manager to Coach/ Mentor	4 + 1
2	**Putting Coaching &Mentoring to Work:** Dos and don'ts of Coaching & Mentoring, Putting it to work vis-à-vis Organizational Context, Selecting & Allotting Coaches and Mentors, Records, Feedback & Follow-up	4 + 1
3	**What is Counseling?** What is Counseling? Why & how it is so important, attending to? Performance Counseling, Personal and Family Wellbeing, Work-life balance to health problems	5 + 1
4	**Dos and Don'ts of Counseling :** Understanding Psychometrics, Helping the individual to understand and help himself , Understand the situations and look at them with a new perspective and positive outlook, Helping in better decision making, Alternate solutions to problems, Coping with the situation and the stress.	5 + 1
5	**Field Study/ Desk Research:** Student along with faculty are expected to study Mentoring, Coaching & Counseling practiced by the organizations in the area & prepare a report.	7 + 1

Learning Resources:		
1	Text Books	Coaching & Mentoring by Jane Renton, Profile Books Ltd.
2	Reference Books	Making Mentoring Happen by Kathy Lace, Business & Professional Publishing Pvt. Ltd. Coaching and Mentoring, Harvard Business School Press Coaching, Counseling & Mentoring by Florence M. Stone, AMACOM, 1601 Broadway, New York.

3	Supplementary Reading Material	Improve Your Coaching & Training Skills by Patrick Forsyth, Kogan Page India Pvt. Ltd.
4	Websites	www.coachingnetwork.org.uk http://www.tobincls.com/mentoring.htm http://www.coachingandmentoring.com/Articles/mentoring.html
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	414HR	Type	Subject - Elective
Course Title	Emerging Trends in HR		

Course Objectives:	
1	To expose students to organizations to know emerging trends in HR.

Syllabus:

1	Faculty & students have to do desk research on emerging trends and Best HR practices in areas such as CSR, Recruitment, Retention, Training and Skill Development, Transfers, Appraisals, Employee engagement, Compensation ,Employee participation etc. organizations like Infosys ,Wipro ,TCS ,TATA Motors ,IBM ,TVS ,Reliance can be studied for benchmarking best practices.	10
2	**Skills Development as a major emerging trend :** Skills and competencies, vocational skills needed for Industrial Development in relation to various sectors like manufacturing, IT & ITES,pharma,services etc.,Historical Development and present status, Concept of public private partnership,Role of Government in skill development,Role of various stakeholders in skill development such as operational managers,HR professionals,Union authorities etc.	6
3	Invite Senior HR professionals to share their experiences on emerging trends in HR.	6
4	Visit minimum 2 organizations in the area to know their skill requirement and skill development initiatives and their best HR Practices.	8

Learning Resources:		
1	Text Books	HRM Practices by K B S Kumar, ICFAI university press, I edition
2	Reference Books	HRM practices in Industry by Kaila, Ravishankar, Himalaya Publishing House, I edition
3	Supplementary Reading Material	Case Studies on HRD Practices by M.K. Patel, Anmol Publications Websites of the organizations mentioned above Annual Reports of the organizations mentioned above Newsletter of the organizations mentioned above
4	Websites	www.business-standard.com

		www.thehrpractice.in www.hrmguide.in www.shrm.org
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	415HR	Type	Subject - Elective
Course Title	Designing HR policies		

Course Objectives:	
1	To equip students with pros and cons of HR Policies
2	To study statutory & non statutory requirements
3	To acquaint students with role & responsibilities of HR professionals

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction on the Content and Use of the Manual** Corporate Profile (History, Ownership, Products/Services/Clientele) Corporate Vision and Mission Statement Corporate Values Corporate Philosophy and Beliefs on Human Resource Corporate Table of Organization Manpower Planning: Procedure and Considerations HR Requirements Assessment Worksheet Position Analysis/Job Descriptions	5
2	**Recruitment and Selection : Policies, Procedures (Internal placement, Direct Hire, Outsource)** Forms (Application, Request for Recruitment, Request for Staffing) Test (IQ, Technical/Functional, Personality/Behavioral, Managerial) Interview Guides/Interview Sheets Background/Reference Check (Letters, Checklist) Verifying Credentials Employee Orientation and Induction: Procedure, Accountability and Content Guidelines Orientation Slides, Orientation Letter Employment Contracts / Bonds	6

	Types of Employment: Definition and Considerations Contract Forms, Procedures in Administering Contracts Personnel Movements Promotion, Transfer, Demotion Wage, Salary and Benefits Administration Policy on Compensation Compensation Package Job Classification, Salary Structure Rules on Adjustments Rules on Merit Increases	
3	**Employee Benefits** Leave Credits: Types, Procedures of Availing Leaves, Forms and Recording & Conversion of Unused Leaves Monetary and Tangible Benefits Compliance to Government Regulated Benefits Employee Attendance and Absences Policy Time Management Personal Leave of Absences Travel and Accommodation Modes of Transportation Accommodation Issues Travelling Formats(Requisition and Reimbursement) Code of Discipline Dress Code Personal Communications Gifts and Gratuity Policy on Discipline Rules Pertaining to :	6

	Attendance Adherence to Norms and Procedures Customer/Public Conduct Use of Company Resources/Properties Safety and Security Behaviors Defining the Corporate Policies Table of Offenses Procedures on Disciplinary Action Disciplinary Written Warning Format Disciplinary Action Report	
4	**Employee Relations and Grievance Handling** Corporate Responsibility and Supervisory Responsibility Definition of ER Programs and Activities Grievance Handling Procedures Employee Records Management Employee Profile and History Employee Data Change Transfer/Accountability of Employee Records and Information Training and Development Corporate Policy on Training Training Accountability Procedures in Availing Training (Related Forms) Training Contract: Formal and Informal Outsourced Training: Procedures and Considerations Training Evaluation: Requirements and Forms Employee Training Record	5
5	**Field study/ Desk Research** Student along with faculty are expected to study HR policies available from various sources and work on designing HR policies (Manual) for an	8

	Organization (Wherever Possible real time or for model organization)* .	

*The list of topics provided in the modules is not exhaustive as such students and faculty members can add as and when they feel the appropriateness of the dimension they get from the study.

Learning Resources:		
1	Text Books	How to Develop Essential HR Policies and Procedures, by John H. McConnell Amacom, Div American Mgmt. Association, Volume 1
2	Reference Books	Guide on Labour & Human Resources, Management Forms & Precedents (Law Practice & Procedure), Snow white Human Resource Policies and Procedures for Nonprofit Organizations byCarol L. Barbeito, John Wiley & Sons, 2004
3	Supplementary Reading Material	The HR Toolkit, Denise A Romano, TMGH HR Manuals, Handbooks available through Contacts and web sources
4	Websites	www.chillibreeze.com/articles_various/HR-policies-in-India.asp http://toostep.com/debate/are-hr-policies-of-indian-companies-employee-friendly
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	416HR	Type	Subject – Elective
Course Title	Competency Mapping		

Course Objectives:	
1	Make the students understand concept and importance of competency mapping
2	Give insight into the process and models of competency mapping

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Understanding Competency Mapping :** Introduction---history and origin of competency mapping-----Reasons for popularity of competency mapping---- Definitions and components of competency---Skill, knowledge and motive—traits of self-concept	6 + 1
2	**Competency Mapping - procedures and steps:** Determining objectives and scope---clarifying implementation goals and standards----create an action plan----define performance effectiveness-----tools for data collection---data analysis---validating competency model----mapping future jobs and single incumbent jobs-----using competency profiles In HR decision	7 + 1
3	**Competency Categories:** Thresh hold, differentiating, generic vs. key, functional or technical, leadership , managerial	4 + 1
4	**Leading and managing competency mapping :** Acceptance of competency mapping----causes for resistance---recommended action to address resistance---- Delphi technic,360 degree feedback, HR generic competency mapping-----supervisory generic competency mapping	4 + 1
5	**Competency assessment and uses :** Strategies to address the gaps----- competency recruitment and selection-----competency based appraisal----- competency based succession and career planning----competency based compensation and benefits------competency based training and development	4 + 1

Learning Resources:		
1	Text Books	The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations by Seema Sanghi Sage Publications Pvt. Ltd; Competency Mapping by R K Sahu, Publisher : Excel ASTD Competency Study: Mapping the FuturebyPaul R. Bernthal**,** Publisher: ASTD Press (June 6, 2004**)**

2	Reference Books	Competency Mapping For Superior Results by Mukherjee, Sraban TMGH, 2011 -12 Edition
3	Supplementary Reading Material	Understanding Organizational Behavior by Uday Parek, Oxford University Press
4	Websites	http://www.bodhih.com/humanresources/competencymapping.html http://competency-matrix.blogspot.in/ http://mmgindia.com/?tag=competency-mapping
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

MBA SYLLABUS: SEMESTER IV
INTERNATIONAL BUSINESS MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	IB
Course Code	403IB	Type	Subject - Core
Course Title	International Business Environment		

Course Objectives:	
1	To help students understand the nature scope and structure of International Business
2	To explore students to various policy perspective in international regulatory environment.
3	To enable students to understand the influence of various environmental factors on international business operations..

Syllabus:

Unit Number	Contents	Number of Sessions
1	Environmental Context of International Business: Framework for analyzing international business environment – Domestic, foreign and global environments and their impact on international business decisions. Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade.	7 + 2
2	International Financial Environment: Foreign investments -Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows.	7 + 2
3	International Economic Institutions and Agreements: WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and agreements.	7+ 2
4	Multinational Corporations and their involvement in International Business: Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.	7 + 2
5	Regional Economic Groupings in Practice: Regionalism vs. multilaterallism, Structure and functioning of EC and NAFTA; Regional economic cooperation. Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.	7 + 2

Learning Resources:		
1	Text Books	Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999.
2	Reference Books	Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, 8th ed., Addison Wesley, Readings, 1998. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999. Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.
3	Supplementary Reading Material	Economic Times Daily Business Standard Daily The Hindu Business Line
4	Websites	http://www.wto.org/ http://www.imf.org/external/index.htm
5	Journals	Asian Economic Bulletin Asian Journal of Management Cases Economic and Political Weekly Enterprise and Society: The International Journal of Business History Global Business Review International Business & Economics Research Journal International Business and Management International Business Research Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy World Affairs: the Journal of International Issues

Semester	IV	Specialization	IB
Course Code	404IB	Type	Subject - Core
Course Title	Indian Economy and Trade Dependencies		

Course Objectives:	
1	To explore students to the diversity of issues prevalent in the Indian Economy.
2	To provide insights to the students about the trade related issues of the Indian Economy.
3	To make students realize the importance of trade in the present globalized era.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Indian Economy :** Alternative Development Strategies – Trends in National Income, Growth and Structure since 1991 - New Industrial Policy 1991 – Recent changes in Trade Policy - Competition Policy - Public Sector Reform - Privatization and Disinvestments – Progress of Human Development in India	7 + 2
2	**Planning and Economic Development :** Redefining the Role of the State – Human Capital Formation in India – Problem of Foreign Aid – Economic Reforms and Reduction of Poverty –Measures to Remove Regional Disparities	7 + 2
3	**Indian Industries :** Review of Industrial Growth under 10th and 11th Five year plan - Growth and present state of IT industry in India – Outsourcing, Nationalism and Globalization – Small Sector Industrial Policy	5 + 2
4	a) **Foreign Trade:** Trends of Exports and Imports of India – Composition of India's Foreign Trade - Direction of India's Foreign Trade – Growth and Structure of India's Foreign Trade since 1991 – Balance of Payments since the New Economic Reforms of 1991. b) **Foreign Capital :** Need for Foreign Capital – Foreign Investment Inflows – Role of Special Economic Zones (SEZ)	10 + 2
5	**India in the Global Setting :** India in Global Trade – Liberalization and Integration with the Global Economy – Globalization Strategies – India's Foreign Exchange Reserves – Convertibility of the Rupee – WTO and India.	6 + 2

Learning Resources:		
1	Text Books	Indian Economy by Datt & Sundharam, 61st Edition, S Chand Indian Economy by Misra & Puri, 4th Edition, Himalaya Publishing House
2	Reference Books	India's Economic Development Since 1947 3rd Ed. Editor : Uma Kapila

3	Supplementary Reading Material	Foreign Exchange Handbook by H.P Bharadwaj. World Development Reports (Recent years) Economic Times Daily Business Standard Daily The Hindu Business Line
4	Websites	http://www.wto.org/ http://www.imf.org/external/index.htm http://indiabudget.nic.in/
5	Journals	Economic and Political Weekly Foreign Trade Review Global Business Review International Trade Forum International Trade Journal Journal of Economic Perspectives Journal of International Trade & Economic Development Journal of Asian Business Monthly Statistics of International Trade World Affairs: the Journal of International Issues

Semester	IV	Specialization	IB
Course Code	405IB	Type	Subject - Elective
Course Title	Environment and Global Competitiveness		

Course Objectives:	
1	To make students aware of the competitive issues facing nations, companies, and individuals in a global economy.
2	To help students understand the issues, policies, and actions that organizations should pursue to develop and maintain organizational strengths that will endure the competitive environment of global markets.
3	To make students realize the importance of sustainable development way of thinking in globally competitive world.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Measuring Competiveness:** Defining Competiveness, Macro Economic Indicators – Global Competitiveness Index – Pillars of competitiveness. Michael Porter's five force and competitive advantage theory. Indicators of world competitiveness. Ranking of the current year and India's position. Changes in the top 5 rankings in last 3 year and lessons thereof	5 + 1
2	**Globalization & Business:** Overview of commercial geography. Impact of geographical aspects on international business and business strategies. Global dynamics: interplay of local, national, regional and worldwide forces OECD / WEF/ G8 / G33. Economic, political, social, cultural, legal, technological forces	5 + 1
3	**Sustainable Competitiveness:** Economic Growth – Problem or Solution? - Growth, Free Markets, and Business Responsibility – The failure of market-based policies - Sustainable Production and Sustainable Products - Sustainable Consumption - The Sustainable Competitiveness Index framework.	5 + 1
4	**Innovation Management :** Reducing Uncertainty - Virtualizing the Business Model to Drive Innovation, Agility, and Value Creation - Globalization for Innovations	5 + 1
5	**Global Strategy, Structure and Implementation:** Country Evaluation and Selection – Export and Import Strategies – Direct Investment and Collaborative Strategies.	5 + 1

Learning Resources:		
1	Text Books	International Business , 12/E, John Daniels, Lee Radebaugh, Daniel Sullivan and Prashant Salwan, Pearson International Business, 6/E, Hill and Jain, The McGraw – Hill Companies
2	Reference Books	Business, Ethics, and the Environment: Imagining a Sustainable Future Joseph DesJardins, Pearson Thomas L Friedman. The World Is Flat: A Brief History of the Twenty-First Century, FurtherUpdated and Expanded, Release 3.0. New York: Picador/Farrar, Straus, and Giroux, 2007. Pankaj Ghemawat. World 3.0: Global Prosperity and How to Achieve It. Boston: Harvard Business Review, 2011. Tarun Khanna and Krishan G. Palepu. Winning in Emerging Markets: A Road Map for Strategy and Execution. Boston: Harvard Business Press, 2010. Richard M. Steers, Carlos J. Sanchez-Runde, and Luciara Nardon. Management Across Cultures: Challenges and Strategies. New York: Cambridge University Press, 2010. Innovation Management, 2/E , Allan Afuah, Oxford
3	Supplementary Reading Material	Global Competitiveness Report 2011-12 , World Economic Forum Economic Times Daily Business Standard Daily The Hindu Business Line
4	Websites	http://www3.weforum.org/docs/WEF_GCR_Report_2011-12.pdf Michael Porter on Competitiveness - Youtube
5	Journals	Journal of Global Competitiveness Advances in Competitiveness Research

Semester	IV	Specialization	International Business Management
Course Code	406IB	Type	Subject - Elective
Course Title	Marketing to Emerging Markets & Bottom of the Pyramid		

Course Objectives:	
1	To understand needs and aspirations at the Bottom Of the Pyramid (BOP)
2	To learn about opportunities that exist at BOP

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Overview of Emerging Markets:** Countries constituting emerging markets. Countries constituting BRICS & Next 11, Growing economic power of emerging markets, Demographic & economic scenario of emerging market countries. Emerging market size for different sectors	5 + 1
2	**Emerging Markets - Perspectives & Practices:** **Characteristics of emerging markets:** Emerging markets versus developed markets - market heterogeneity, sociopolitical governance, chronic shortage of resources, unbranded competition, and inadequate infrastructure. **Comparative advantage of emerging markets:** Policy based advantage, raw material based advantage, NGO based advantage, Marketing Implications in terms of strategy, policy & practice of marketing, Marketing Mix Implications.	7 + 1
3	**Bottom of the Pyramid Markets:** Difference between Emerging Markets & BOP Markets, Definition, size & composition of BOP markets all over the world, Characteristics of BOP markets	5 + 1
4	**Marketing Strategies for BOP Markets:** Four elements of BOP strategy - creating buying power, shaping aspirations, improving access, and tailoring local solutions. C K Prahalad's 12 principles, BOP Protocol	5 + 1
5	**Criticism of Marketing to BOP &alternate perspectives**	3 + 1

Learning Resources:		
1	Text Books	The Fortune at the Bottom of the Pyramid, Prahalad, C.K., Pearson – Singapore.
2	Reference Books	We are like that only by Bijapurkar, R. (2007), New Delhi: Penguin Portfolio.
3	Supplementary Reading Material	Bang V.V. and Joshi S. L. (2008), "Conceptualization of Market Expansion Strategies in Developing Economies", Academy of Marketing Science Review, 4, [Online] Available: http://www.amsreview.org/articles/bang04-2008.pdf World Business Council for Sustainable Development (WBCSD). (2004), Doing business with the poor – a field guide. (March). [Online] Available: http://www.wbcsd.org/DocRoot/uCxCgEiOhrCEXcsN5sIo/sl-field-guide-reprint.pdf United Nations Development Programme (UNDP). (2008), "Creating Value For All: Strategies For Doing Business With Poor", The Growing Inclusive Markets Initiative,(July). [Online] Available: http://www.undp.org/gimlaunch/download.shtml. Preston, K, A. Libow, A. Bruno, C.Meade, and R. Wells. (2007), Opportunities for the Majority Index: Analysis of Corporate Performance in Latin America and the Caribbean, The Inter-American Development Bank, 21st December. [Online] Available:http://www.iadb.org/am/2008/docs/OM_Index_Final_Report_v2.pdf. Simanis, E. and S. Hart With J. DeKoszmovszky, P. Donohue,D. Duke, G. Enk, M. Gordon, and T. Thieme. (2008), The Base of the Pyramid Protocol: Toward Next Generation BoP Strategy, Center for Sustainable Global Enterprise, Johnson School of Management, Cornell University, 2nd Ed. . [Online] Available: http://www.wdi.umich.edu/files/BoPProtocol2ndEdition2008.pdf. Karamchandani, A., M. Kubzansky, and P. Frandano. (2009), Emerging Markets, Emerging Models: Market-Based Solutions To The Challenges Of Global Poverty, Monitor group, (March). Hammond, A., W. J. Kramer, R. S. Katz, J. T. Tran, and C. Walker. (2007), The Next 4 Billion: Market size and Business strategy at the Base of the Pyramid, World Resources Institute (WRI) and International Finance Corporation (IFC) [Online] Available: http://www.wri.org/publication/the-next-4-billion. Wilson, D. and R. Purushothaman. (2003) "Dreaming With BRICS: Path to 2050." Goldman Sachs, Global Economics Paper No.99, 1st October.
4	Websites	http://www.wri.org/
5	Journals	Prahalad, C.K., and A. Hammond. (2002), "Serving the World's Poor, Profitably", Harvard Business Review, 80(September), pp. 48-57. Prahalad, C. K. and S. L. Hart. (2002), "The Fortune at the Bottom of the Pyramid", Strategy + Business, 26, pp.54-67. Dawar, N. and A. Chattopadhyay (2000), "Rethinking Marketing Programs for Emerging Markets", William Davidson Institute, Working Paper Number 320.

		Beshouri, C.P. (2006), “A Grassroots Approach to Emerging-Market Consumers.” The McKinsey Quarterly, (March), pp.61-71 Karnani, A. (2007), “The Mirage of Marketing to the Bottom of the Pyramid: How The Private Sector Can Help Alleviate Poverty”, California Management Review, 49(4), (Summer), pp.90-111. London, T. and S. L. Hart (2006), “Reinventing strategies for emerging markets: beyond the transnational model”, Journal of International Business Studies, (August), pp.1–21. [Online] Available: http://e4sw.org/papers/JIBS.pdf. Simanis, E. and S. Hart (2006), “Expanding Possibilities at the Base of the Pyramid - Innovations Case Discussion: KickStart”, Innovations, (winter), pp.43-51. Vachani, S. and N. Craig Smith. (2008), “Socially Responsible Distribution: Distribution Strategies For Reaching The Bottom Of The Pyramid”, California Management Review, 50(2), (Winter), pp.52-84 Sheth, J. N. (2011), “Impact of Emerging Markets on Marketing: Rethinking Existing Perspectives and Practices”, Journal of Marketing, Vol. 75 (July), 166 – 182.

Semester	IV	Specialization	International Business Management
Course Code	407IB	Type	Subject - Elective
Course Title	CrossCultural Relationship Marketing		

Course Objectives:	
1	To help students understand the cultural aspects of relationships.
2	To emphasize the need for cultural adaptation in relationship development and negotiations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Mapping players and process- identifying players, deciders, Informal influences that make or break a deal. Cross cultural etiquette and behavior-the basics.	5 + 1
2	Buyer and seller feedback loop-Relational embeddedness - dependency and influence of network members over buyer and seller.	5 + 1
3	Communication in cross cultural relationships- Cross communication between network members.	5 + 1
4	Andersen’s model (2003) on cross cultural relationship Initiation and development. Cross cultural sales negotiations.	5 + 1

5	Approaches to Negotiations-Top down, Protocol& Deportment, Deeper cultural characteristics, Consensus, Coalition Building-Negotiation specific expectations to shape process of negotiation.	5 + 1

Learning Resources:		
1	Text Books	Relationship Marketing in Cross-cultural contexts by Rugimbana and Nwankwos, Cengage Learning-S. Melbourne The World's Business Cultures and How to Unlock Them by Barry Tomalin and Mike Nicks, Viva Books Pvt. Ltd. Relationship Marketing-the IMP Perspective in Handbook of Relationship Marketing by Jagdish Seth and Atul Parvatiyar2nd Edition. Thousand Oaks California, Sage Publications Hofstede G - Cultural Consequences International differences in Work Related Values, Beverly Hills,CA Sage Publications Relationship Marketing -The UK Perspective in Hand book of Relationship Marketing by Jagdish Seth and Atul Parvatiyar 2nd Edition California, Sage Publications
2	Reference Books	Cross-Cultural Business Behavior: Marketing, Negotiating, Sourcing an Managing across Cultures by Richard Gesteland, 3rd Edition, Copenhagen Business School Press Cross-Cultural Business Behavior - A guide for Global Management by Richard Gesteland 5thEdition Marketing by Agreement: A Cross-cultural Approach to business negotiations by McCall, J.B. & M.B.Warrington 2nd Edition, John Wiley & Sons
3	Supplementary Reading Material	Global Marketing: A Decision Oriented Approach by Svend Hollensen, 5th Edition. Advances in International Marketing: Establishing Marketing Relationships in Cross Cultural Business, Emerald Insight Books Bargaining Across Borders - How to Negotiate Successfully Anywhere in the world by Foster D.A., MGH, New York
4	Websites	- - - - -
5	Journals	Cross-Cultural Examination of Relationship Quality, by Barry, James M.; Doney, Patricia M.. Journal of Global Marketing, Sep/Oct2011, Vol. 24 Issue 4 An investigation of relationship learning in cross-border buyer–supplier relationships: The role of trust, by Liu, C.-L.E.. International Business Review, Jun2012, Vol. 21 Issue 3

		The Complexities of Perceived Risk in Cross-Cultural Services Marketing by Keh, Hean Tat; Sun, Jin. Journal of International Marketing. 2008, Vol. 16 Issue 1, p120-146. The Effects of Adaptation, Commitment And Trust In Cross-Cultural Marketing Relationships by Walton, James R.; Salazar, Ronald J.; Jifu Wang. Journal of Applied Business Research. 2008 3rd Quarter, Vol. 24 Issue 3, p29-38.

Semester	IV	Specialization	International Business Management
Course Code	408IB	Type	Subject - Elective
Course Title	Foreign Exchange Management		

Course Objectives:	
1	To make the student aware about importance, concept and tools of Foreign Exchange Management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Management of Foreign Exchange with special reference to India: Meaning of the Term “Foreign Exchange”, Exchange Market, Statutory basis of Foreign Exchange, Evolution of Exchange Control, Outline of Exchange Rate and Types, Introduction to International Monetary Developments: Gold standard, Bretton Woods system, Fixed-Flexible Exchange Rate Systems, Euro market.	5 + 1
2	Sources of demand for and supply of foreign exchange – the balance of payments (bop) framework; nominal, real and effective exchange rates; determination of rate of exchange; monetary portfolio balance; purchasing power parity approaches; overvalued and undervalued currencies; exchange rate systems. India’s Forex Scenario: BOP crisis of 1990, LOERMS, Convertibility.	5 + 1
3	General factors of exchange rate fluctuations; the DORNBUSCH Sticky – price theory of exchange rate volatility; exchange rate overshooting and the J-curve effect; central banking intervention for exchange rate stability; effect of depreciation on trade balance.	5 + 1
4	Nature functions and participants of foreign exchange market; spot and forward markets; forward premium; forwards in hedging and arbitrage; methods of quoting exchange rates; cross rates of exchange; arbitrage operations; bid-ask spreads; the Interest Rate Parity. Theorem; the Expectation Theory; International Fisher Effect.	5 + 1
5	Currency futures, options and determination of their market value, over-the-counter options; Fisher Black’s Optional-Pricing model; currency and interest rate swaps; credit risk of swaps; Euro currency market and its instruments; measuring foreign exchange risk and exposure; basic techniques of exposure management; foreign exchange regulation in India.	5 + 1

Learning Resources:		
1	Text Books	D Levi Maurice, International Finance, Prentice Hall of India, New Delhi Roth Paul, Mastering Foreign Exchange and Money Markets, Pitman, London
2	Reference Books	Giddy, IAN, Global Financial Markets, AITBS, New Delhi Apte P G, International Financial Management, Tata McGraw Hill, New Delhi
3	Supplementary Reading Material	Buckley, Multinational Finance, Prentice Hall of India, New Delhi
4	Websites	-
5	Journals	Asian Economic Bulletin Asian Journal of Management Cases Economic and Political Weekly Global Business Review Global Journal of International Business Research International Business & Economics Research Journal Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Trade & Economic Development World Affairs: the Journal of International Issues

Semester	IV	Specialization	International Business Management
Course Code	409IB	Type	Subject - Elective
Course Title	E Commerce		

Course Objectives:	
1	To introduce students to the concept of e -commerce
2	To equip students to assess e-commerce requirements of a business and develop e -business plans
3	To help students understand various e -commerce applications

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Electronic Commerce:** Meaning, nature and scope; Channels of e - commerce; Business applications of e -commerce; Global trading environment and adoption of e-commerce. Business Models of E-commerce and Infrastructure; B2B, B2C, B2G and other models of e-commerce; Applications of e-commerce to supply chain management; product and service digitization; Remote servicing procurement, and online marketing and advertising E-commerce resources and infrastructure planning.	5 + 1
2	**Business to Consumer E-commerce Applications:** Cataloging; Order planning and order generation; Cost estimation and pricing; Order receipt and accounting; Order selection and prioritization: Order scheduling, fulfilling and delivery, Order billing and payment management; Post sales services.	5 + 1
3	**Business to Business E-Commerce:** Need and alternative models of B2B e - commerce; Using Public and private computer networks for B2B trading: EDI and paperless trading: characteristic features of Edi service arrangement; Internet based EDI; EDI architecture and standards; VANs; Costs of EDI infrastructure; Reasons for slow acceptability of EDI for trading; E-marketing-Traditional web promotion: Web counters; Web advertisements.	5 + 1
4	**Electronic Payment Systems and Order Fulfillment:** Types of payment systems - e-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards; Operational, credit and legal risks of e - payment, Risk management options for e - payment systems; Order fulfillment for e -commerce. **Security Issues in E-Commerce:** Security risks of e-commerce-Types and sources of threats; Protecting electronic commerce assets and intellectual property; Firewalls; Client server network security; Data and message security; Security tools; Digital identity and electronic signature; Encryption approach to e-commerce security.	5 + 1

5	**Regulatory Environment of E-Commerce:** Borders and jurisdiction contracting and contract enforcement; International cyber laws -aims and salient provisions; cyber laws in India and their limitations; Taxation and e -commerce; Ethical issues in e -commerce.	5 + 1

Learning Resources:		
1	Text Books	Bajaj, Deobyani Nag, E-Commerce, Tata McGraw Hill Company, New Delhi, 2000. Diwan, Prag and Sunil Sharma, Electronic Commerce -A Manager's Guide to E-Business, Vanity Books International, Delhi. Greenstein, M. and T.M. Feinman, Electronic Commerce: Security, Risk Management and Control, Tata McGraw hill, 2000.
2	Reference Books	Agarwala, Kamlesh N., Amit Lal and Deeksha Agarwala, Business on the Net: An Introduction to the Whats and Hows of E -Commerce, Macmillan India Ltd., 2000. Fitzerald, Business Data Communication Network, McGraw Hill, 1998. Kalakota, Ravi and Andrew P. Whinson, Frontiers of Electronic Commerce, Addison Wesley. Kosiur, David, Understanding Electronic Commerce, Prentice Hall of India Private Ltd., New Delhi.
3	Supplementary Reading Material	Schneider, Gary P. and James T. Perry, Electronic Commerce, Thompson Learning, Cambridge, 2001. Turban, E., et. al., Electronic commerce: A Managerial Perspective, Pearson Education Asia. Whiteley, David, E-commerce, McGraw Hill, New York, 2000. Young, Margaret Levine, The Complete Reference to Internet, Tata McGraw Hill, New Delhi, 1999.
4	Websites	-
5	Journals	-

Semester	IV	Specialization	International Business Management
Course Code	410IB	Type	Subject - Elective
Course Title	Enterprise Resource Planning		

Course Objectives:	
1	To help the student understand how a business works and how information systems fit into business operations.
2	To emphasize the cross functional integration aspects of a business.
3	To enable better managerial decision making through real time data integration and sharing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Understanding Enterprise Resource Planning:** Concept of Enterprise , Overview of Business Functions and Business Processes, Integrated Management Information, Business Modeling, Evolution of ERP; ERP and related technologies; Myths about ERP; Importance of ERP; Value creation in organizations through ERP; Benefits of ERP; Risk of ERP - People Issues, Process Risks, Technological Risks, Implementation Issues, Operation & Maintenance Issues; Managing risk in ERP projects.	5 + 1
2	**ERP & Related Technologies:** Business Process Reengineering, Data Warehousing, Data Mining, OLAP, PLM, SCM, CRM, GIS, ERP Functional Modules , Integration of ERP, Supply Chain, CRM.	5 + 1
3	**ERP Implementation:** Technological, Operational, Business Reasons for ERP implementation , ERP implementation Life Cycle – Objectives - Phases - Reasons for failure; Implementation challenges; ERP transition strategies - Big Bang Strategy, Phased Implementation, Parallel Implementation, Process Line Transition Strategy, Hybrid Transition Strategy, Strategy Choice; Success and failure factors of an ERP implementation; ERP implementation costs; Organization and working of ERP implementation team.	5 + 1
4	**ERP Operations and Future Trends:** Operation and maintenance of the ERP system; Maximizing the ERP system; ERP and e-business; Integration of ERP, internet and www; Future of ERP.	5 + 1
5	**ERP Systems Processes and Management Control:** Sales and Marketing; Accounting and Finance; Production and Material Management; Human Resource Management, Overview of an ERP product.	5 + 1

Learning Resources:		
1	Text Books	Leon, Alexis, “Enterprise Resource Planning” TMH Publication, 2nd Ed., 2008. Sumner, Mary, “Enterprise Resource Planning” Pearson Education, 2006. Koul, Saroj, “Enterprise Resource Planning” Galgotia Publishing, 2001. Garg, V. K. and Venket Krishna N. K., “ERP Concepts and Practice”, PHI Publication, 1997.
2	Reference Books	Leon, Alexis, “ERP Demystified”, TMH Publication, 2nd Ed., 2004.
3	Supplementary Reading Material	ERP In Practice by Vaman Jagan, TMGH
4	Websites	-
5	Journals	-

Semester	IV	Specialization	International Business Management
Course Code	411IB	Type	Subject - Elective
Course Title	Global HR		

Course Objectives:	
1	To give exposure to the students to international HR
2	To make students understand various initiatives in global HR
3	To make students understand various issues in global HR

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Defining international HR, difference between domestic and international HR, Variables determining difference between domestic and international HR, The path to global status, Talent management, International business ethics and HRM	4 + 1
2	**Managing and supporting international assignments:** Linking international assignments with organizational strategy, Staffing for international assignments, Issues in staff selection, selection criterion, The role of expatriate, the role of non-expatriate, dual career couples, are female expatriate different? role of the corporate HR function.	6 + 1
3	**International HR:** Importance of pre departure training, programs, the effectiveness of pre departure training, developing staff through international assignments. Objectives of international compensation, key components of international compensation program, approaches to international compensation. Performance management in multinational, PM of international employees, Appraisal of international employees.	6 + 1
4	**Key issues in international HR :** Trade unions and international HR , the response of trade unions to multi nationals, the issue of social dumping, the impact of digital economy	4 + 1
5	**VirtualOrganization study: Field Study/ Desk Research** Students to be divided in a group of 5 each. Each group to identify two organizations having presence in other country/countries and study their HR practices in the light of the above topics. This may be desk research or field visit. The groups will give hard copy of the work and also presentation.	5 + 1

Learning Resources:		
1	Text Books	International Human Resource Management by Peter j Dowling, Device E Welch, 4th Edition.
2	Reference Books	International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors International Human Resource Management by K Aswathappa and Sadhna Dash , TMGH
3	Supplementary Reading Material	International HRM- A cross cultural approach, Terence Jackson, SAGE publication.
4	Websites	http://www.cipd.co.uk/global/ www.shrm.org www.hrmguide.net
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	International Business Management
Course Code	412IB	Type	Subject - Elective
Course Title	WTO and Intellectual Property Rights		

Course Objectives:	
1	To sensitize the students about the importance of WTO and Intellectual property in the global economy.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**GATT and WTO:** GATT and Evolution of World Trade Organization (WTO), Role of WTO in International Trade, Main Features of WTO, New Issues in WTO: Environment, Investment, Competition Policy, Government Procurement, Trade Facilitation, Electronic Commerce, Social Clause, Labour Standards; Implementation and Implication.	5 + 1
2	**General Introduction in the Intellectual Property Law:** The Notion of Intellectual Property, Historical Background, The Main Fields of Intellectual Property, Industrial Property Law: Inventions, Industrial Creations Characterized by Relative Novelty (innovations), Know-How, Industrial Designs and Models, Utility Models, Layout-designs of Semiconductor Integrated Circuits (semiconductor chips), Plant Varieties, Trademarks, Geographical Indications, Trade-names, Emblems, Other Distinctive Signs; Scientific Discoveries, Neighbouring Rights.	5 + 1
3	**Intellectual Property:** IPR and Economic Development, Copyright Law ("Rights of Authors"), Correlation of Intellectual Property Law with Unfair Competition, Common Features of the Intellectual Property Rights, Legal Nature of the Intellectual Property Rights, Position of the Intellectual Property Law in the Legal System.	5 + 1
4	**International Protection of Intellectual Property:** The World Intellectual Property Organization, The Agreement on Trade-Related Aspects of Intellectual Property Rights ("TRIPS"), The Paris Convention for the Protection of Industrial Property, The Patent Cooperation Treaty, The Hague Agreement Concerning the Deposit of Industrial Designs, The Berne Convention for the Protection of Literary and Artistic Works, The Rome International Convention for the Protection of Performers, Producers of Phonograms and Broadcasting Organizations, The Geneva Convention for the Protection of Producers of Phonograms Against Unauthorized Duplications of their Phonograms.	5 + 1
5	**Trademarks:** The International Convention for the Protection of New Varieties of Plants, The Budapest Treaty on the International Recognition of the Deposit of Microorganisms, The Madrid Agreement Concerning the International Registration of Trademarks and the Protocol Relating to the Madrid Agreement,	5 + 1

	The Trademark Law Treaty	

Learning Resources:		
1	Text Books	Das Bhagirath Lal (2003). The WTO and the Multilateral Trading System: Past, present and future, Third World Network and Zen Books. David Rainbridge (2003). Intellectual Property, Pearson Education.
2	Reference Books	Ganguli, Prabudha (2001). IPR-unleashing the Knowledge Economy, Tata McGraw-Hill Publishing Co. Ltd. Ramappa, T. (2000). Intellectual property rights under WTO: Task before India, Wheeler Publishing.
3	Supplementary Reading Material	Maskus Keith E. (2000). Intellectual Property Right in the global economy, Institute for International Economies, Washington.
4	Websites	www.wipo.int/ www.wto.org/english/tratop_e/trips_e/trips_e.htm www.wipo.int/pct/en/texts/articles/atoc.htm www.wipo.int/treaties/en/ip/wct/ www.ipmatters.net/features/000707_gibbs.html www.iptoday.com
5	Journals	Journal of Intellectual Property Rights Indian Journal of Intellectual Property Law Journal of Intellectual Property Law & Practice IDEA- The Intellectual Property Law Review

Semester	IV	Specialization	International Business Management
Course Code	413IB	Type	Subject - Elective
Course Title	Global Competitiveness and Strategic Alliances		

Course Objectives:	
1	To develop conceptual understanding of global competitiveness
2	To understand strategies and processes that lead to global competitiveness
3	To understand strategic alliance as an important initiative to achieve global competitiveness
4	To know steps to be taken to implement strategic alliance program

Syllabus:

Unit Number	Contents	Number of Sessions
1	Global Competitiveness: An Overview – Macroeconomic and Business Strategy Perspective, Framework for Assessing Competitiveness – Various Approaches; International and National Competitiveness Studies.	5+1
2	Developing Competitiveness – Role of Quality and Productivity in Achieving World Class Competitiveness - Role of Government Policy - Attaining Competitiveness through Integrated Process Management, Technology and Innovation - Human Capital and Competitiveness - Role of Information Systems in Building Competitiveness - Industrial Clusters and Business Development - Strategic Management of Technology and Innovation.	5+1
3	Global Competitiveness of Indian Industry – Status; Causes for lack of competitiveness - Strategic Options for Building Competitiveness -	5+1
4	Joint Ventures and other forms of Strategic Alliance-Benefits and Scope of Strategic Alliance – Forms of management/ ownership – Types of Alliance – Steps in implementing Strategic Alliance – Limitations and Pitfalls of Strategic Alliance	5+1
5	Internationalization of Indian Business - Case Studies of Globally Competitive Indian Companies.	5+1

Learning Resources:		
1	Text Books	Momaya Kiran (2001). International Competitiveness: Evaluation and Enhancement, Hindustan Publishing Corporation (India). Fidelis Ezeela Harrison (1999). Theory and Policy of International Competitiveness, Greenwood Publishing Group.

2	Reference Books	International Business, 4th Edition, Griffin and Pustay, Prentice Hall
3	Supplementary Reading Material	Marcela, Vivian Walsh (2007). International Competitiveness and Technological Change, Oxford Press. Hamel G. and Prahlad C.K (1994). Competing for the future. Harvard Business Press. IMD, World Competitiveness Year Book, Latest issue. World Economic Forum, Global Competitiveness Report, Latest report.
4	Websites	-
5	Journals	-

Semester	IV	Specialization	International Business Management
Course Code	414IB	Type	Subject - Elective
Course Title	International Diversity Management		

Course Objectives:	
1	To equip students with the knowledge and importance of culture and help them to manage International Diversity.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Broad concept and definition of diversity. Historical perspective of diversity management in changing demographies	5 + 1
2	Understanding cultures, influence of behavior. Explanation of the dimension of race, ethnicity, gender, caste, sexual orientation. Socio-economic status, age, physical abilities, religious beliefs, political ideologies.	5 + 1
3	Formulations of international equal opportunity and non-discrimination policies. Limitations of Affirmative action welcoming ex-parte evaluation and other legal policies.	5 + 1
4	Recruitment, development and retention strategies in diverse organizations and Workplaces. Diversity management training programs for all employees and continuous monitoring of results, Diversity Audit.	5 + 1
5	Analysis of any two Organization's culture,	5 + 1

Learning Resources:		
1	Text Books	International Business, S Shajahan, Macmillan India Limited, Delhi, 2006. International Business: An Introduction, Geert Hofstede, Palgrave, New York, 2001. International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors International Human Resource Management by K Aswathappa and Sadhna Dash , TMGH
2	Reference Books	International Human Resource Management by Peter j Dowling, Device E Welch, 4th Edition
3	Supplementary	International HRM- A cross cultural approach, Terence Jackson, SAGE

	Reading Material	publication.
4	Websites	-
5	Journals	Colorful window dressing: A critical review on workplace diversity in three major American corporations by Marques, Joan F. Human Resource Development Quarterly. Winter2010, Vol. 21 Issue 4, p435-446. Managing Diversity: Using an Equal Opportunities Audit to Maximize Career Potential and Opportunities in a UK Bank by Sutherland, Valerie J.; Davidson, Marilyn J. European Journal of Work & Organizational Psychology. 1996, Vol. 5 Issue 4, p559. How to...take advantage of diversity by People Management. 3/7/2002, Vol. 8 Issue 5, p52. How multinationals can attract the talent they need by Dewhurst, Martin; Pettigrew, Matthew; Srinivasan, Ramesh; Choudhary, Vimal. McKinsey Quarterly. 2012, Issue 3, p92-99. Reverse mentoring at work: Fostering cross-generational learning and developing millennial leaders by Marcinkus Murphy, Wendy. Human Resource Management. Jul/Aug2012, Vol. 51 Issue 4, p549-573. International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	International Business Management
Course Code	415IB	Type	Subject - Elective
Course Title	Foreign Language for International Business - II		

Course Objectives:	
1	To equip the students with a foreign language skill at least to that extent that is required for conducting international business.
2	To provide the student with listening, reading, speaking and writing skills in chosen foreign language.
3	To enhance the vocabulary in the selected Foreign Language.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introducing a company:** Introducing a company, its organization, its activities, its market, its trade policy, its financial and trade positions as well as its result and experience all these quantitatively and indicate also their evolution and make comparisons, interpret and comment on tables and graphs.	5 + 1
2	**Speaking about the Professional environment:** Talking about the framework of professional environment, its working conditions, the posts, the timings, Salaries leave, holidays and language learner's relationship with other colleagues.	5 + 1
3	**Explaining the details:** Understanding and explaining the manufacturing process and understand the directions for use. Asking and giving information on a product and on a service. Obtaining and providing information on the price, the modes and conditions of payment. Noting down and convey requests and claims of the clients. Placing orders.	5 + 1
4	**Managing Visitors:** Welcoming visitors and clients and to provide them with necessary information, orient them, scan the visitors and also to be able to make them wait.	5 + 1
5	**Organizing:** Organizing meetings and participate in meetings. Organizing different events, for example, an appointment, a meeting, a seminar, a fair or an exhibition and also be able to fix up, confirm, postpone or cancel an appointment or a programme.	5 + 1

Note:
Institute may offer any one of the following foreign languages to the students: SPANISH / FRENCH/

GERMAN/ JAPANESE / CHINESE

Learning Resources:		
1	Text Books	Relevant Standard Text Books, Videos, Audio CDs for the language offered to the students.
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

MBA SYLLABUS: SEMESTER IV
SUPPLY CHAIN MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	Supply Chain Management
Course Code	403SCM	Type	Subject Core
Course Title	Strategic Supply Chain Management		

Course Objectives:	
1	To understand the role and objectives of Strategic Supply Chain Management
2	To recognize the role and importance of strategic partnerships and alliances in Supply Chain Management
3	To appreciate the increasing scope of Supply Chain Management and its future challenges

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Supply Chain Strategy:** Strategic objectives of SCM - customer focus, product development, market development, diversification, learning & organizational capability, sustainable competitive advantage through SC	7 + 2
2	**Managing SC for Strategic Fit:** concept of strategic fit, steps in achieving strategic fit, impact of customer needs, impact of uncertainty, multiple products & customer segments, PLC, globalization & competitive changes over time	7 + 2
3	**Expanding Strategic Scope:** Minimize local cost perspective, Minimize functional Cost perspective, Maximize Company Profit perspective, Maximize SC Surplus perspective, Agile intercompany inter functional scope	7 + 2
4	**Strategic Partnerships & Alliances:** Collaborative Advantages, Framework for Strategic Alliances, Core Competence – 3PL, 4PL & Outsourcing: Advantages & Disadvantages, Prerequisites, Implementation Issues	7 + 2
5	**Supply Chain Challenges – Strategies for the future:** Mass customization, Globalization, Greening, Ethical SC, Intelligent System, Implications for managers, organizations & policy makers	7 + 2

Learning Resources:		
1	Text Books	Supply Chain Management: Strategy Planning & Operation by Sunil Chopra, Peter Meindl, Kalra, Pearson, 3rd Edition. Supply Chain Strategies – Customer Driven & Customer Focused by Tony Hines, Elsevier, 1st Edition
2	Reference Books	Managing the SC- A Strategic Perspective by Gattorna Walters, Palgrave Macmillan, 1st Edition

		New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007 Extending the Supply Chain by Boyer, Forhlich and Hult, PHI, 3rd Indian Reprint, 2009
3	Supplementary Reading Material	Designing & Managing the SC – Concepts, Strategies & Case studies – by Levi, Kaminskyet. al., TMGH, 3rd Edition Manufacturing Operations and Supply Chain Management: The Lean Approach by Taylor and Brunt, Cengage Learning. Supply Chain Management by Mentzer, Response Books, 2007
4	Websites	http://csmp.org/ www.supplychain.org
5	Journals	An adaptive framework for aligning (re)planning decisions on supply chain strategy, design, tactics, and operations by Ivanov, Dmitry., International Journal of Production Research, Jul2010, Vol. 48 Issue 13 The Impact of Competitive Strategy and Supply Chain Strategy on Business Performance: The Role of Environmental Uncertainty by Yinan Qi; Xiande Zhao; Chwen Sheu., Decision Sciences, May2011, Vol. 42 Issue 2 An Exploration of Fisher's Framework for the Alignment of Supply Chain Strategy With Product Characteristics by Harris, Gregory A.; Componation, Paul J.; Farrington, Phillip A., Engineering Management Journal, Dec2010, Vol. 22 Issue 4 Alignment of Supply Chain Strategy with Business Strategy by Mitra, Amarnath; Bhardwaj, Sunil., IUP Journal of Supply Chain Management, Sep2010, Vol. 7 Issue 3 What's the buzz about moving from 'lean' to 'agile' integrated supplychains? A fuzzy intelligent agent-based approach by Jain, Vipul; Benyoucef, Lyes; Deshmukh, S. G., International Journal of Production Research, Dec2008, Vol. 46 Issue 23 Improving supply-chain collaboration by linking intelligent agents to CPFR by Caridi, M.; Cigolini, R.; De Marco, D., International Journal of Production Research, 2005, Vol. 43 Issue 20

Semester	IV	Specialization	Supply Chain Management
Course Code	404SCM	Type	Subject Core
Course Title	Knowledge Management in Supply Chains		

Course Objectives:	
1	To know Supply Chain Systems Classification
2	To understand the role of IT as an enabler of Supply Chain Management for today's businesses

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Supply Chain IT Framework:** Supplier Relationship Management, Internal Supply Chain Management, Customer Relationship Management, Transaction Management Foundation	7 + 2
2	**Supply Chain Information Systems:** SC Information System classification, Requirement Analysis for Information Systems in SC, Information for Strategic SC decisions, Risks & Challenges in implementing SC Information Systems, Benefits of SC Information Systems	7 + 2
3	**Digital Markets & Efficient Supply Chains:** Web enabled Supply Chains, Technological impact of SC disintermediation, Reconfiguration of SC, Pure technology applications in SC, Process Improvements - technology adoption	7 + 2
4	**E-Supply Chain Opportunities:** E business & SCM – Upstream Perspective, B-2-B Perspective, E supply chain opportunities - e procurement, e fulfillment, auctions & reverse auctions, collaborative demand planning, intranets, extranets & VPN, Benefits to SMEs & MSMEs	7 + 2
5	**Technology Standards:** Overview of Information Technology infrastructure – interface devices, system architecture, e-commerce. Service oriented architecture – Introduction to ERP. Applications of Bar coding & scanning, RFID, EPOS, Global data synchronization, Image Processing, GPRS	7 + 2

Learning Resources:		
1	Text Books	Supply Chain & Logistics Management by Bowersox, Closs & Cooper, TMGH, 2nd Edition. Supply Chain Management – Strategy, Planning and Execution by Sunil Chopra, Peter Meindl, D V Kalra, Pearson Education, 3rd Edition Supply Chain Management Process, System & Practice by N.Chadrasekaran, Oxford, 1st Edition

		Supply Chain Strategies: Customer Driven and Customer Focused by Tony Hines, Elsevier, 2008
2	Reference Books	Designing & Managing the SC – Concepts, Strategies & Case studies by Levi, Kaminsky et. al., TMGH, 3rd Edition.
3	Supplementary Reading Material	New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007
4	Websites	www.supplychainmanagement.in
5	Journals	Explicating the Mediating Role of Integrative Supply Management Practices in Strategic Outsourcing: A case study analysis by Narasimhan, Ram; Narayanan, Sriram; Srinivasan, Ravi., International Journal of Production Research, Jan2010, Vol. 48 Issue 2 Intra-Organizational Perspectives On IT-Enabled Supply Chains by Singh, Nitin; Kee-hung Lai; Chen, T. C. E.. Communications of the ACM, Jan2007, Vol. 50 Issue 1 E-Enabled Closed-Loop Supply Chains by van Nunen, Jo A. E. E.; Zuidwijk, Rob A. California Management Review, Winter2004, Vol. 46 Issue 2 The Role of Trust and Collaboration in the Internet-enabled Supply Chain by Grossman, Martin., Journal of American Academy of Business, Cambridge, Sep 2004, Vol. 5 Issue 1/2

Semester	IV	Specialization	Supply Chain Management
Course Code	405SCM	Type	Subject - Elective
Course Title	Green Logistics and Supply Chains		

Course Objectives:	
1	To sensitize the students to external costs of logistics and supply chains (climate change costs).
2	To analyze the environmental costs of logistics and how to deal with them effectively.
3	To highlight how different types of environmentally sustainable practices should be adopted at different stages of supply chains.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Environmental Sustainability & Green Logistics:** Concept of Green Logistics, Green Logistics – Rhetoric & reality, Key drivers for greening of Logistics & Supply Chains, Benefits of Green Supply Chains	4 + 1
2	**Environmental Costs of Logistics:** Arguments for and against internalizing environmental costs of logistics, Monetary calculation of environmental costs , Concept of Carbon Credits, Guidelines for carbon foot printing, Carbon foot printing process, success factors in carbon foot printing, Carbon Auditing of Supply Chains	5 + 2
3	**Reverse Logistics for Waste Management:** Waste Management in the context of reverse logistics, Waste Treatment Legislation, Reuse & refurbishment markets and take back business models, Managing waste as a part of sustainable reverse process.	5 + 1
4	**Public Policy and Green Supply Chains:** Role of Government, Policy Measures, Energy Efficiency, Cutting Emissions.	5 + 1
5	**Green Supply Chains:** Case Studies on Green Initiatives by Manufacturers, Green Initiatives by Government & Non-Profit Organizations, Green Initiatives by Retailers, Green Initiatives by Consumers.	5 + 1

Learning Resources:		
1	Text Books	Green Logistics – Improving the Sustainability of Logistics, Edited by McKinnon, Cullinane, Brown &Whiteing, Published by Chartered Institute of Logistics & Transports, UK.
2	Reference Books	Total Supply Chain Management by Basu& Wright, Elsevier, 1st Ed.
3	Supplementary Reading Material	Greening the Supply Chain- A guide for Asian Managers by Purba Halady Rao, Response Books, 1st Edition.

4	Websites	www.greenlogistics.org www.greenlogisticsforum.com
5	Journals	Why business needs to green the supply chain by Hoskin, Paul., University of Auckland Business Review, Autumn2011, Vol. 13 Issue 1 How Green Are Your Supply Chains? By Crandall, Richard E., Industrial Management, May/Jun2006, Vol. 48 Issue 3. Greening The Supply Chain: A New Initiative In India With Special Reference To Chhattisgarh by Ashraf, Gazala Yasmin; Raichoudhary, Arpita; Mukherjee, P. N.; Srivastava, R. K. Pranjana., The Journal of Management Awareness, Jan-Jun2009, Vol. 12 Issue 1 The Economic Value of a Sustainable Supply Chain by Mefford, Robert N., Business & Society Review (00453609), Spring2011, Vol. 116 Issue 1

Semester	IV	Specialization	Supply Chain Management
Course Code	406SCM	Type	Subject - Elective
Course Title	Enterprise Resource Planning		

Course Objectives:	
1	To help the student understand how a business works and how information systems fit into business operations.
2	To emphasize the cross functional integration aspects of a business.
3	To enable better managerial decision making through real time data integration and sharing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Understanding Enterprise Resource Planning:** Concept of Enterprise , Overview of Business Functions and Business Processes, Integrated Management Information, Business Modeling, Evolution of ERP; ERP and related technologies; Myths about ERP; Importance of ERP; Value creation in organizations through ERP; Benefits of ERP; Risk of ERP - People Issues, Process Risks, Technological Risks, Implementation Issues, Operation & Maintenance Issues; Managing risk in ERP projects.	5 + 1
2	**ERP & Related Technologies:** Business Process Reengineering, Data Warehousing, Data Mining, OLAP, PLM, SCM, CRM, GIS, ERP Functional Modules , Integration of ERP, Supply Chain, CRM.	5 + 1
3	**ERP Implementation:** Technological, Operational, Business Reasons for ERP implementation , ERP implementation Life Cycle – Objectives - Phases - Reasons for failure; Implementation challenges; ERP transition strategies - Big Bang Strategy, Phased Implementation, Parallel Implementation, Process Line Transition Strategy, Hybrid Transition Strategy, Strategy Choice; Success and failure factors of an ERP implementation; ERP implementation costs; Organization and working of ERP implementation team.	5 + 1
4	**ERP Operations and Future Trends:** Operation and maintenance of the ERP system; Maximizing the ERP system; ERP and e-business; Integration of ERP, internet and www; Future of ERP.	5 + 1
5	**ERP Systems Processes and Management Control:** Sales and Marketing; Accounting and Finance; Production and Material Management; Human Resource Management, Overview of an ERP product.	5 + 1

Learning Resources:		
1	Text Books	Enterprise Resource Planning by Leon, Alexis, TMH Publication, 2nd Edition, 2008. Enterprise Resource Planning by Koul, Saroj, Galgotia Publishing, 2001. ERP Concepts and Practice by Garg, V. K. and Venkat Krishna N. K., PHI Publication, 1997.
2	Reference Books	Enterprise Resource Planning by Sumner, Mary, Pearson Education, 2006.
3	Supplementary Reading Material	ERP In Practice by Vaman Jagan, TMGH
4	Websites	www.oracle.com/ERP www.sap.com/ www.openerp.com/
5	Journals	Measuring System Performance of an ERP-based Supply Chain by Ho, Chrwan-Jyh., International Journal of Production Research, 2007, Vol. 45 Issue 6 Supply Chain Transformation byERPfor Enhancing Performance: An Empirical Investigation by Zong Dai., Advances in Competitiveness Research, 2008, Vol. 16 Issue 1 Coordination Strategies in an SaaS Supply Chain by Demirkan, Haluk; Cheng, Hsing Kenneth; Bandyopadhyay, Subhajyoti., Journal of Management Information Systems, Spring2010, Vol. 26 Issue 4

Semester	IV	Specialization	Supply Chain Management
Course Code	407SCM	Type	Subject - Elective
Course Title	Purchasing & Supplier Relationship Management - II		

Course Objectives:	
1	To provide an in-depth understanding of the fundamentals surrounding purchasing in different contexts.
2	To make the students aware of the different demands placed on the purchasing and supply chain managers by business stakeholders.
3	To help the students understand the impact of purchasing on competitive success and profitability of modern day organizations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Purchasing for Institutions & Government Organizations:** Similarities and dissimilarities with industrial purchasing. Purchasing procedure, roles of purchasing. Products & services purchased, functions performed, Purchase Cycle, Establishing sources of supply, Contracts Administration, Internal & External Environmental factors	5 + 1
2	**Purchasing of Services:** Hidden Opportunities, Planning the statement of work, Writing the statement of work, Selecting service contractors, Compensating Service suppliers, Professional services, Technical services, Operating services, Contract administration, Develop a sound Procedure for Evaluation	5+ 1
3	**Purchasing of Capital Equipment:** Differences in the procurement of capital equipment - Nonrecurring purchases, Nature and size of Expenditure. Considerations in Source Selection –Operating Characteristics of equipment, Engineering features of equipment, Total economic analysis, Various qualitative considerations, Life cycle cost analysis, Role of Purchasing, Used / Second hand equipment Purchasing, Leased equipment– factors favouring leasing	5 + 1
4	**Worldwide Sourcing - Creating a world class supply base:** An overview of Worldwide Sourcing, Why source worldwide? Barriers to worldwide sourcing, Information about Worldwide sources, Supplier selection issues, Cultural understanding, Language and communication differences, Legal issues, Logistical issues, Organizational issues, Costs associated with Worldwide Sourcing, Managing international currency risk, Hedging – Spot & Forward Contracts, Progressing from International Purchasing to Global Sourcing, Differentiating factors between successful and less successful Global Sourcing Efforts, Benefits of global sourcing, Future Global Sourcing Trends	5 + 1
5	**Performance Measurement & Evaluation:** Why Measure Performance, Problems with Purchasing Measurement and Evaluation, Purchasing	5 + 1

	Measurement Categories – Price Performance Measures, Cost-Effectiveness Measures, Quality, Time related Measures, Technology Innovation Measures, Physical Environment and Safety, Asset Management and Integrated SC Measures, Administration and Efficiency Measures, Developing a Performance Measurement and Evaluation System - Determining which Performance Categories to Measure, Developing Specific Performance Measures, Establish Performance Objectives for each Measure, Finalize system Details, Implement and Review	

Learning Resources:		
1	Text Books	Purchasing & Supply Chain Management by Monczka, Trent, Handfield, Cengage South Western, 3rd Edition. Purchasing & Supply Chain Management by Lysons and Farrington, Pearson Education, 2010.
2	Reference Books	Purchasing & Supply Chain Management by Dobler, Burt, TMGH, 6th Edition.
3	Supplementary Reading Material	Organizational Buying Behaviour by Webster and Wind, Prentice Hall, 1972
4	Websites	www.cips.org www.eipm.org
5	Journals	e Global Sourcing and Logistics Exercise: A Group Exercise to Demonstrate Basic Global Supply Chain Principles by Ashenbaum, Bryan., Decision Sciences Journal of Innovative Education, Sep2008, Vol. 6 Issue 2 Strategic Alliance-Based Global Sourcing Strategy for Competitive Advantage: A Conceptual Framework and Research Propositions by Murray, Janet Y., Journal of International Marketing, 2001, Vol. 9 Issue 4 Global sourcing in the auto industry by Bergmann, Markus; Mangaleswaran, Ramesh; Mercer, Glenn A., McKinsey Quarterly, 2004 Special Edition Pursuing competitive advantage through integrated global sourcingbyTrent, Robert J.; Monczka, Robert M., Academy of Management Executive, May2002, Vol. 16 Issue 2

Semester	IV	Specialization	Supply Chain Management
Course Code	408SCM	Type	Subject - Elective
Course Title	Supply Chain Risk Management		

Course Objectives:	
1	To help the students understand the pressures on managing the supply chain and their impact on supply chain's vulnerability to disruptions.
2	To introduce the principles of supply chain risk management.
3	To provide an understanding of the basics of identifying, defining and analyzing risks.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Basics of Risk Management:** Risk & Management, Growth of risk Management, defining Risk, Features of Risk. Decisions & Risk, Decisions with certainty, uncertainty, risk, ignorance, Managing Risk	4 + 1
2	**Risk in Supply Chain:** Risks arising out of Trends affecting SC – Integration, Cost Reduction, Agile Logistics, E-Business, Globalization, Outsourcing, SC Risk Management – Aims, Steps & Principles	5 + 1
3	**Identifying & Analyzing Risks:** Types of Risks, Identifying Risks, Tools for analyzing past events, collecting opinions, analyzing operations, Measuring Risk, Likelihood of a risky event, Consequences of risk, Responding to risks, Alternative responses, defining the options & choosing the best response, Network View of Risk - Shared risks	5 + 2
4	**Creating resilient SC:** Design of a resilient SC, Principles of designing resilient SC, Physical features of a resilient SC, relationship within a resilient SC, Risk compensation & Business Continuity	5 + 1
5	**Business Continuity Management:** Emergencies & Crisis, Views of BCM & Steps in BCM	5 + 1

Learning Resources:		
1	Text Books	Supply Chain Risk Management by Donald Walters, Kogan Page, 1st Edition.
2	Reference Books	The New Supply Chain Challenge:Risk Management in a Global Economy by Bosman R, FM Global, Johnston RI, 2006.
3	Supplementary Reading Material	Risk management for executives by Kendall R, FT Prentice Hall London, 1998.

4	Websites	www.disasterplan.com www.globalcontinuity.com www.riskinfo.com
5	Journals	Reconciling Supply Chain Vulnerability, Risk And Supply Chain Management by Peck, H., International Journal of Logistics: Research & Applications, Jun2006, Vol. 9 Issue 2 Sources of Supply Chain Disruptions, Factors That Breed Vulnerability, and Mitigating Strategies by Stecke, Kathryn E.; Kumar, Sanjay., Journal of Marketing Channels, Jul-Sep2009, Vol. 16 Issue 3 Drivers Of Supply Chain Vulnerability: An Integrated Framework by Peck, Helen., International Journal of Physical Distribution & Logistics Management, 2005, Vol. 35 Issue 4 A Conceptual Framework For The Analysis Of Vulnerability In Supply Chainsby Göran Svensson., International Journal of Physical Distribution & Logistics Management, 2000, Vol. 30 Issue 9 Key Areas, Causes And Contingency Planning Of Corporate Vulnerability In Supply Chains: A Qualitative Approach by Svensson, Göran., International Journal of Physical Distribution & Logistics Management, 2004, Vol. 34 Issue 9 Managing Uncertainty - An Empirical Analysis Of Supply Chain Risk Management In Small And Medium-Sized Enterprises by Thun, Jorn-Henrik; Druke, Martin; Hoenig, Daniel., International Journal of Production Research, Sep2011, Vol. 49 Issue 18 Analyzing Risks In Supply Networks To Facilitate Outsourcing Decisions by Lockamy, Archie; McCormack, Kevin., International Journal of Production Research, Jan2010, Vol. 48 Issue 2

Semester	IV	Specialization	Supply Chain Management
Course Code	409SCM	Type	Subject - Elective
Course Title	Project Management		

Course Objectives:	
1	To make the students understand the complex issues in Project Management
2	To increase the understanding of project management tools and techniques
3	To teach the students the concepts and skills that are used by managers to plan projects, secure resources, budget, lead project teams to successful completion of projects.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Project Management:** Definition, functions, evolution of Project Management, classification of projects, Project management in different environments. **The Project Management Systems, Methodologies & Systems Development Cycle:** Systems approach, systems analysis, systems development, project feasibility, Project life cycle, project appraisal, project contracting, the phases of system development life cycle.	5 + 1
2	**Project Feasibility Study:** Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, risk analysis, sensitivity analysis, and social cost benefit analysis. **Project Planning:** Planning fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix.	6 + 1
3	**PERT, CPM, Resource allocation:** Tools & techniques for scheduling development, crashing of networks, time-cost relationship, and resource leveling multiple project scheduling. **Cost Estimating Budgeting :** Cost estimating process elements of budgeting, project cost accounting &management information systems, cost schedules & forecasts.	5 + 1
4	**Managing Risks in Projects:** Risk concept & identification, risk assessment, risk priority, risk response planning, risk management methods. **Project Control:** Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control.	5 + 1
5	**Project Management Information System:** Computer based tools, features of	4 + 1

	PMIS, using project management software, (MS Projects) **Project Evaluation, Reporting & Termination:** Project reviews & reporting, closing the contract.	

Learning Resources:		
1	Text Books	Effective Project Management by Clements and Gido, Cengage India Edition, 2007. Project Management : The Managerial Process by Gray and Larson, MGH, Special Indian Edition, 3rd Edition Project Management for Business and Technology: Principles and Practice by John Nicholas, PHI – Eastern Economy Edition, 2nd Edition.
2	Reference Books	Project Management – Core Text by Mantel, Meredith, Shafer, Sutton and Gopalan, 1st Indian Edition
3	Supplementary Reading Material	Project Management: A Managerial Approach by Meredith, Mantel Wiley India, 6th Edition. The Practice of Project Management by Freigenti and Comninos, Kogan Page
4	Websites	www.pmi.org.in/
5	Journals	Risk Analysis of Infrastructure Projects: A Case Study on Build-Operate-Transfer Projects in India by Maniar, Hiren., IUP Journal of Financial Risk Management, Dec2010, Vol. 7 Issue 4 Enercon India: Project Planning by Mukherjee, Saral; Raghuram, G., Vikalpa: The Journal for Decision Makers, Jan-Mar2007, Vol. 32 Issue 1 Critical Factors Affecting Schedule Performance: Evidence from Indian Construction Projects by Iyer, K. C.; Jha, K. N., Journal of Construction Engineering & Management, Aug2006, Vol. 132, Issue 8 What attributes should a project coordinator possess? by Jha, Kumar Neeraj; Iyer, Chandrashekhar K., Construction Management & Economics, Sep2006, Vol. 24 Issue 9 A Study of Critical Project Success Parameters in Different Organizational Conditions by Piyush, Mishra; Dangayach, G. S.; Mittal, M. L., Advances in Management, Aug2011, Vol. 4 Issue 8

Semester	IV	Specialization	Supply Chain Management
Course Code	410SCM	Type	Subject - Elective
Course Title	Supply Chain Performance Measurement		

Course Objectives:	
1	To understand various types of traditional performance measures of supply chain , their use and drawbacks
2	To introduce a select world class performance measures of Supply Chain
3	To understand the right metrics for a Supply Chain

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Performance Measurement along the Supply Chain**: Relationship between Company Strategy & Supply Chain Metrics, Functional classification of Decision areas in SCM – Procurement, Manufacturing, Distribution, Logistics, Global	5 + 1
2	**Traditional Approaches to Performance Measurement**: Productivity Measures, Quality Measures, Customer Service Measures, Cost Measures, Drawbacks of Traditional Measures	5 + 1
3	**World Class Performance Measures for Supply Chains**: Balanced Scorecard, Activity Based Management & Costing, EVA (In depth discussion & analysis expected)	5 + 1
4	**Process Driven Metrics**: SCOR framework, EFQM (In depth discussion & analysis expected)	5 + 1
5	**Building & Leveraging Metrics to drive Supply Chain Performance**: All metrics are not equal, Establishing the right Metrics, Linking Metrics to overall strategic objectives, Insights through cause & effect guided analysis, Quantifying financial impacts of SC Metrics, Identifying corrective actions	5 + 1

Learning Resources:		
1	Text Books	Supply Chain Management Process, System & Practice by N. Chadrasekaran, Oxford, 1st Edition Supply Chain Performance Measurement & Improvement Edited by Venkata Nimeesha Posa, ICFAI Press, 1st Edition
2	Reference Books	New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007 Supply Chain Management by Mentzer, Response Books, 2007
3	Supplementary Reading Material	Principles of Supply Chain Management : A Balanced Approach by Joel Wisner, Keong Leong, Keah-ChoonTan, Cengage Learning.
4	Websites	http://www.supplychainmetric.com/
5	Journals	Supply Chain Performance Measurement: A Literature Review by ArzuAkyuz, Goknur; Erman Erkan, Turan., International Journal of Production Research, Sep2010, Vol. 48 Issue 17 On Measuring Company Performance within A Supply Chain by Martin, P. Richard; Patterson, J. Wayne., International Journal of Production Research, May2009, Vol. 47 Issue 9 Aligning Business Process Reengineering in Implementing Global Supply Chain Systems by the SCOR model by Wang, William Y. C.; Chan, H. K.; Pauleen, David J., International Journal of Production Research, Oct2010, Vol. 48 Issue 19

Semester	IV	Specialization	Supply Chain Management
Course Code	411SCM	Type	Subject - Elective
Course Title	Supply Chain Management - Financial Perspectives		

Course Objectives:	
1	To highlight the importance of cost management as a key to profitability and the key to successful supply chain networks.
2	To underline the role of cost management from a strategic perspective.
3	To teach the identification of key cost drivers and defined process of managing supply chain costs.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Pricing & Revenue Management in Supply Chain:** Role of Pricing & Revenue Management in SC, Pricing and Revenue Management for - Multiple Customer Segments, Perishable Assets, Seasonal Demand, Bulk and Spot Contracts, Role of IT in Pricing & Revenue Management, Using Pricing and Revenue Management in Practice	5 + 1
2	**Identifying Critical Costs in the SC:** Concept of cost, Process Mapping, SC Cost flow, Selecting critical costs to be managed, Obtaining cost data – supplier provided data, internal data, Measuring Secondary & Tertiary Costs – Overview of Allocation based costing system, Management Based costing system	5 + 1
3	**Defining Key cost Drivers & developing Strategic Options:** Review of current cost drivers, selection of key cost drivers, Weighted value of cost drivers, Potential for improvement, Developing strategic options for selected cost drivers	5 + 1
4	**Reducing, Eliminating or Changing activities that cause cost:** Risk return model for choosing strategic options – Market driven, Standard, Critical & Danger Quadrants, Identifying constraints, Evaluating risks & benefits in SC cost management from stakeholders perspectives, prioritizing strategies for implementation	5 + 1
5	**Implementation & Control for Cost Management In SC:** Creating a Implementation Plan, Addressing Implementation Risks, Developing Contingency Plans, Selling the Plan to Stakeholders, Monitoring Performance, Documenting Savings, Qualitative Benefits, Sharing the learning process, Eternally improving & leveraging the process	5 + 1

Learning Resources:		
1	Text Books	Supply Chain Cost Management – Strategy, Planning & Operation by Sunil Chopra, Peter Meindl, D V Kalra, Pearson Education, 3rd Edition.
2	Reference Books	Supply Chain Cost Management by Jimmy Anklesaria , JAICO Publishing, 1st Edition
3	Supplementary Reading Material	Supply Chain Strategies – Customer Driven & Customer Focused by Tony Hines, Elsevier, 1st Edition Supply Chain Management by Mentzer, Response Books, 2007
4	Websites	http://www.supplychaintoday.com/index.htm
5	Journals	A Total Cost/Value Model For SupplyChain Competitiveness by Cavinato, Joseph L., Journal of Business Logistics, 1992, Vol. 13 Issue 2 Pricing Management for a Closed-loop Supply Chain by Gu Qiaolun; Ji Jianhua; Gao Tiegang., Journal of Revenue & Pricing Management, Mar2008, Vol. 7 Issue 1 Strategic Cost Management in SupplyChains, Part 1: Structural Cost Management by Anderson, Shannon W.; Dekker, Henri C., Accounting Horizons, Jun2009, Vol. 23 Issue 2 Strategic Cost Management in SupplyChains, Part 2: Executional Cost Management by Anderson, Shannon W.; Dekker, Henri C., Accounting Horizons, Sep2009, Vol. 23 Issue 3

Semester	IV	Specialization	Supply Chain Management
Course Code	412SCM	Type	Subject - Elective
Course Title	Global Logistics		

Course Objectives:	
1	To get acquainted with global dimensions of logistics management
2	To introduce basic operational aspects i.e. procedure, documentations & related legal aspects of global logistics
3	To sensitize students to basics of shipping line industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 Introduction to Global Logistics :**International Logistics Development, International Trade Logistics Chain, Shipper's Logistics Requirements in trade, 7R's of Logistics Management, 5 P's of Logistics, International Commercial Terms – Use of Incoterms in a Contract, Incoterms Laws. **1.2 Logistics and Documentation:** Consular Invoice, Commercial Invoice, Certificate of Origin, certificate of Value, Bill of Lading, Cargo Manifest or Packing List, Health Certificate, Import license, Insurance Certificate, Export Declaration Forms. **1.3 Transportation:** Modes of transportation, Transport and Communication, Transport activities and Land Use, Transport, Energy and the Environment. **1.4 Air Cargo:** Transportation of goods through Air, Transportation Infrastructure, World Air Cargo growth, Benefits of Airfreight, Airport classification, International Airports of India, Types of Aircraft, Unit loading devices, Airport Charges, International Country Codes.	5 + 1
2	**2.1 Carriage of Goods by Land:** Motor Vehicles Act, 1988, Central Motor Vehicles Rules, 1989, Carriers Act, 1865 – Definition of common carrier, Scheduled and Non Scheduled Goods, Railways Act, 1989 – Railway's liability, Merits and Demerits of Railway Transportation, Railway Freight rates. **2.2 Carriage of Goods by Sea &Ocean Freight& Freight Calculations:** Ocean Shipping Methods, Ocean Freight or Tariff rates, Freight rates terminology used in international shipments, Freight surcharges, Freight Rebates, Conference Discounts, Contract Shippers, Weight or Measure in the Freight Cost Calculation, Freight Adjustments – Currency Adjustment Factor (CAF), Bunker Adjustment Factor (BAF). **2.3 Types of Ships:** Mail and Supply Ships, Expedition Ships, Coasters, Bulk Carriers, Tankers, Refrigerated Vessels and Reefers, Livestock carriers, LNG Carriers, Car Carriers, Container Ships, Heavy lift Vessels, Tugs, Ro-Ro	5 + 1

	Vessels.	
3	**3.1 Shipping Formalities:** Booking Shipping Space, Conference Shipping, Non-conference Shipping, Charter Shipping, Charter Party, Shipping Storage, Ocean Shipping procedure. **3.2 Shipping Intermediaries:** Function and Roles of Custom Brokers, Freight Forwarders and Consolidators, Shipping Agents, Stevedores. **3.3 The Major Port Trusts Act, 1963.** **3.4Shipping Corporation of India:** Products and Services, STS Lighterage Operations	5 + 1
4	**4.1 Major Ports in India:** Present Policy, Privatization Policy, Indian Port Policy Reform, Major Ports in India – Chennai, Cochin, Ennore, JNPT, Kandla, Mormugao, Mumbai, Paradip, NMPT, Pipavav, Tuticorin, Visakapatnam. **4.2 Important Sea Routes:** Northern Sea route, North Atlantic Route, Mediterranean Route, Panama Route, Baltic Sea Route, Indian Ocean route, Cape Route, South Atlantic Route, North Pacific Route. **4.3International Chamber of Shipping** **4.4 World's Major Ports:** Major Ports and Port codes, Seaports of the world.	5 + 1
5	**5.1 Containerization:** Origin of containerization, Origin of TEU, Container sizes - dimensions and capacity, Container Flavours, Swap Bodies, Other considerations, Registration, Container Classification numbers, Lift/Stacking fittings, Movement of containers, Recent Developments – Coltainer, Cargosprinter, Safety of container ships, Container Classification – General Cargo service, Specific cargo service, Unit Load Device, Rating – Tare Mass and Pay load of Containers, Marking and Identification of Containers. Benefits of containerization. **5.2 Inland Container Depots & Container Freight Stations:** Functions, Benefits, Requirements for successful ICD/CFS, Designs and Layout, Equipping the ICD/CFS, Procedures for approval and implementation. Concor – The Multimodal Logistics Professionals.	5 + 1

Learning Resources:		
1	Text Books	Logistics Management for International Business – Text and Cases, by Sudalaimuthu and Anthony Raj, PHI, 2009 Edition. Global Operations and Logistics: Text and Cases by Dornier, Ernst, Fender and Kouvelis, Wiley India, 2006
2	Reference Books	Global Logistics – New Directions in Supply Chain Management, Edited by Donald Waters, Kogan Page, 5th Edition
3	Supplementary Reading Material	Logistics in International Business by Rajiv Aserkar, Shroff Publishers, 2nd Edition.
4	Websites	http://mhlnews.com/
5	Journals	Executive Insights: Global Logistics by Bowersox, Donald J.; Calantone, Roger J.,Journal of International Marketing. 1998, Vol. 6 Issue 4, p83-93. Emerging GlobalLogistics Networks: Implications for Transport Systems and Policies by Tavasszy, L.A.; Ruijgrok, C. J.; Thissen, M. J. P. M.,Growth & Change. Fall2003, Vol. 34 Issue 4, p456-472. 17p Logistics Industry Profile: Global , Logistics Industry Profile: Global. Dec2008, p1 –30

Semester	IV	Specialization	Supply Chain Management
Course Code	413SCM	Type	Subject - Elective
Course Title	Supply Chain Practices - II		

Course Objectives:	
1	To give a practical understanding of the practice of supply chain management in various sectors.
2	To give a practical understanding of the peculiarities of supply chain management practices in various sectors.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Supply Chains for Projects – Construction (Housing, Infrastructure), Power Plants, New Factories, etc.	**NA**
2	Supply Chains for Disaster Management.	**NA**
3	Virtual Supply Chains for Books, Electronic Goods, Music, Apparel, Tourism, etc.	**NA**
4	Supply Chains for SMEs and MSMEs.	**NA**
5	Global Supply Chains - PCs, Desktops, Luxury Cars, Toys, etc.	**NA**

* Field/Self Study under Faculty guidance.
Students should work in groups of two each on any two Companies from the Sectors listed above. The Sectors should be from different groups.
Students shall study various aspects of the SCM principles and practices as followed in these sectors. They should identify the peculiarities of the sector, map the supply chain in detail (identify the parties involved and their role in the supply chain),compare the top two players in each of these sectors and identify best practices,Prepare a summary evaluation of each sector studied.
Students shall submit a structured detailed report based on the above parameters.
The evaluation shall be made by a panel of two examiners. One of the examiners shall be the Internal Faculty. The other examiner may be an external faculty or a person from the relevant industry. The evaluation shall be based on the following criteria:
Report – 20 Marks
Presentation – 15 Marks
Question & Answer – 15 Marks

Learning Resources:		
1	Text Books	Logistics and Supply Chain Management- Cases and Concepts – G Raghuram, N Rangaraj, Macmillan India, 1st Edition International Supply Chain Management by David and Stewart, Cengage Learning, 2007. Global Operations and Logistics: Text and Cases by Dornier, Ernst, Fender and

		Kouvelis, Wiley India, 2006 Supply Chain Management – A Managerial Approach by Amit Sinha & Herbert Kotzab, TMGH, 1st Edition.
2	Reference Books	Global Logistics – New Directions in Supply Chain Management, Edited by Donald Waters, Kogan Page, Fifth Edition
3	Supplementary Reading Material	Supply Chain Management in the 21st Century Editor by B S Sahay, Macmillan, 2006 reprint.
4	Websites	http://www.gsb.stanford.edu/scforum/
5	Journals	Relaxing channel separation: Integrating a Virtual Store into the Supply Chain via Transshipments by Seifert, Ralf W.; Thonemann, Ulrich W.; Sieke, Marcel A., IIE Transactions, Nov2006, Vol. 38 Issue 11 Interorganizational Governance Value Creation: Coordinating for Information Visibility and Flexibility in Supply Chainsby Wang, Eric T. G.; Wei, Hsiao-Lan., Decision Sciences, Nov2007, Vol. 38 Issue 4 Virtual Integration and Information Risks: A Supply Chain Perspective by Faisal, Mohd Nishat; Banwet, D. K.; Shankar, Ravi., IIMB Management Review An Analysis on Application of Lean Supply Chain Concept for Construction Projects by Baladhandayutham, T.; Venkatesh, Shanthi., Synergy, Jan2012, Vol. 10 Issue 1 Simulating the Impact of Supply Chain Management Practice on the Performance of Medium-sized Building Projects by Hatmoko, Jati Utomo Dwi; Scott, Stephen.,Construction Management & Economics, Jan2010, Vol. 28 Issue 1 Aligning Business Process Reengineering in Implementing Global Supply Chain Systems by the SCOR model by Wang, William Y. C.; Chan, H. K.; Pauleen, David J., International Journal of Production Research, Oct2010, Vol. 48 Issue 19 Managing information flow in construction Supply Chains by Titus, Silas; Bröchner, Jan., Construction Innovation, Sage Publications, Ltd. , Jun2005, Vol. 5 Issue 2

MBA SYLLABUS: SEMESTER IV
RURAL and AGRIBUSINESS MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	**Rural & Agribusiness Management**
Course Code	403RABM	Type	Subject – Core
Course Title	**Rural Credit and Finance**		

Course Objectives:	
1	To help students to understands various facets of agricultural credit in Indian rural market
2	To motivate students to know the relationship between and the institutional structural bodies and their linkages with rural credit.
3	To initiate students into the world of Micro Financial Institutions and their interventions in the rural finance

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Role and Characteristics of Indian Agriculture: Introduction**, Role of Agriculture in Economic Development, Characteristics of Indian Agriculture.	3 + 2
2	**Critical Review of Agricultural Finance: Role** of Credit in Agriculture, Agricultural Finance in India, Classification of Agricultural Finance, Significance of Co-op. Credit, Some Issues of the Present System. **Financial Intermediaries In Agriculture:** Functions, Structure and Performance.	9 + 2
3	**Cooperative Banks:** Concept and special features of co-operative banking, Structure of co-operative credit system in India, Primary Level Credit Institutions (PACs, LAMPs. MPCS, FSS) their functioning and problems, District Central Cooperative Banks Structure and functions , Apex Co-operative Banks Structure and functions , Impact of liberalization on Co-operative Banks with particular reference to de regulation of interest rates and prudential norms	8 + 2
4	**Theories of Agricultural Finance:** Risk and Uncertainty Theory, Demand and Supply Theory, Business Vs. Social and Moral Theory, Cost Theory, Productive Vs. Consumption, – The concept of 3 C's, 7 P's and 3 R's of credit, Credit Analysis, Kind Loans Vs. Cash Loans, Principle of Micro- and Macro-Finance, Principle of Supervised Credit, Principle of Crop Loan, Principle of Co-op. Credit, Principle of Better Credit.	8 + 2
5	**Rural Finance and Microfinance:** Players and Approaches; Microfinance& Rural Finance – Lessons from microfinance and historical interventions, Rural finance: approach, delivery channels and actors involved, and linkages, Triangle of microfinance and the role of BDS in rural finance.	7 + 2

Learning Resources:		
1	Text Books	Agricultural Development Rural Credit And Problems Of Its Recovery, By A. Ranga Reddy, Mittal Publications
2	Reference Books	Theories of Agricultural Finance, Jugale, Atlantic Publishers Barry, P.J., and P.N. Ellinger. Financial Management in Agriculture. 7th ed. Pearson Education, Inc., 2012. Ross, S.A., R.W. Westerfield, B.D. Jordan. "Essentials of Corporate Finance. The McGraw-Hill/Irvin, 2011. Keown, A.J., J.D. Martin, J.W. Petty, and D.F. Scott. Foundations of Finance. 7th ed. Prentice Hall, 2010.
3	Supplementary Reading Material	Innovations in Rural and Agriculture Finance – International Food Policy Research Institute (http://www.ifpri.org/sites/default/files/publications/focus18.pdf)
4	Websites	Ministry of Statistics and Programme Implementation Reserve Bank of India Agricultural Finance Corporation Limited (AFCL)
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Finance Indian Management Studies Journal Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	**Rural & Agribusiness Management**
Course Code	404RABM	Type	Subject – Core
Course Title	**Rural Marketing II**		

Course Objectives:	
1	To objective of this course is to develop understanding regarding issues in rural marketing mix.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Product Strategy:** Product decisions, product classifications, product strategy levels, significance of product strategy, product strategies : assessment of acceptability, product design decisions, types of product strategies, product innovation strategies, customer value strategies, product identity strategies – branding, product identity strategies – packaging, brand building strategies, product lifecycle strategies, fighting fakes.	7 + 2
2	**Pricing Strategy:** Concept and significance, pricing objectives, pricing policy, pricing strategy – *the affordability challenge, rural versus urban, needs integrated approach*, pricing for the *quality conscious segment, value conscious segment and price conscious segment* , Pricing and environmental factors, pricing for competition, pricing by retailers, pricing and product lifecycle .	7 + 2
3	**Distribution Strategy:** Distribution – The Availability Challenge, Distribution Practices, Distribution Trends, Rural Logistics, Rural Coverage Decision, Geographical Information System for Planning Rural Coverage, Distribution decision – Direct Versus Indirect, Direct Marketing, Indirect Marketing.	7 + 2
4	**Rural Retailing:** The rise of organized retailing, types of retail outlets, role of retailers, rural malls, Government initiated retail outlets, entrepreneur founded malls, agri company retail outlets, retail outlets of petro-chemical companies, retailing by urban players, PPP models, E Tailing, Training Retailers.	7 + 2
5	**Promotion Strategy:** IMC – Concept and Management Awareness and Motivation Challenge, Objectives and Framework of IMC, Promotional Mix, Communication Process, Communication Media, Designing the Communication Strategy, IMC Strategy, Rural Advertising.	7 + 2

Learning Resources:		
1	Text Books	Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH
2	Reference Books	Rural Marketing, Velayudhan, Sage Rural Marketing, Gopalaswamy, Vikas Publishing house Rural Marketing, Badi and Badi, Himalaya Publishing House
3	Supplementary Reading Material	Rural Marketing in India, Habeeb - ur – Rahman, Himalaya Publishing House Rural Marketing Text and Cases, S L Gupta, Wisdom Publications Cases in Rural Marketing, Krishnamacharyulu, Pearson Indian Rural Markets and Marketing Practices - Recent Developments, Gopalan and Mueen, ICFAI University Press Rural Marketing, Bir Singh, Anmol Publication Rural Marketing - Concept and Cases, Edited by ParthaSarathy, ICFAI University Press A new approach to rural marketing, Sircar, Himalaya Publishing House Rural Marketing - focus on agricultural inputs, Sukhpal Singh, Vikas Publishing house Agricultural Communications, Boone, Meisenbach and Tucker, Surjeet Publications. Agricultural Marketing in India¸ Acharya and Agarwal, Oxford and IBH Publishing New Perspectives in Rural Agricultural Marketing, Ramkishen, Jaico Rural Agriculture and Marketing¸ Verma, Jiloka and Mandal, Deep and Deep Publications
4	Websites	http://market.ap.nic.in/ agmarknet.nic.in/ http://www.rbi.org.in/home.aspx
5	Journals	Agribusiness – An International Journal Decision Indian Journal of Agricultural Marketing

		Indian Journal of Marketing Indian Management Studies Journal Journal of Agri-business Journal of Marketing Management Journal of Marketing Research Journal of Sales Management Management Review Prabandhan Vikalpa

Semester	IV	Specialization	**Rural & Agribusiness Management**
Course Code	405RABM	Type	Subject – Elective
Course Title	**Rural Development – II**		

Course Objectives:	
1	To help students understand various aspects of Rural Development in India
2	To make students know the challenges in rural development and the importance of monitoring and people's participation in rural projects

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Planning for Rural Development:** Levels and Functions of Planning, Decentralization of Planning, Methodology of Micro level Planning, Methodology for Block and District Level Planning.	5 + 1
2	**Organizing for Rural Development:** Organizational Models, the search for a new paradigm, criteria for designing an appropriate organization, Government Organizations, Panchayati Raj Institutions (PRIs), Cooperatives, Voluntary Agencies/Non-GovernmentalOrganizations, Corporations and Rural Development.	5 + 1
3	**Financing Rural Development:** Domestic Institutional Sources, the role of non – institutional agencies, deficit financing or controlled inflation, foreign sources of funds.	5 + 1
4	**Implementation, Monitoring and Evaluation**: Project Implementation, Project Control, Integration and Coordination, People's Participation in Implementation, Project Monitoring, Project Evaluation.	5 + 1
5	**Poverty and Unemployment Eradication Programmes:** Current Poverty Scenario and Trends, Rural Employment Scenario, Poverty and Unemployment Alleviation Programmes, Social Welfare – oriented programmes (SWOP) **Natural Resources and Infrastructure Development Programmes:** Natural Resources based Programmes, National Agriculture Insurance Scheme (NAIS), Infrastructure Development Programmes.	5 + 1

Learning Resources:		
1	Text Books	Rural Development, Katar Singh, Sage Rural Transformation - Infrastructure and Micro Finance, Bhargava and Deepak Kumar, ICFAI University Press
2	Reference Books	Agriculture and Rural Development in India, Smita Patel, Paradise Publishers

3	Supplementary Reading Material	Rural Development – Planning Commission of India (http://planningcommission.nic.in/plans/stateplan/sdr_punjab/sdrpun_ch5.pdf)
4	Websites	http://www.irri.org/ http://www.fao.org/index_en.htm http://www.dahd.nic.in/dahd/default.aspx
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	**Rural & Agribusiness Management**
Course Code	406RABM	Type	Subject – Elective
Course Title	**Special Areas in Agro produce Management**		

Course Objectives:	
1	To explore the students to the Special Areas in Rural Marketing Environment
2	To help students to understand opportunities and emerging challenges in the upcoming rural markets.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Management of Biotech Industries** : Agricultural needs & application of biotechnology for agricultural uses and benefits; tissue culture, their structure, quality parameters, marketing, Intellectual Property Rights and legal implications.	5 + 1
2	**Management of Floriculture and Landscaping :** Recent advances in floriculture industry; evolution of new cultivators and production technology of ornamental plants; landscape gardening; style of gardening, commercial cultivation of flower crops storage of Aromatic and Medicinal oils and perfumes; storage and packing of cut flowers determining optimum time harvesting of flowers for export and home use.	5 + 1
3	**Feed Business Management:** Role of management in feed manufacturing industry, organizing and planning feed manufacturing unit, quality control of raw material and finished products, cost analysis and pricing decisions.	5 + 1
4	**Fruit Production and Post-harvest Management –** Present status of fruit industry in India and emerging scenario; major fruit growing zones, management of fruit production technology for domestic and global market; post-harvest handling technology harvesting, pre-cooling, grading, packing, storage and transportation for cooling, grading, packing, storage and transportation, pre and post-harvest management for quality and shelf life; fruit processing industry; international trade in fruits problems and prospects and global marketing of fruits, and government policy, incentives domestic and global trade.	5 + 1
5	Visit to Poultry / Hatchery / Emu Breeding / Piscicultural farm and preparing a report on management of the same.	5 + 1

Learning Resources:		
1	Text Books	Gopalakrishnan, C.A. and G.M.M. Lal - Livestock and Poultry enterprises for Rural DevelopmentVikas Publishing House
2	Reference Books	Floriculture, Landscaping and Turf Management: Production and Management Strategies, Alagarsamy Nithya Devi, Alagarsamy Ramesh Kumar, Valliappan Lakshmanan, Lambert Academic Publishing Poultry Production in Hot Climates, N. J. Daghir, Successful Poultry Management 2nd edition, By Morley Allan Jull, Biotech Books Postharvest Management And Value Addition By Ashwani Kumar Goel, Rajinder Kumar, Satwinder Singh Mann, Daya Publishing House Handbook of Fruits and Fruit Processing, edited by Y. H. Hui, Blackwell Publishing
3	Supplementary Reading Material	Floriculture A Sector Study – Export Import Bank of India (http://www.eximbankindia.com/op/OP%20112%20Floriculture%20[Full%20Report].pdf) Product – Market Identification for Exports of Fruits & Vegetables – Government of India (http://agritrade.iift.ac.in/html/Training/Product%20study/Fruits%20&%20Vegetables.pdf)
4	Websites	http://mofpi.nic.in/ http://www.dahd.nic.in/dahd/default.aspx http://plantquarantineindia.org/
5	Journals	Agribusiness – An International Journal Indian Journal of Agricultural Marketing Indian Journal of Marketing Indian Management Studies Journal Journal of Agri-business Journal of Marketing Management

		Journal of Marketing Research Journal of Sales Management Vikalpa

Semester	IV	Specialization	**Rural & Agribusiness Management**
Course Code	407RABM	Type	Subject – Elective
Course Title	**Commodity Markets – II**		

Course Objectives:	
1	To introduce the concept of commodity markets.
2	To develop an understanding about the functioning of Commodity Exchanges.
3	To develop an understanding about the price movements of Commodities.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Trading on Commodity Exchanges:** The exchange platform, exchange membership, commodity brokerage, participants in commodity markets, market positions, order types, access to commodity exchanges. **Clearing and Settlement on Commodity Exchanges: R**isks in commodity markets, the commodity clearing house, margining method, the settlement process, warehousing and warehouse receipts, the delivery process, distinctive features of commodity futures, markets, the lifecycle of a commodity futures contract	5 + 1
2	**Commodity Futures Pricing: T**he commodity futures contract, pricing of futures, carrying cost, futures spot convergence, price relationships **Commodity Futures Applications:** Futures for the hedger, mismatches in basis and basis risk, futures for the speculator, spreads, futures for the arbitrageur	5 + 1
3	**Commodity Options: W**orking of option, buying options, the arithmetic of option premiums, the option Greeks, selling options, pricing options, exotic options **Commodity Options Applications:** Options for hedging, options for speculating, advanced option trading strategies, commodity trading strategies : Round up	5 + 1
4	**Commodities: An Emerging Investment Class:** The investment rationale, investing in commodities, commodity indices, risks and challenges of commodity investing.	5 + 1
5	**Fundamental and Technical Analysis of Commodities:** The law of demand, the law of supply, supply – demand relationship, equilibrium price and disequilibrium. Basic concepts of fundamental analysis and technical analysis. Students should work in groups of 5 each. They should collect commodity prices traded on any commodity exchange and carry out its technical analysis.	5 + 1

	They should also carry out a fundamental analysis of the same commodity.	

Learning Resources:		
1	Text Books	Commodity Markets – Operations, Instruments and Applications by Chatnani, TMGH Commodity Derivatives by Indian Institute of Banking & Finance, Macmillan
2	Reference Books	Commodity Options: Trading and Hedging Volatility in the World's Most Lucrative Market, Carley Garner & Paul Britain, Pearson Agricultural Commodity Markets: A Guide to Futures Trading, By Michael Atkin, Routledge Agricultural Commodity Markets And Trade: New Approaches to Analyzing Market and Trade,By Dr. Alexander Sarris, David Hallam, Edward Elgar Publishing
3	Supplementary Reading Material	Understanding Agricultural Commodity Markets – EPW - December 29, 2012, Vol xlvil no 52 Leuthold RM, Junkus JC &Cordier JE. 1989. *The Theory and Practice of Futures Markets***.** Lexington Books. Lofton T. 1993. *Getting Started in Futures*. 3rd Ed. John Wiley & Sons, 1993.
4	Websites	www.indiabudget.nic.in/ www.commodityonline.com/ in.reuters.com/finance/commodities
5	Journals	Agribusiness – An International Journal Decision Indian Journal of Agricultural Economics Indian Journal of Finance Indian Management Studies Journal Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	**Rural & Agribusiness Management**
Course Code	408RABM	Type	Subject – Elective
Course Title	**Agricultural Marketing and Price Analysis – II**		

Course Objectives:	
1	To critically analyze the important marketing concepts, models, properties of agricultural commodity prices and forecasting, data collection and analysis using current software etc., in order to make them policy decisions in the field of agricultural marketing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Importance of market analysis in the agricultural system - types of marketing advantages and disadvantages - quantitative estimation - the distinguishing characteristics and role of agricultural prices - data sources for agricultural products and prices - software used in market analysis.	5 + 1
2	Role of various formal institutions in agricultural marketing - and functions - measuring their efficiency - public - private partnership – institutional arrangements. Successful case studies. Multi market estimation, supply response models. Market integration and price transmission - supply / value chain management. GAP analysis. Current trends in information in the changing agrifood system.	5 + 1
3	Agricultural commodity marketing - spot and futures- marketing of derivatives- speculation, hedging, swap, arbitrage etc. commodity exchanges - price discovery and risk management in commodity markets- Regulatory mechanism of futures trading.	5 + 1
4	Estimation of demand/ supply forecasting, supply chain / value chain analysis for different commodities - Commodity models- multi market estimation- time series analysis - market integration studies- price discovery price volatility estimation - commodity price forecasting using econometric software.	5 + 1
5	Students should work on a group project of collecting information about agricultural prices of select commodities and using spreadsheet based software or any other appropriate software build a forecasting model.	5 + 1

Learning Resources:		
1	Text Books	Ferris JN. 1998. *Agricultural Prices and Commodity Market Analysis*. McGraw-Hill. Goodwin JW. 1994. *Agricultural Price Analysis and Forecasting*. Wiley.
2	Reference Books	Hallam D. 1990. *Econometric Modeling of Agricultural Commodity Markets*. New Routledge. Martimort D. (Ed.). 1996. *Agricultural Markets: Mechanisms, Failures, and Regulations*. Elsevier.
3	Supplementary Reading Material	Schrimper RA. 2001. *Economics of Agricultural Markets*. Pearson. Timmer CP. 1986. *Getting Prices Right.* Cornell University Press. Tomek WG & Robinson KL. 2003. *Agricultural Product Prices*. 4th Ed. Cornell University Press.
4	Websites	http://market.ap.nic.in/ agmarknet.nic.in/
5	Journals	Agribusiness – An International Journal Decision Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Finance Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	**Rural & Agribusiness Management**
Course Code	409RABM	Type	Subject – Elective
Course Title	**Agricultural Finance and Project Management**		

Course Objectives:	
1	To impart knowledge on issues related to lending to priority sector credit management and financial risk management.
2	To acquaint the learner with course would bring in the various appraisal techniques in project - investment of agricultural projects.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Role and Importance of Agricultural Finance**: Agricultural Finance- meaning, Financial Institutions and credit flow to rural/priority sector. Agricultural lending – Direct and Indirect Financing - Development of Rural Institutional Lending - Branch expansion, demand and supply of institutional agricultural credit and Over dues and Loan waiving. **Role of Cooperatives:** Financing through Co-operatives, NABARD and Commercial Banks and RRBs. Lead Bank Scheme District Credit Plan and lending to agriculture/priority sector. Micro-Financing and Role of MFI's - NGO's, and SHG's.	5 + 1
2	**Lending to farmers:** Lending to farmers, Estimation of Technical feasibility, Economic viability and repaying capacity of borrowers and appraisal of credit proposals.	5 + 1
3	**Project Approach:** Project Approach in financing agriculture. Financial, economic and environmental appraisal of investment projects. Identification, preparation, appraisal, financing and implementation of projects.	5 + 1
4	**Project Appraisal Techniques:** Project Appraisal techniques – Undiscounted measures. Time value of money – Use of discounted measures - B-C ratio, NPV and IRR. Agreements, supervision, monitoring and evaluation phases in appraising agricultural investment projects.	5 + 1
5	**Risks in financing agriculture**: Risk management strategies and coping mechanism. Crop Insurance programmes – review of different crop insurance schemes – yield loss and weather based insurance and their applications. **Case Study Analysis** of an Agricultural project, Financial Risk and risk management strategies – crop insurance schemes, Financial instruments and methods – E banking, Kisan Cards and core banking.	5 + 1

Learning Resources:		
1	Text Books	Dhubashi PR. 1986. *Policy and Performance - Agricultural and Rural Development in Post Independent India*. Sage Publishing Muniraj R. 1987. *Farm Finance for Development*. Oxford & IBH Publ.
2	Reference Books	Gupta SC. 1987. *Development Banking for Rural Development*. Deep & Deep Publishers
3	Supplementary Reading Material	Little IMD &Mirlees JA. 1974. *Project Appraisal and Planning for Developing Countries***.** Oxford & IBH Publishers Gittinger JP 1982. *Economic Analysis of Agricultural Projects***.** The Johns Hopkins Univ. Press.
4	Websites	http://www.eximbankagro.com/ http://www.rbi.org.in/home.aspx http://planningcommission.nic.in/
5	Journals	Agribusiness – An International Journal Indian Journal of Finance Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	**Rural & Agribusiness Management**
Course Code	410RABM	Type	Subject – Elective
Course Title	**Management of Agricultural Input Marketing**		

Course Objectives:	
1	To develop an understanding of the peculiarities of marketing in the context of agricultural inputs.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Agricultural input marketing :** Agricultural input marketing – meaning and importance; Management of distribution channels for agricultural input marketing; Agricultural Inputs and their types – farm and non-farm, role of cooperative, public and private sectors in agri-input marketing.	5 + 1
2	**Seed Marketing:** Seed- Importance of seed input; Types of seeds- hybrid, high yielding and quality seeds; Demand and supply of seeds; Seed marketing channels, pricing, export&import of seeds; Role of NSC and State Seed Corporation.	5 + 1
3	**Fertilizers Marketing:** Chemical Fertilizers- Production, export-import, supply of chemical fertilizers, Demand/consumption, Prices and pricing policy; subsidy on fertilizers; marketing system – marketing channels, problems in distribution; Role of IFFCO and KRIBCO in fertilizer marketing.	5 + 1
4	**Electricity:** Plant Protection Chemicals- Production, export/import, consumption, marketing system – marketing channels; Electricity/Diesel Oil-marketing and distribution system; pricing of electricity for agriculture use; subsidy on electricity.	5 + 1
5	**Farm Machinery:** Farm Machinery- Production, supply, demand, Marketing and distribution channels of farm machines; Agro-industries Corporation and marketing of farm machines / implements/equipments.	5 + 1

Learning Resources:		
1	Text Books	Acharya SS &Agarwal NL. 2004. *Agricultural Marketing in India*. 4th Ed. Oxford & IBH. Singh Sukhpal 2004. *Rural Marketing- Focus on Agricultural Inputs*. Vikas Publishing House.
2	Reference Books	Broadway AC & Broadway Arif A. 2003. *A Text Book of Agri-BusinessManagement*. Kalyani. Singh AK &Pandey S. 2005. *Rural Marketing*. New Age.
3	Supplementary Reading Material	Rural Marketing, Velayudhan, Sage Rural Marketing, Gopalaswamy, Vikas Publishing house Rural Marketing in India, Habeeb - ur – Rahman, Himalaya Publishing House Indian Rural Markets and Marketing Practices - Recent Developments, Gopalan and Mueen, ICFAI University Press Agricultural Marketing – New Trends and Techniques, K KTiwari , D.N.D Publications
4	Websites	http://www.icar.org.in/ http://cacp.dacnet.nic.in/ http://vistar.nic.in/ www.nabard.org/
5	Journals	Agribusiness – An International Journal Decision Indian Journal of Agricultural Marketing Indian Journal of Marketing Indian Management Studies Journal Journal of Agri-business Journal of Marketing Management Journal of Marketing Research Journal of Sales Management Management Review Vikalpa

Semester	IV	Specialization	**Rural & Agribusiness Management**
Course Code	411RABM	Type	Subject – Elective
Course Title	**Intellectual Property Management**		

Course Objectives:	
1	To create awareness about intellectual property rights in agriculture and related industries.
2	To provide an overview of management of patents, trademark, geographical indications, copy rights, designs, plant variety protection and biodiversity protection.
3	To provide inputs into Commercialization of Intellectual Property.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**World Trade Organization :** World Trade Organization- Agreement on Agriculture (AoA) and Intellectual Property Rights (IPR) - Importance of Intellectual Property Management - IPR and Economic growth- IPR and Bio diversity -Major areas of concern in Intellectual Property Management - Technology Transfer and Commercialization-Forms of different Intellectual Properties generated by agricultural research.	5 + 1
2	**Discovery *versus* Invention:** Meaning of Discovery andInvention - Patentability of Biological Inventions - Method of Agriculture and Horticulture-procedure for patent protection: Preparatory work. Record keeping, writing a patent document, filing the patent document -Types of patent application-patent application under the Patent cooperation treaty (PCT).	5 + 1
3	**Plant Genetic Resources:** Plant genetic resources -Importance and conservation - Sui Generic System –Plant Varieties Protection and Farmers Rights Act- Registration of Extant varieties - Registration and protection of New Varieties / Hybrids / Essentially Derived Varieties - Dispute prevention and settlement -Farmers' Rights.	5 + 1
4	**Trademark:** Trademark- Geographical Indications of Goods and Commodities – Copy rights- Designs – Biodiversity Protection.	5 + 1
5	**Procedures for Commercialization of Technology:** Valuation, Costs and Pricing of Technology- Licensing and implementation of Intellectual Properties-Procedures for commercialization – Exclusive and non-exclusive marketing rights-Research Exemption and benefit sharing.	5 + 1

Learning Resources:		
1	Text Books	Ganguli P. 2001. *Intellectual Property Rights –Unleashing the Knowledge*

		Economy. Tata McGraw Hill.
2	Reference Books	Gupta AK. 2003. *Rewarding Conservation of Biological and Genetic Resources and Associated Traditional Knowledge and Contemporary Grass Roots Creativity*. Indian Institute of Management, Ahmedabad.
3	Supplementary Reading Material	Khan SA &Mashelkar R. 2004. *Intellectual Property and Competitive Strategies in the 21st Century*. Kluwer Law International, The Hague.
4	Websites	www.managingip.com ipindia.nic.in/niipm/index.htm www.iasri.res.in
5	Journals	Decision Management Review Prabandhan Vikalpa

Semester	IV	Specialization	**Rural & Agribusiness Management**
Course Code	412RABM	Type	Subject – Elective
Course Title	**Food Retail Management**		

Course Objectives:	
1	The objective of this course is to assist students in understanding the structure and working of food marketing system in India
2	To examine how the system affects farmers, consumers and middlemen
3	To illustrate the response of this dynamic marketing system to technological, socio-cultural, political and economic forces over time.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to International Food market** : India's Competitive Position in World Food Trade, Foreign Investment in Global Food Industry, Retail management and Food Retailing, The Nature of Change in Retailing, Organized Retailing in India, E-tailing and Understanding food preference of Indian Consumer, Food consumption and Expenditure pattern, Demographic and Psychographic factors affecting Food Pattern of Indian Consumer.	5 + 1
2	**Value Chain in Food Retailing :** Value Chain in Food Retailing**,** Principal trends in food wholesaling and retailing, food wholesaling, food retailing, the changing nature of food stores, various retailing formats, competition and pricing in food retailing, market implications of new retail developments, value chain and value additions across the chain in food retail, food service marketing.	5 + 1
3	**Food Retail Management :** Food Retail Management**,** Brand Management in Retailing, Merchandise pricing, Pricing Strategies used in conventional and non-conventional food retailing, Public distribution system, Promotion mix for food retailing, Management of sales promotion and Publicity, Advertisement Strategies for food retailers.	5 + 1
4	**Retail Operations:** Managing Retail Operations**,** Managing Retailers' Finances, Merchandise buying and handling, Merchandise Pricing, Logistics, procurement of Food products and Handling Transportation of Food Products.	5 + 1
5	**Retail Sales Management:** Retail Sales Management Types of Retail Selling, Training of Salesperson, Evaluation and Monitoring, Customer Relationship Management, Managing Human Resources in retailing, Legal and Ethical issues in Retailing.	5 + 1

Learning Resources:		
1	Text Books	*Berman & Evans. 2008. Retail Management: A Strategic Approach. 10th Ed. Prentice Hall of India*
2	Reference Books	Cox. 2006. *Retailing:* ***An Introduction***. 5th Ed. Pearson Edu. Levy M &Weitz BW. 2004. ***Retailing Management***. 5th Ed. McGraw Hill.
3	Supplementary Reading Material	Organized Agri Food Retailing in India - NABARD (http://www.nabard.org/fileupload/DataBank/Publications/Nabard%20E%20Book.pdf
4	Websites	http://market.ap.nic.in/ http://eands.dacnet.nic.in/latest_2006.htm http://cacp.dacnet.nic.in/ http://mofpi.nic.in/
5	Journals	Agribusiness – An International Journal Indian Journal of Agricultural Marketing Indian Journal of Marketing Indian Management Studies Journal Journal of Agri-business Journal of Marketing Management Journal of Marketing Research Journal of Sales Management Management Review Vikalpa

Semester	IV	Specialization	**Rural & Agribusiness Management**
Course Code	413RABM	Type	Subject – Elective
Course Title	**Agri-Entreprenuership**		

Course Objectives:	
1	To orient learners towards agri-entreprenuership

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Rural Entrepreneurship:** Concept of rural entrepreneurship, Endowment of Skill sets and Natural resources in rural India, aims of rural entrepreneurship, barriers to entrepreneurship in rural India.	5 + 1
2	**Skill Development:** Process of entrepreneurship, rural applicability, skills required to succeed, Government training programmes and Public Private Partnership	5 + 1
3	**Women Entrepreneurship**: Primary goals for development, Women's role in economy, factors that support women's participation in rural entrepreneurship.	5 + 1
4	**ICT and Rural Entrepreneurship: R**ural ICT initiatives, Need to create rural ICT entrepreneurs, how IT is changing rural India, Rural BPO.	5 + 1
5	Case study; Corporate intervention and entrepreneurship Development.	5 + 1

Learning Resources:		
1	Text Books	Entrepreneurship Development – Theories and Practices – By N.P.Singh
2	Reference Books	Projects : Profile and process – Vasant Desai Entrepreneurship and Technology – Vasant Desai Economic Environment in Business – By Misra and Puri Women Entrepreneurs – By Deepak Walokar
3	Supplementary Reading Material	Rural Entrepreneurship Development Programme in India – An Impact Assessment-NABARD (http://www.nabard.org/fileupload/DataBank/OccasionalPapers/Rural%20Entrepreneurship%20Develop[1].pdf)
4	Websites	www.icpd.org business.gov.in/agriculture/index.php

		www.ediindia.org
5	Journals	Agribusiness – An International Journal Decision Indian Management Studies Journal Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	**Rural & Agribusiness Management**
Course Code	414RABM	Type	Subject – Elective
Course Title	**Management of Agribusiness Cooperatives**		

Course Objectives:	
1	To provide the students an understanding about the agribusiness cooperative organizations and their management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Cooperative administration- a global perspective, ecology of cooperative administration, cooperative sector and economic development.	5 + 1
2	Cooperative management- nature, functions and purpose of cooperatives – procurement, storage, processing, marketing, process of cooperative formation, role of leadership in cooperative management.	5 + 1
3	The state and cooperative movement, effects of cooperative law in management, long range planning for cooperative expansion, policy making.	5 + 1
4	Human resource management, placement and role of board of directors in cooperative management.	5 + 1
5	Overview of agribusiness cooperative – credit cooperatives, cooperative marketing, dairy cooperative; financing agribusiness cooperative.	5 + 1

Learning Resources:		
1	Text Books	Akmat JS. 1978. *New Dimensions of Cooperative Management*. Himalaya Publishing House.
2	Reference Books	Ansari AA. 1990. *Cooperative Management Patterns*. Anmol Publishers Sah AK. 1984. *Professional Management for the Cooperatives*. VikasPublishingHouse.
3	Supplementary Reading Material	Agricultural Cooperatives: Key To Feeding The World – FAO (http://www.fao.org/fileadmin/templates/getinvolved/images/WFD2012_leaflet_en_low.pdf)
4	Websites	www.fao.org agriculture.indiabizclub.com
5	Journals	Agribusiness – An International Journal

		Decision Indian Cooperative Review Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	**Rural & Agribusiness Management**
Course Code	415RABM	Type	Subject – Elective
Course Title	**Tourism Marketing – II**		

Course Objectives:	
1	To develop an understanding of the 4Ps of marketing in the context of Tourism.
2	To provide an overview of marketing strategy in the context of Tourism.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Tourism Product Strategy: Background, Product Strategy, Product Life Cycle, Modifying and Revitalizing the Product, Branding, Why ascribing a brand name? How to make the branding decisions? How to make a good brand name? The Reasons for product failure, Launching a New Product, Product Screening, A Package Tour, Formulating the Product Mix, Need of the Hour.	5 + 1
2	Tourism Pricing Strategy: Background, Pricing- the influencing Factors, Inter – Play of Price and Demand, Pricing Objectives, Pricing Policies, Pricing Strategies, Pricing Strategy During Different Stages, Discounting Price, Pricing and Product Mix , Pricing and Marketing Mix, Summary.	5 + 1
3	Tourism Distribution Strategy: Background , Marketing Channel – the Concept, Distribution Policy – Influence, The Chain of Distribution, The Distribution System, The Middlemen, Tour Operators, Travel Agents, Importance, Functions of Travel Agents, Opening a Travel Agency, Designing of Travel Agency Office, Travel Agency Commission, Management of Reservation, Travel Agents Organizations, Travel Guide, Channel Decisions in the Tourism Industry.	5 + 1
4	Tourism Promotion Strategy: Background, Word of Mouth Information, Personal Selling, Skill Needed for Selling, Sales Sequence, Tourism Advertising , Advertising Purpose in Tourism , Advertising Importance to Tourism, Advertisement Planning, Selection of Media, Selection of Message, Advertising Agencies, Testing Advertisement Effectiveness, Advertisement Campaign, Advertisement Strategy, Tourism Publicity, Public Relations, Sales Promotion, Techniques of Sales Promotion, Stages in Sales Promotion Decisions, Key Tools of Sales Promotion, Evaluating Sales Promotion Efforts, Tourism Promotion Strategy.	5 + 1
5	Overall Marketing Strategy for Tourism: Background, Overall Marketing Strategy, Formulation of Overall Marketing Strategy, The Selection of Marketing Inputs, Factors in Selecting the Marketing Strategy, Marketing Inputs Strategies, Evaluating of Overall Marketing Strategy through Marketing Audit.	5 + 1

Learning Resources:		
1	Text Books	Tourism Management, Anil Sharma, Essential Books, New Delhi Tourism and Travel Management, BiswanathGhosh, Vikas Publishing House Pvt. Ltd. New Delhi Basic of Tourism Management, Suddhendu Mishra, Excel Books, New Delhi Starting a Tourism Company, Monika Prakash and NimitChowdhary, Matrix Publishers, New Delhi
2	Reference Books	Tourism Development Revisited: Concepts, Issues and Paradigms ,SutheeshnaBabu. S, Sitikantha Mishra, Biraj Bhusan Parida, Response Books New Delhi Tourism Management , Stephen J Page, Butterworth-Hienemann Oxford
3	Supplementary Reading Material	Foundations For Tourism Development, Jagmohan Negi, Galgotia Publishing Company, New Delhi Tourism Marketing, Tapan K Panda and Sitikantha Mishra, The ICFAI University Press, Hyderabad
4	Websites	www.agritourism.in/ www.agritourismworld.com
5	Journals	International Journal of Contemporary Hospitality Management Tourism Review

Semester	IV	Specialization	Rural and Agribusiness Management
Course Code	416RABM	Type	Subject – Elective
Course Title	Agriculture and WTO		

Course Objectives:	
1	To provide an Overview of World Agricultural Trade
2	To develop an understanding of issues pertaining to International Agricultural Marketing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**An Introduction to Agricultural Trade –** Overview of World Agricultural Trade, India's Performance in Agricultural Exports and Imports. Theoretical Foundation of International Trade, Trade Policies of Importing and Exporting Countries, Trade Barriers, Market Size, Familiarization with Harmonized System of Codes and International Trade Databases	5 + 1
2	**Instruments of Trade Policy –**Definition of policy instruments of Tariffs, quotas, subsidies, etc. Preferential duties, Generalized system of preferences, Normal trade relations/most favored nation, Offshore Assembly Provisions/Production-Sharing arrangements, Effective rate of protection.	5 + 1
3	**International Agricultural Marketing** – Importance of Cultural Factors in International Trade, International Market Entry Strategies, Preparation For Export Price Quotation, Incoterms, Letter of Credit and Other system of payment	5 + 1
4	**Agricultural Trade Policies** – Concepts and Principles, Unilateral, bilateral, regional and multilateral trade policies, Special treatment of agriculture Trade tools and mechanisms, Defensive and offensive trade interest in agricultural trade Political Economy and Indian Trade Policy for Agricultural Products, European Union's Common Agricultural Policy (CAP) and U.S. 2002 Farm Bill	5 + 1
5	**Competitiveness in Global Food Economy** – Operational Issues for the Starting up an Export Business, Interaction with Exporter of Agricultural Products and Project Report Preparation and Presentation, Foreign Direct Investment and Processed Food Trade.	5 + 1

Learning Resources:		
1	Text Books	International Trade in Agricultural Products, Michael R. Reed, Prentice Hall
2	Reference Books	Dynamics of International Trade and Economy: An Inquiry Into Emerging Markets, Rajagopal, Nova Science Publishing International Trade and Agriculture: Theories and Practices, Won W. Koo, P. Lynn Kennedy, Blackwell Publishing Agriculture and International Trade: Law, Policy and the WTO, Michael N. Cardwell, Margaret Rosso Grossman, C. P. Rodger, CABI Publishing
3	Supplementary Reading Material	The WTO Agreement Series (http://www.wto.org/english/res_e/booksp_e/agrmntseries3_ag_2008_e.pdf)
4	Websites	www.wto.org/english/tratop_e/agric_e/agric_e.htm ec.europa.eu/agriculture/wto/index_en.htm unctad.org/es/Docs/edmmisc232add32_en.pdf
5	Journals	Journal of International Trade Law and Policy Frontiers of Economics and Globalization,

MBA SYLLABUS: SEMESTER IV
FAMILY BUSINESS MANAGEMENT SPECIALIZATION

Semester	IV	Specialization	Family Business Management
Course Code	403FBM	Type	Subject – Core
Course Title	Essentials of Family Business Management – II		

Course Objectives:	
1	To empower students with the understanding of Corporate Governance and Corporate Sustainability
2	To sensitise students to the issues at various stages (life Cycle) of the family business
3	To empower student to understand and handle such family issues

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Professionalizing the boardroom: the role of balanced board of directors:** Ownership of an Enterprise Built to Last, Shareholder priorities, Responsibilities of shareholders to the company, Effective governance of the shareholder-firm relationship, Information, communication, and education of shareholders, Family Business Governance - Advisory Boards and Boards of Directors, Recruitment and selection, Compensation and motivation, The rubber stamp board, Making the transition, Establishing a well-balanced board, Board composition, Organizing the board. Effective working boards -Relationship with the family. Two-tier boards. The impact of Sarbanes-Oxley on the family business and its board.	7 + 2
2	**Cousin companies: family governance in multigenerational family firms:** Introduction, Evolution of family business ownership, Culture shock. Complexity in cousin companies - Family complexity, Ownership complexity. Responding to growing complexity - Ownership policies, Business policies, Family policies. Setting up a family governance process - Recording decisions- the family constitution. Structuring family governance - Family council, Boundaries between the board and the family council, The family assembly, The annual shareholders meeting, The family office, The top management team. Other governance entities, Roles and membership. Getting the structure working.	7 + 2
3	**Managing succession: the leadership challenge:** The succession paradox, Resistance to succession planning - The founder, The family, Employee and environmental factors. Leading the transition - Start planning early, Encourage intergenerational teamwork, Develop a written plan, Involve everyone and obtain outside help, Establish a training process, Plan for retirement, Decide when to retire and stick to it. Selecting the right successor - Whom to choose? What if no one fits the bill? Is the next generation good enough to run the business? Rewards and challenges for latter-generation family members, Next-generation attributes, interests, and abilities: ingredients	7 + 2

	for responsible leadership, Crafting the next-generation career plan, Sibling and cousin teams, A top management team, Managing interdependence, A vision for the company: taking it to the next level, Partnerships and a focus on the future , Incumbent generation leadership: governance and resolution of the past. Succession in older family businesses - Second to third generation, Third to fourth generation and beyond. New generation, new system, new culture.	
4	**Transfer of Power and Building financial security and relinquishing control:** The CEO as architect of governance, The transfer of power, The CEO as architect of succession and continuity, CEO exit style and the transfer of power, Promoting trust among family members in the process of transferring power, The unique roles of the CEO spouse, Role types of the CEO spouse and the transfer of power, Implications of CEO exit styles and CEO spouse roles for succession and the transfer of power. Building financial security -Money into or out of the business. Setting the business - A hard decision, Sale mechanics and Principle exit options. Passing down the business - Capturing values for later generations, Estate-planning principals, Treating heirs fairly. Ownership and control considerations - Life insurance, Splitting the company, Conditions attaching to ownership, Isolating voting control. Implementing the estate plan - Trusts and their uses, The benefits of life insurance	7 + 2
5	**Change and Adaptation:** The Future of Family Business, Continuity and culture, Changing the culture, New leaders of the evolution, The raw materials of a new culture, Three states of evolution - The future state, The present state, The transmission state. Continuity and family management ownership structures, Commitment planning, Institutionalizing the change, The future: can the family business compete and thrive? Agility in the face of change, Competition and value creation, Tapping the next generation, Thriving trough competition, Organic competencies and the business's future, Intraprenuership: Intergenerational growth in entrepreneurial families, Global opportunities, Positive-Sum dynamics through family and enterprise leadership, Family firm recourses for the future.	7 + 2

Learning Resources:		
1	Text Books	Family business: The essentials by Peter Leach, Profile books Ltd. Family Business by Ernesto J. Poza
2	Reference Books	Entrepreneurs: Talent, Temperament, Technique 2nd Edition. By – Bolton, Bill and John, Thompson. Butterworth-Heinemann, MA. 2004. ISBN: 978-81-312-1366-7 Unleashing your Entrepreneurial Potential. By – Raghu Nanadan. Response Business Book from Sage, New Delhi.2009. ISBN: 978-81-7829-908-2

3	Supplementary Reading Material	Management of Succession in Family-Owned Business. Edited by Pramod Verma. The ICFAI University Press, Hyderabad. 2007. ISBN: 978-81-314-1185-8 Family Wars: Classic Conflicts in Family Business and How to Deal With Them. By - Grant Gordon and Nigel Nicholson. Kogan Page, London. 2008. ISBN: 978-0-7494-5457-9
4	Websites	-
5	Journals	Siblings and Succession in the Family Business, Warren D. Miller, HBR # 98108 Transferring Power in the Family Business, Louis B. Barnes and Simon A. Hershon, HBR # 76401 Conflicts That Plague Family Businesses, Harry Levinson, HBR # 71206

Semester	IV	Elective	Family Business Management
Course Code	404FBM	Type	Subject – Core
Course Title	Managing Innovation – II		

Course Objectives:	
1	To expose students to the need of innovation vis-à-vis sustainability
2	To broaden the view of approaching problems and finding solutions

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Globalization for Innovation:** Technological Uncertainty, Market Uncertainty, Endogeneity, Generic Strategies for World Wide Innovation, Strategic Choice – Balancing Cost & Innovation, Role of Complimentary technologies, Protecting Entrepreneurial Rents – Team Up , Block, Run. Methods of Globalization – Acquisitions and Mergers, Strategic Alliances, Licensing, Internal Development.	7 + 2
2	**Innovation for Emerging Economies:** Value Stock, Techno economic Factors – Economic Differences, Product Specificity. Entry Strategies – Reach for later stage of the Product Life Cycle, Reach Deeper into the Value Stock, Options Approach. Implementation – Technology Transfer, Commercialization, Establishing Co-opetitors.	7 + 2
3	**Role of National Governments in Innovation:** Why a Government Role? – Public Nature of Knowledge, Uncertainty, Public Complementary Assets, Network Externalities, Politics. Government Actions – Financing R & D, Lead User, Provider of Public Complementary Assets. Regulator, Macro-Economic Fundamentals, Baby-Sitter and Godfather, Educator, Information Centre and Provider of Political stability.	7 + 2
4	**Innovation in Services:** Service Organizations do Innovate, The Concept of Innovation in Services, Type of Innovation in services, The CI-3 Framework – Customer Intelligence, Customer Intimacy, Customer Innovation. Brand Asset Monitoring, Customer Satisfaction & Loyalty Measurement, Touch Points Data Management. Customer Blending, Customer Mind Mapping, Customer Ecosystem Mapping. Innovation Process, Magnet team. Product Forums. Benefits of the CI – 3 Frameworks.	7 + 2
5	**Cases on Innovation:** Business / Process innovations, Social Innovations, Organizational innovations. Overview of National Innovation Systems – Brazil Denmark, Singapore, USA,	7 + 2

	Japan.	

Learning Resources:		
1	Text Books	Innovation Management, Allan Afuah, Oxford Indian Edition. Business Innovation in the 21st Century, Praveen Gupta, S Chand. A Case Study Special on Innovation – Making Aspirations Count, Business World Publication. Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi.
2	Reference Books	Adair on Creativity and Innovation Edited by Neil Thomas, Viva Books.
3	Supplementary Reading Material	Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition. Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press. The Innovator's Toolkit, Harvard Business Press. Fastback to Success Innovation, Andy Bruce and David Birchall, Prentice Hall - Financial Times. Getting to Innovation, Arthur B Van Gundy, and PHI – Eastern Economy Edition.
4	Websites	-
5	Journals	-

Semester	IV	Elective	Family Business Management
Course Code	405FBM	Type	Subject – Elective
Course Title	Creativity and Change in Organizations		

Course Objectives:	
1	To sensitize student to critical thinking, nurturing team work and change
2	To prepare students for fostering entrepreneurial leadership and institutional culture

Syllabus:

Unit Number	Contents	Number of Sessions
1	**The Process of Change, Creativity & Innovation:** Organizational Change – Definition & Key Dimensions, Factors that Promote Change, Creativity & Innovation, Theories of Innovation and Levels & Types of Innovation, The age of Creativity, Creativity & National prosperity, Creative Industries & potential for growth.	5 + 2
2	**The Individual – Promoting Critical Thinking:** Cognitive factors - Implications for HRM, Personality Traits - Implications for HRM, Knowledge – Explicit & Implicit, Informal and Tacit, Knowledge for creativity - Implications for HRM, Motivation – Types of Motivation. **The Group – Nurturing Team Work:** Difference between groups and teams, Why do people join teams? Team Development process, Why do teams fail? Blind conformity, Group Think, Social loafing. Team Inputs - size, longevity, task, Knowledge, Skills and Abilities (KSAs), Resourcing of the team, Team composition. Team processes – Action processes. Brainstorming. Electronic Brainstorming. Nominal Group Technique (NGT). Trust – Conflict – Team cohesiveness. Moderators of Team Performance – Task Type, Task Leadership. Team outcomes.	5 + 2
3	**The Leader – Promoting New Ideas at Work:** Defining Leadership, Difference between Managers and Leaders, Ingredients of Leadership, Trait approaches to Leadership, Behavioural approaches to Leadership, Managerial Grid, Contingency theories – Fiedler model, Hersey Blanchard situational theory, Leader participation model, Push-Goal Theory. Transformational and transactional leadership. Charismatic and Visionary Leadership. Leading change, creativity & Innovation –Leadership and change, Ingredients of leadership for creativity & Innovation. Challenges in leading for creativity & Innovation.	5 + 2
4	**The Internal Environment – Orchestrating Structure, Systems and Resources;**	5 + 2

	The Balanced Score Card – Value Creation and Performance management. Organizational Structure – work specifications, departmentalization, chain of command, span of control, centralization and decentralization, Formalization. Situational factors – Corporate Strategy, Organizational Size and Environmental uncertainty. Structural forms – Traditional and contemporary forms. Organizing for change, creativity and innovation - Goal Setting and reward Systems. Evaluation. Resources – Sufficient resourcing. Systems of Communication.	
5	**Culture – Enabling & Constraining Creative Processes at Work:** Organizational culture, Different Perspectives of Organizational culture, Can we manage Organizational culture? Culture as an important ingredient of Organizational Creativity. Norms that promote Creativity and Innovation, Norms that promote Implementation. Principles of creativity and innovation. Do strong, cohesive cultures hinder innovation? **The Organization – Managing Process of Change:** Change and Organizations, Change Drivers, People and Change, The problem of resistance, Organizational Development approach to change, Situational Approach to Change Management, Political process approach to change management, Processual perspective for understanding change. Studying change over time.	5 + 2

Learning Resources:		
1	Text Books	Managing Change, Creativity & Innovation, Constantine Andriopoulos and Patrick Dawson. Sage Publications.
2	Reference Books	Innovation Management, Allan Afuah, Oxford Indian Edition. Business Innovation in the 21st Century, Praveen Gupta, S Chand. Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi. Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books.
3	Supplementary Reading Material	Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition. Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press. The Innovator's Toolkit, Harvard Business Press. Fastback to Success Innovation, Andy Bruce and David Birchall, Prentice Hall - Financial Times. Getting to Innovation, Arthur B Van Gundy, PHI – Eastern Economy Edition.
4	Websites	- -

Semester	IV	Specialization	Family Business Management
Course Code	406FBM	Type	Subject – Elective
Course Title	Accounting for Small Business		

Course Objectives:	
1	To expose student to needs of Family business / small business Accounting and Finance
2	To prepare student to inventory, inventory control.
3	To expose student to risk management practices.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Small business accounting: Projecting and evaluating performance** Why accounting matters to small business, Basic accounting concepts, business entity concepts, Going concern, Accounting Equations, What is a Cost? What is an Expense? Information Usefulness, Why does Accounting matter? Setting up an Accounting system, Financial reports, Income statement, Balance sheet, Applying for loan, Cash flow Statement, Uses of financial accounting, Reporting to outsiders, Record keeping, Taxation and Control of receivables. Analysis of Business operations, Uses of Management Accounting, The business plan and budget process, Planning/Budgeting, Completing a master budget, Sales budget, Purchase budget, Cost of goods sold, Labor budget, Selling, general, and administrative expense budget, Overhead budget, Budgeted income statement, Completing a comprehensive budget, Controlling, Preparing a Master Budget, Decision Making.	5 + 2
2	**Cash: Lifeblood of the business:** The importance of money management, Money in/ Money Out – Just how importance it is? Money as a key idea, Cash and cash equivalents, Managing cash flow, Company and bank cash balances, Reconciling bank balances with company book balances, Planning cash needs, Sales budget: forecasting sales receipts, Cash receipts budget, Forecasting cash disbursements, A comprehensive budget, Preventive cash flow problems, Techniques to increase cash inflow, Techniques to decrease cash outflows, Controlling Cash shortages.	5 + 2
3	**Small business finance: Using equity, debt, and gifts:** Focus on small business: Sources of financing for small businesses, Financing with equity, Determining personal net worth, Getting equity investment for your business, Obtaining your credit report, Gift financing, Finding grants, What type of financing is right for your business? Financial management for the life of your	5 + 2

	business, Tools for financial management, Financial Management for start-up, Financial Management for growth, Financial Management for operations, Financial Management for business exit.	
4	**Assets: Inventory and operations management:** Focus on small business: Curtis Graf and the Nightmare on Construction Street, Managing short-term assets, Accounts receivable, The pros and cons of offering credit to customers, Managing account receivables and receive the greatest benefit for your business, Using your accounts receivable as a source of financing, Using receivables to raise immediate cash, Managing inventory, Determining the appropriate level of inventory, Scheduling ordering and receipt of inventory, Just-in-time inventory systems, Other approaches to inventory control, Value of assets in your business, Determining the value of your operating assets, Determining the value of Inventory, Property, Plants and equipment, Understanding whole of life costs for capital budgeting, The capital budgeting decisions, Payback period, Rate of return on investment, Rent or buy, Financing with leases, Fractional ownership and other forms of joint venture, Management operations, Inputs into your business, Business operations comprise converting time and materials into service and product, Business outputs, Feedback, Measuring and improving productivity, Operations management challenges for product-based firms, Operations management challenges for service firms.	5 + 2
5	**Small business protection: Risk management and insurance:** Risk in small business, Risks associated with specific business operations, Property of the business, Events related to personnel, Events related to customers and others, Managing risks, Managing risk to tangible property, Managing risk to buildings and lands, Managing risk to computers and data, Managing risk to intangible property, Managing risk from violations of tax regulations, Managing risk from employee violation of Government regulations, Insuring against risks, Using insurance to manage risks, Developing comprehensive insurance program, Sharing risk, Joint ventures , Industry groups for insurance coverage, Government funding for risky ventures.	5 + 2

Learning Resources:		
1	Text Books	Entrepreneurial small business by Jerome Katz, Richard Green, Tata McGraw-Hill, 2nd Edition
2	Reference Books	-
3	Supplementary Reading Material	-
4	Websites	-
5	Journals	N.S. Economides (1988), "The Economics of Trademarks", *Trademark Reporter,* 78, 523-39.

		How Much Money Does Your New Venture Need?, James M. Stancill, HBR, 1986. Sticking it out: Entrepreneurial survival and liquidity constraints; Holtz-Eakin, How Much Cash Does Your Company Need?, Richard Passov, HBR # R0311J

Semester	IV	Specialization	Family Business Management
Course Code	407FBM	Type	Subject – Elective
Course Title	Management of Intellectual Property Rights		

Course Objectives:	
1	Expose the participants to the basic concepts of IPRs, their coverage and scope.
2	Provide some insights into the strategic role of IPRs in the current Indian context
3	Generate understanding of issues relating to the management of IPRs

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Concept of Property vis-à-vis Intellectual Property :** Overview of Concept of Property and Theories of Property , Theories of Intellectual Property Rights, Intellectual Property as an Instrument of Development , Need for Protecting Intellectual Property- Policy Consideration- National Perspectives and International demands. Types of Intellectual Property- Origin and Development- An Overview. Intellectual Property Rights as Human Right. Intellectual Property Rights in the Cyber World.	5 + 2
2	**Patent Law :** Introduction to Patent Law, Paris Convention, Patent Cooperation Treaty, WTO- TRIPS, Harmonization of CBD and TRIPs. Indian Patent Law - The Patents Act, 1970 , Amendments to the Patents Act , Patentable Subject Matter, Patentability Criteria, Procedure for Filing Patent Applications, Patent Granting Procedure, Revocation, Patent Infringement and Remedies , Relevant Provisions of the Biological Diversity Act, 2002 , Access and Benefit Sharing Issues	5 + 2
3	**Trademarks:** Introduction to Trademarks , Need for Protection of Trademarks, Kinds of Trademarks , International Legal Instruments on Trademarks , Indian Trademarks Law, The Trade and Merchandise Marks Act, 1958 - Trademarks Act, 1999, Procedural Requirements of Protection of Trademarks, Content of the Rights, Exhaustion of Rights , Assignment under Licensing, Infringement, Right of Goodwill, Passing Off , Domain Names and Effects of New Technology (Internet).	5 + 2
4	**Industrial Designs:** Need for Protection of Industrial Designs, Subject Matter of Protection and Requirements, The Designs Act, 2000, Procedure for obtaining Design Protection, Revocation, Infringement and Remedies.	5 + 2

5	**Role of International Institutions:** World Intellectual Property Organization (WIPO) , Function of WIPO , Membership of WIPO , Agreement between the WIPO and the WTO , Dispute Settlement- New Treaties. Commercialisation of Intellectual Property Rights by Licensing, Determining Financial Value of Intellectual Property Rights, Negotiating Payments Terms in Intellectual Property Transaction.	5 + 2

Learning Resources:		
1	Text Books	Al-Ali, N. (2003) Comprehensive Intellectual Capital Management: Step-by-Step. John Wiley & Sons, Inc., Hoboken, New Jersey. Andriessen, D. (2003). Making Sense of Intellectual Capital. Designing a Method for the Valuation of Intangibles. Butterworth Heinemann. Stewart, T.A. (1997). Intellectual Capital: The New Wealth of Organizations, Nicholas Brealey, London.
2	Reference Books	Sveiby, K. E. (1997). The New Organizational Wealth: Managing & Measuring Knowledge-Based Assets. Berrett-Koehler Publishers, San Francisco. Edvinsson, L. and Malone, M.S. (1997). Intellectual Capital: Realizing your company's true value by finding its hidden brainpower, Harper, New York. Low, J. and Kalafut, P.C. (2002). Invisible advantage: How Intangibles are Driving Business Performance, Perseus Publishing, Cambridge
3	Supplementary Reading Material	Sullivan, P. H. (2000). Value-Driven Intellectual Capital: How to Convert Intangible Corporate Assets into Market Value. John Wiley & Sons, Inc., Hoboken, New Jersey Tissen, R. and Andriessen, D. and Deprez, F.L. (2000). The Knowledge Dividend: Creating High-Performance Companies through Value-Based Knowledge Management, Financial Times Prentice Hall, London.
4	Websites	-
5	Journals	Andriessen, D. and Boom, M. van den (2006). Asia and Europe, knowledge economies in encounter. INA Magazine, Vol.XVII, 15-18. S. Khoury (1998), "Valuing Intellectual Properties", in P.H. Sullivan (1998), Profiting from Intellectual Capital: Extracting value from Innovation, John Wiley & Sons, 335-356. Stam, C. D. (2007). Knowledge productivity. Designing and testing a method to diagnose knowledge productivity and plan for enhancement.

Semester	IV	Specialization	Family Business Management
Course Code	408FBM	Type	Subject – Elective
Course Title	Managing, Growingand Exiting The New Venture		

Course Objectives:	
1	To empower student with nuances of stages of venture and entrepreneurial conduct
2	To prepare student with the understanding of resources and external sources
3	To prepare student of separation and exit strategies

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Entrepreneurial Strategy: Generating And Exploiting New Entries:** New Entry, Generation of a New Entry Opportunity - Resources as a Source of Competitive Advantage, Creating a Resource Bundle That is Valuable, Rare, and Inimitable. Assessing the Attractiveness of a New Entry Opportunity - Information of New Entry, Comfort with Making a Decision under Uncertainty, Decision to Exploit or Not to Exploit the New Entry. Entry Strategy for New Entry Exploitation - Environmental Instability and First Mover (Dis) Advantages, Customer Uncertainty and First Mover (Dis) Advantages, Lead Time and First Mover (Dis) Advantages. Risk Reduction Strategies for New Entry Exploitation - Market Scope Strategy, Imitation Strategies, Managing Newness.	5 + 2
2	**Strategies For Growth And Managing The Implications of Growth:** Growth Strategies: Where to Look for Growth Opportunities - Penetration Strategies, Market Development Strategies, Product Development Strategies, Diversification Strategies, Example of Growth Strategies. Economic Implications of Growth. Implications of Growth for the Firm - Pressures on Existing Financial Resources , Pressures on Human Resources, Pressures on Management of Employees , Pressures on Entrepreneur's Time. Overcoming Pressures on Existing Financial Resources. Financial Control - Managing Cash Flow, Managing Inventory, Managing Fixed Assets , Managing Costs and Profits, Taxes, Record Keeping. Overcoming Pressures on Existing Human Resources, Overcoming Pressures on the Management of Employees , Overcoming Pressures on Entrepreneur's Time - Basic Principles of Time Management. Implications of Firm Growth to the Entrepreneur - A Categorization of Entrepreneurs and Their Firms' Growth.	5 + 2
3	**Accessing Resources For Growth From External Sources:** Using External Parties to Help Grow a Business, Franchising - Advantages of Franchising- to the Franchisee, Advantages of Franchising- to the Franchiser, Disadvantages of Franchising, Types of Franchising, Investing in Franchising. Joint Ventures - Types of Joint Ventures, Factors in Joint Ventures. Acquisition	5 + 2

	- Advantages of Acquisition, Disadvantages of Acquisition, Synergy, Structuring the Deal, Locating Acquisition Candidates. Mergers, Leveraged Buyouts, Overcoming Constraints by Negotiating for More Resources.	
4	**Going Public:** Advantages and Disadvantages of Going Public – Advantages, Disadvantages. The Alternatives to Going public, Timing of Going Public and Underwriter selection – Timing, Underwriter Selection. Registration Statement and Timetable - The Prospectus, Part II, Procedure. Legal issues. After Going public - Aftermarket Support, Relationship with the Financial Community, Reporting Requirements, Myths concerning Going Public.	5 + 2
5	**Ending The Venture:** Bankruptcy- An overview, Reorganization - Surviving Bankruptcy, Prepackaged Bankruptcy, Extended Time Payment Plans, Liquidation, Strategy during Reorganization, Keeping the Venture Going, Warning Signs of Bankruptcy, Starting Over, The Reality of Failure, Business Turnarounds, Exit Strategy. Succession of Business - Transfer to Family Members, Transfer to Non-Family Members. Harvesting Strategy - Direct Sale, Employee Stock Option Plan, Management Buyout.	5 + 2

Learning Resources:		
1	Text Books	Entrepreneurship By Robert D Hisrich , Michel P Peters, Dean A Shepherd , TMGH, 6th ed.
2	Reference Books	James Collins, William C. Lazier, Beyond Entrepreneurship: Turning Your Business into an Enduring Great Company.
3	Supplementary Reading Material	--
4	Websites	--
5	Journals	The Role of the Founder in Creating Organizational Culture, Edgar H. Schein, Organizational Dynamics, Summer 1983.

Semester	IV	Specialization	Family Business Management
Course Code	409FBM	Type	Subject – Elective
Course Title	Project Management		

Course Objectives:	
1	To make the students understand the complex issues in Project Management
2	To increase the understanding of project management tools and techniques
3	To teach the students the concepts and skills that are used by managers to plan projects, secure resources, budget, lead project teams to successful completion of projects.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Project Management:** Definition, functions, evolution of Project Management, classification of projects, Project management in different environments. **The Project Management Systems, Methodologies & Systems Development Cycle:** Systems approach, systems analysis, systems development, project feasibility, Project life cycle, project appraisal, project contracting, the phases of system development life cycle.	5 + 1
2	**Project Feasibility Study:** Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, risk analysis, sensitivity analysis, and social cost benefit analysis. **Project Planning:** Planning fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix.	6 + 1
3	**PERT, CPM, Resource allocation:** Tools & techniques for scheduling development, crashing of networks, time-cost relationship, and resource leveling multiple project scheduling. **Cost Estimating Budgeting :** Cost estimating process elements of budgeting, project cost accounting &management information systems, cost schedules & forecasts.	5 + 1

4	**Managing Risks in Projects:** Risk concept & identification, risk assessment, risk priority, risk response planning, risk management methods. **Project Control:** Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control.	5 + 1
5	**Project Management Information System:** Computer based tools, features of PMIS, using project management software, (MS Projects) **Project Evaluation, Reporting & Termination:** Project reviews & reporting, closing the contract.	4 + 1

Learning Resources:		
1	Text Books	Effective Project Management by Clements and Gido, Cengage India Edition, 2007. Project Management : The Managerial Process by Gray and Larson, MGH, Special Indian Edition, 3rd Edition Project Management for Business and Technology: Principles and Practice by John Nicholas, PHI – Eastern Economy Edition, 2nd Edition Project Management –by Mantel, Meredith, Shafer, Sutton and Gopalan, 1st Indian Edition
2	Reference Books	Project Management by Dennis Lock, Coles Publishing Co., Ltd. Project Management – a systems approach and planning, scheduling and controlling by Harold Kerzner, CBS Publishers Project Management for 21st Century by Bennet P Lientz and Cathryn P Rea , Academic Press, Latest Edition A management guide to PERT/CPM by Jerome D Weist and Sertinand K Levy Prentice Hall India Appraisal &Control of Project costs by Roy.Pilchar, McGraw Hill. Project Management by Gary R Heerkens & Roger A Formisano, McGraw Hill.
3	Supplementary Reading Material	Project Management: A Managerial Approach by Meredith, Mantel Wiley India, 6th Edition.

		The Practice of Project Management by Freigenti and Comninos, Kogan Page
4	Websites	www.pmi.org.in/
5	Journals	Risk Analysis of Infrastructure Projects: A Case Study on Build-Operate-Transfer Projects in India by Maniar, Hiren., IUP Journal of Financial Risk Management, Dec2010, Vol. 7 Issue 4 Enercon India: Project Planning by Mukherjee, Saral; Raghuram, G., Vikalpa: The Journal for Decision Makers, Jan-Mar2007, Vol. 32 Issue 1 Critical Factors Affecting Schedule Performance: Evidence from Indian Construction Projects by Iyer, K. C.; Jha, K. N., Journal of Construction Engineering & Management, Aug2006, Vol. 132, Issue 8 What attributes should a project coordinator possess? by Jha, Kumar Neeraj; Iyer, Chandrashekhar K., Construction Management & Economics, Sep2006, Vol. 24 Issue 9 A Study of Critical Project Success Parameters in Different Organizational Conditions by Piyush, Mishra; Dangayach, G. S.; Mittal, M. L., Advances in Management, Aug2011, Vol. 4 Issue 8

Semester	IV	Specialization	Family Business Management
Course Code	410FBM	Type	Subject – Elective
Course Title	Environment and Laws		

Course Objectives:	
1	To sensitise students towards environmental issues
2	To expose students to Applicable Acts vis-à-vis Environmental issues

Syllabus:

Unit Number	Contents	Number of Sessions
1	**An Overview of Pollution Control Laws –** Acts and Rules applicable to control of air, water and noise-pollutions (with reference to Water Act, 1974, Air Act, 1981 and E.P. Act, 1986)	5 + 1
2	**Waste Management Law**: (i) Solid waste, (ii) Hazardous waste, (iii) Bio-medical waste, (iv) Manufacture, Use, Import, Export and Storage of Hazardous Microorganisms Genetically Engineered Organism or Cells Rules, 1989.	5 + 1
3	**Polluter's Liability:** Tortious Liability: Strict and absolute liability, vicarious liability, Liability for Industrial Accidents , The Public Liability Insurance Act, 1991, The National Environment: Tribunal Act, 1995, Liability under criminal Law, Relevant provisions of Indian Penal Code, Relevant provisions of Pollution Control Legislations.	5 + 1
4	**Bio-diversity law:** An overview with special emphasis on traditional knowledge and intellectual property rights. Coastal Zone-Regulations and select judicial decisions , River Water and Ground Water Pollution- Legislative attempts and select judicial decisions.	5 + 1
5	**Administrative Machinery**: Dispute Settlement Mechanism and Remedies - Powers, Functions and Procedure of Administrative Agencies , Central Government, State Government, Central Pollution Control Board, State Pollution , Control Boards and local authorities. Forums for Resolution of Environmental Disputes - Primary judiciary (District Court), High Courts and Supreme Court, The role of Collector under Public Liability Insurance Act, 1991, Environment Tribunal under N.E.T. Act, 1995, National Environment Appellate Authority under the N.E.A. Authority Act, 1997.	5 + 1

Learning Resources:	
Text Books	Relevant Bare Acts (e.g. The Environment (Protection) Act, 1986) Industry Environment and Law / Shastri S.C. ; Balre P.P.; Khan T.I. 1996
Reference Books	International Law, Ku Charlotte, 2004
Supplementary Reading Material	http://www.loc.gov/rr/scitech/subjectguides/environmentalsg.html http://www.environment.nsw.gov.au/publications/evri.htm
Websites	http://www.moef.nic.in/modules/rules-and-regulations/environment-protction/ http://www.ceeraindia.org/documents/lib_tabofcon_160300.htm http://edugreen.teri.res.in/explore/laws.htm http://www.conservation.org/act/get_involved/protect_forests/Pages/deforestation.aspx?gclid=CIyj1M_p57UCFY966wodYHMApg http://www.carbonfund.org/?gclid=CJz8o9Dp57UCFcV56wodjBAA0Q http://www.ielrc.org/home.php
Journals	www.ceeraindia.org/documents/ijelvol2(1).pdf www.supremecourtofindia.nic.in http://www.lead-journal.org/ http://www.columbiaenvironmentallaw.org/

Semester	IV	Specialization	Family Business Management
Course Code	411 FBM	Type	Subject – Elective
Course Title	Information, Disaster and Health Management		

Course Objectives:	
1	To prepare student for Information Security and Disaster Management
2	To familiarize the learners with the meaning, factors, significance, causes and effects of disasters.
3	To sensitize students of importance of self-health & sustenance and practicing positive living.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Information Management** Describe and apply a range of information systems planning techniques. Identify appropriate risk management techniques for managing information and information security. Describe and apply a range of evaluation methods to information systems evaluation and management.	5 + 1
2	**Fire Safety and Fire Fighting** Describe and understand chemistry of Fire, Fire prevention methods. Types of Fire and Firefighting equipment. Plan, Develop and Implement Safety Procedures.	5 + 1
3	**Disaster Management** Humanitarian Principles and Values in context of Disaster Management. Introduction to Hazards, Vulnerabilities and Disasters. Disaster Risk Reduction and Development Planning. Disaster Response and Recovery	5 + 1
4	**Health Management** General Awareness about Healthy living and Health Practices. Yoga and Pranayama Sessions Out Door Fitness Activities (Running Trekking, Outdoor Games etc.)	5 + 1
5	**Work Life Balance** Making work your Hobby and vice versa. Healthy practices for self, business and co-workers (Case Studies of Successful Family Business Houses)	5 + 1

Learning Resources:

1	Text Books	Entrepreneur's Book of Checklists / Ashton Robert . - New Delhi : Pearson Education in South Asia High Performance Entrepreneur : Golden rules for success in today's world / Bagchi, Subrato. . - New Delhi : Penguin Books India Pvt. Ltd.
2	Reference Books	1. Applied Information Management System user's manual, Elmer W. Heller, System Development Corporation, the University of Michigan 2. Information Management: The Evaluation of Information Systems Investment, Leslie Willcoks 3. Handbook of Information Management edited by Alison Scammell
3	Supplementary Reading Material	1. Off Balance: Getting Beyond the Work-Life Balance Myth to Personal and Professional Satisfaction Hudson Street Press; 1 edition (September 15, 2011), ISBN-10: 159463081X 2. The Myth of Work-Life Balance: The Challenge of Our Time for Men, Women and Societies, Wiley; 1 edition (April 24, 2006), ISBN-10: 0470094605 3. Strategic Project Management Made Simple: Practical Tools for Leaders and Teams Wiley; 1 edition (February 9, 2009), ISBN-10: 0470411589 4. Fire Safety: An Employer's Guide (HSE books), Stationery Office Books (July 1999), ISBN-10: 0113412290 5. A Comprehensive Guide to Fire Safety Colin Todd, BSI British Standards Institution; 3rd edition (17 Jan 2008), ISBN-10: 0580509435
4	Websites	1. http://www.information-management.com/ 2. http://www.aiim.org/what-is-information-management 3. http://www.ilpi.com/safety/extinguishers.html 4. http://en.wikipedia.org/wiki/Emergency_management 5. http://www.ndmindia.nic.in/ 6. http://ndma.gov.in/ndma/index.htm 7. http://en.wikipedia.org/wiki/Health_administration 8. http://en.wikipedia.org/wiki/Work%E2%80%93life_balance 9. http://www.webmd.com/balance/guide/5-strategies-for-life-balance 10. http://www.oecdbetterlifeindex.org/topics/work-life-balance/
5	Journals	1. http://jhm.sagepub.com/ 2. http://www.mayoclinic.com/health/work-life-balance/WL00056

Semester	IV	Specialization	Family Business Management
Course Code	412 FBM	Type	Subject – Elective
Course Title	Business Incubation		

Course Objectives:	
1	To develop a basic understanding of their own business model
2	Learn basics of startup formation
3	Receive mentoring from successful, articulate, and committed entrepreneurs.

Syllabus::
Students shall work in groups of not more than 3, identify a business idea and come up with the following in the context of their identified business idea:

1. Competitive Analysis
2. Marketing Plan
3. Operational Plan
4. Financials
5. Market research
6. Advertising
7. Advisory board development
8. Legal issues (company structure, legal agreements, intellectual property)
9. Insurance issues
10. Other revenue
11. Marketing
12. Technology
13. Operations/costs
14. Funding
15. Institutional / Government Support to the venture.
16. Relationships
17. Team-building
18. Ethical issues
19. One-Page Business Summary

The students shall present their work to the faculty and fellow students. To the extent possible an entrepreneur should be involved in the evaluation process.

The following questions shall form the basis of evaluation of the work:

1. Is the idea well-conceived?
2. Is the plan well researched?
3. Has the team identified and addressed key questions and challenges and, as an entrepreneur, adjusted nimbly?
4. Did the team present the plan well?

Weightage to the work shall be as follows:

1. Initial competitive analysis
2. Preliminary marketing plan
3. Operational plan
4. Financials

5. One-page business summary
6. Written Work

Learning Resources:		
1	Text Books	Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, by Alexander Osterwalder and Yves Pigneur Founders at Work: Stories of Startups' Early Days P. Denning and R. Dunham, The Innovator's Way, MIT Press: Cambridge, Massachusetts, 2010.
2	Reference Books	Steven Gary Blank, The Four Steps to the Epiphany, paperback and PDF, 2006. E. Ries, The Lean Startup, Crown: New York, 2011.R. Dorf, T. Byers, Technology Ventures: From Ideas to Enterprise, McGraw Hill: New York, 2008 T. Hopkins, Selling for Dummies, Wiley: Indianapolis, 20110
3	Supplementary Reading Material	Peter Drucker, Innovation and Entrepreneurship, Harper & Row: New York, 1985.
4	Websites	-
5	Journals	-

MBA Syllabus: Semester IV
Technology Management

Semester	IV	Specialization	Technology Management
Course Code	403TM	Type	Subject – Core
Course Title	Technology Competition and Strategy		

Course Objectives:	
1	To highlight the role of technology and innovation as value drivers.
2	To emphasize the open systems view and underscore the role of environment in Technology strategy.
3	To highlight linkages between technology and business strategy

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Technology & Competition:** Competitive Domains, Competitive Consequences of Technological Change – Creation of New Products, Changes in the Value Chain, Changes in the Value Constellation, Competitive Rivalry. Technological Characteristics of Competitive Domains – Technological Opportunity, Appropriability, Resource Requirements, Collateral Assets, Institutional Milieu, Speed. Dynamics of Change in the Competitive Domain – Technology Emergence Phase, Incremental Change Phase. Framework for Analysis of Technology Emergence, Influence of Environmental trends on competition. Technology as critical to Business Outcomes – Technology Strategy and Technology Leadership.	7 + 2
2	**Technology Intelligence:** Signals of New Technology, What is Technology Intelligence, Importance of Technology Intelligence, Levels of Technology Intelligence, External versus Internal Technology Intelligence. Mapping the Technology Environment – Steps in Mapping, Mapping the Macro-level and Industry Level Environment. Mechanisms for Data Collection – Challenges, Organizational Arrangements and Key Principles for Data Collection. Contemporary Challenges in Mapping the Technology Environment.	7 + 2
3	**Business Strategy and Technology Strategy:** Business Strategy , Strategic Analysis and Decision Making using Product Evaluation Matrix, Market-Growth-Market-Share Analysis Matrix, X-Y Coordinating Method, M-by-N Matrix, SWOT Matrix, Formulation of Technology Strategy, Core Competencies, Exploitation of Core Competencies, Integration, Linking Technology & Business Strategies, Creating the Product-Technology-Business Connection. Technology's Interface with – Market, Customers and Suppliers. Customer-Supplier and Product-User relationships.	7 + 2
4	**Technology Strategy Choice:** Technology – Business Connection, Domains of Technology Choice, Linkages between Technology Choice and Competitive Advantage, Technology Strategy Definition, Role of Chief Technology Officer, Key principles underlying Technology Strategy – Objectives, Drivers, Decision criteria. Technology Strategy Types – Appropriateness of the Technology Strategy Types, Diversified Firms, A Framework for formulating Technology	7 + 2

	Strategy – Strategic Diagnosis, Formulation of Technology Strategy, Crafting and Implementation Approach, Execution. Technology Strategy – Superior Performance Characteristics. Accountability to Shareholders, Government and Other Stakeholders/ Performance Measurement.	
5	**Technology Strategy – Collaborative Mode:** Collaborative Arrangements – Definitions, Trends, R&D Alliances, Marketing Alliances, Outsourcing Alliances, Collaboration between small and large firms, Strategic and Operational Reasons for Collaborative Arrangements. Collaborative Arrangements in the domain of Technology Strategy – Appropriation of technology, Deployment of technology in New Products, Deployment of technology in the Value Chain, Marketing of technology. Risks of Collaborative Activity – Intellectual Property Right Risk, Competitive Risk, Organizational Risk. Cases on R & D Collaborations, Global Technology Alliances. The form of Collaborative Arrangement.	7 + 2

Learning Resources:		
1	Text Books	Managing Technology and Innovation for Competitive Advantage, V K Narayanan, Pearson Education, 2009 Edition. Technology Management – Text and International Cases, Norma Harrison and Danny Samson, MGH.
2	Reference Books	Strategic Management of Technology & Innovation, Robert A Burgelman, Modesto A Maidique, Steven C Wheelwright, MGH International Edition. Management of Technology – The Key to Competitiveness and Wealth Creation, Tarek Khalil and Ravi Shankar, TMGH, New Delhi, 2nd Edition. Technology & Business Strategy – An Introduction, Edited by Prashanta Kumar Banerjea, ICFAI books.
3	Supplementary Reading Material	Managing Strategic Innovation and Change – A Collection of Readings, Michael L Tushman and Philip Anderson, Oxford University Press. 2nd Edition. Management of Technology and Innovation – Competing through Technological Excellence, P N Rastogi, Response Books, 2nd Edition. Utterback, James. "Invasion of a Stable Business by Radical Innovation." Chapter 7 in Mastering the Dynamics of Innovation. Cambridge, MA: Harvard Business School Press, 1994. ISBN: 9780875843421.
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	McGahan, Anita. "How Industries Change." Harvard Business Review, October 1, 2004.

		Lieberman, M. & C. Montgomery. 1988. First Mover Advantages: A Survey, in *Strategic Management Journal*, 9: 41-58. Henderson, Rebecca, and Kim Clark. "Architectural Innovation: The Reconfiguration of Existing Product Technologies and the Failure of Established Firms**."** Administrative Science Quarterly 35 (1990): 9-30. Bowman, E. H. & D. Hurry. 1993. Strategy through the Option Lens: An Integrated View of Resource Investments and Incremental-Choice Process, in *Academy of Management Review*, 18(4): 760-782. Linton, J. D., S T. Walsch& J. Morabito. 2002. Analysis, Ranking and Selection of R&D Projects in a *Portfolio, in R&D Management*, 32(2): 139-148. Arthur, W.B.: Increasing Returns and the New World of Business, Harvard Business Review July 1996

Semester	IV	Elective	Technology Management
Course Code	404TM	Type	Subject –Core
Course Title	Managing Innovation – II		

Course Objectives:	
1	To provide exposure to an integrative framework for innovation.
2	To highlight global and emerging market context of globalization
3	To describe government's role in innovation
4	To describe innovations in service sector context.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Globalization for Innovation:** Technological Uncertainty, Market Uncertainty, Endogeneity, Generic Strategies for World Wide Innovation, Strategic Choice – Balancing Cost & Innovation, Role of Complimentary technologies, Protecting Entrepreneurial Rents – Team Up , Block, Run. Methods of Globalization – Acquisitions and Mergers, Strategic Alliances, Licensing, Internal Development.	7 + 2
2	**Innovation for Emerging Economies:** Value Stock, Techno-economic Factors – Economic Differences, Product Specificity. Entry Strategies – Reach for later stage of the Product Life Cycle, Reach Deeper into the Value Stock, Options Approach.. Implementation – Technology Transfer, Commercialization, Establishing Co-opetitors.	7 + 2
3	**Role of National Governments in Innovation:** Why a Government Role? – Public Nature of Knowledge, Uncertainty, Public Complementary Assets, Network Externalities, Politics. Government Actions – Financing R & D, Lead User, Provider of Public Complementary Assets. Regulator, Macro-Economic Fundamentals, Baby-Sitter and Godfather, Educator, Information Centre and Provider of Political stability.	7 + 2
4	**Innovation in Services:** Service Organizations do Innovate, The Concept of Innovation in Services, Type of Innovation in services, The CI-3 Framework – Customer Intelligence, Customer Intimacy, Customer Innovation. Brand Asset Monitoring, Customer Satisfaction & Loyalty Measurement, Touch Points Data Management. Customer Blending, Customer Mind Mapping, Customer Ecosystem Mapping. Innovation Process, Magnet team. Product Forums. Benefits of the CI – 3 Framework.	7 + 2
5	**Cases on Innovation:** Business / Process innovations, Social Innovations, Organizational innovations. Overview of National Innovation Systems – Brazil Denmark, Singapore, USA, Japan.	7 + 2

Learning Resources:		
1	Text Books	Innovation Management , Allan Afuah, Oxford Indian Edition. Business Innovation in the 21st Century, Praveen Gupta, S Chand. A Case Study Special on Innovation – Making Aspirations Count, Business World Publication. Innovation Management, ShlomoMaital and D V R Seshadri, Response Books, Sage Publications, New Delhi.
2	Reference Books	Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books.
3	Supplementary Reading Material	Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition. Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press. The Innovator's ToolKit , Harvard Business Press. Fastrack to Success Innovation , Andy Bruce and David Birchall, Prentice Hall - Financial Times. Getting to Innovation, Arthur B VanGundy, PHI – Eastern Economy Edition.
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Henderson, R. & K. Clark. 1990. Architectural Innovation: The Reconfiguration of Existing Product Technologies and the Failure of Established Firms, in *Administrative Science Quarterly*, 35: 9-30. Cattani, G. 2006. Technological Pre-Adaptation, Speciation and Emergence of New Technologies: How Corning Invented and Developed Fiber Optics, in **Industrial and Corporate Change**, 15(2): 285-318. International Journal of Innovation and Technology Management

Semester	IV	Specialization	Technology Management
Course Code	405TM	Type	Subject – Elective
Course Title	Innovation, Product Development and Commercialization		

Course Objectives:	
1	To offer a holistic framework for new product development and commercialization especially in the context of high technology products.
2	To highlight critical role of leadership in management of new product development &commercialization.
3	To illustrate how to integrate business, market, technology and resource strategies for optimal product development decisions and global commercialization success.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Product Platform and Knowledge Integration:** Product Development Goals, Knowledge - Generation, Retention, Reuse and Integration. Dimensions of Knowledge integration, Knowledge integration across the value chain and virtual teams, Time Value of Knowledge and Short time to Market, Types of Products and Product Development Projects, Product and Process Platforms – Definitions, Defining a Product platform. Modularity in System Design, Strategic Outsourcing and Product Architecture, Product Life Cycle, Continuous Improvement of a Product, Baseline and Derivative products.	5 + 1
2	**Product Development Process:** Product Development framework, product Development process at leading corporations, New Product Development and Commercialization Process, Scaling the process and dynamic nature of Product Development, Knowledge generation and Integration in the PDCP, Flexibility in Product Development, Market Requirement Specifications, Phases of the PDCP, Product Launch, Cross-functional responsibilities and deliverables in the Product Development. Process Development Methodology, Software Product Development, Product Release and Post release Management, Product Change Management.	5 + 1
3	**Excellence in Design and Product Reliability:** Product Design , Design for Excellence – Design for Manufacturability, Serviceability, Maintainability, Safety, Environment Sustainability. Design for Reliability, Predictability and Robustness. Reliability profile over the Life Cycle, Reliability Assurance beyond the design phase, Reliability design and reliability modeling, Fault Tree Analysis, Failure Modes, Effects and Criticality Analysis, Design of Experiments, Passive Data Collection, Accelerated Testing and Screening, Weibull Analysis, Duane Growth Model, Terminology in Product Design and Development, Product Documentation, Prototyping, Product Characterization Testing, Customer Participation in Product Development, Quality.	5 + 1
4	**Commercialization of High Tech Products:** Challenges in the development and commercialization of high tech products, Strategies for flawless execution, process orientation, Kaizen in PDCP, Managing critical interfaces, Systems	5 + 1

	analysis, Systems Engineering and Life Cycle Thinking, Product Development – A Systems Analysis Perspective, A Global Perspective. Managing Constraints. Common innovation problems in large companies, Engineering Excellence and Team Productivity, Lean Product Development, Virtual teams through strategic alliances and sourcing to external and internal suppliers, core competency, core activities, leveraging resources.	
5	**Managing New Product Development Teams:** Overview, Constructing New Product Development teams, Team Size and Composition, Structure of the New Product Development team, Functional teams, Lightweight teams, Heavyweight teams, Autonomous teams. Team Leadership, Team Administration. Managing Virtual teams. **Managing Product and Technology Portfolios for Shareholder Value:** Factors affecting long term growth of shareholder value – RoA, RoE, RoI models, Product and Technology Portfolio Planning, A framework for Product Portfolio Planning, Steps in Product Portfolio Planning, Resource Distribution, Assessing Market and Business Opportunities.	5 + 1

Learning Resources:		
1	Text Books	Innovation, Product Development and Commercialization – Case Studies and Key Practices for Market Leadership, DariushRafinejad, Cengage Learning, India Edition. Strategic Management of Technological Innovation, Melissa A Schilling, TMGH, Special Indian Edition, 2nd Edition.
2	Reference Books	Strategic Management of Technology & Innovation, Robert A Burgelman, Modesto A Maidique, Steven C Wheelwright, MGH International Edition. Managing Technology and Innovation for Competitive Advantage, V K Narayanan, Pearson Education, 2009 Edition.
3	Supplementary Reading Material	Management of Technology and Innovation – Competing through Technological Excellence, P N Rastogi, Response Books, 2nd Edition.
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Cooper R. G. “Third Generation New Product Processes”, Journal of Product Innovation Management, 11, 1994, 3-14. Griffin A., and Hauser J. R. 1993. “The Voice of the Customer”, *Marketing Science*, 12 (1), pp. 1-27 Lynn G. S., J. G. Morone, and A. S. Paulson, “Marketing and Discontinuous Innovation: The Probe-and-Learn Process” California Management Review 38,

		Spring 1996, 8-37 Von Hippel E. “Creating Breakthroughs at 3M”, Harvard Business Review, September-October 1999. “The Ultimate Creativity Machine: How BMW Turns Art into Profit” *Harvard Business Review*, Jan/Feb 2001

Semester	IV	Elective	Technology Management
Course Code	406TM	Type	Subject – Elective
Course Title	Strategies for Information Goods and Network Economies – II		

Course Objectives:	
1	To describe alternative strategies for pricing in the context of information goods.
2	To describe role of platform based strategies in the context of network economy.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Strategies for Internet and Telecommunication Services:** Price discrimination via multi-part tariffs, Pricing of future consumption.	5 + 1
2	**Enterprise Technology Strategies:** Subscription vs. per-use pricing, Technology Licensing, site licensing vs. employee pricing, software sharing , Timing of release and upgrades, product launch and versioning, damaged goods, managing buyer disbelief about product quality. Managing switching costs and lock-in.	5 + 1
3	**Strategies for platform and network goods:** Compatibility, product complements and network effects: Compatibility within own network, one-way and two-way compatibility, compatibility under competition and direct network effects. Product complementarities and compatibility.	5 + 1
4	**Platform Competition, Control, Alliances:** Network compatibility and alignment, Why Dominant Designs are Selected – Learning Effects, Network Externalities, Government Regulation, Winner-take-all markets. Are Winner-take-all markets good for consumers?	5 + 1
5	**Standards:** Standards Wars - Battle for standards, openness, control, Managing and analyzing alliances.	5 + 1

Learning Resources:		
1	Text Books	Carl Shapiro and Hal R. Varian. Information rules: a strategic guide to the network economy. Boston, MA, USA: Harvard Business School Press, 1998 Economics of Information Technology: An Introduction , Hal R. Varian, Joseph Farrell, and Carl Shapiro. Cambridge University Press, 2005.
2	Reference Books	Competition, Regulation and Strategy: The Information Technology Industry, Morris Game Theory and Business Strategy , Oberholzer-Gee and Yao Hirshleifer, J. and J. Riley (1992). The Analytics of Uncertainty and Information

		(Cambridge Univ. Press).
3	Supplementary Reading Material	The Economics of Network Industries. Oz Shy , Cambridge University Press, 2002. “Freeing the Source: The Story of Mozilla” by Jim Hamerly and Tom Paquin with Susan Walton, in: Open Sources: Voices from the Open Source Revolution, O'Reilly, 1999
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Katz, M. L. and Shapiro, C. (1994). Systems Competition and Network Effects.Journal of Economic Perspectives. 8(2): 93-115. Liebowitz, S. J. and Margolis, S. E. (1994). Network Externality: An Uncommon Tragedy. Journal of Economic Perspectives. 8(2): 133-150.

Semester	IV	Elective	Technology Management
Course Code	407TM	Type	Subject – Elective
Course Title	Technology Use and Assessment		

Course Objectives:	
1	To describe linkages among society, environment, and technology.
2	To describe a framework for technology assessment.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Technology Assessment:** Definitions and Purpose of Technology Assessment: Policy, Decision-making (Organizational and personal). Assessment Criteria - Stakeholder Interests, Authority, Sustainability: Social, Economic, & Environmental, Efficiency, Ethical Considerations, Costs, Benefits, and Tradeoffs. Scope of Technology Assessment - Personal and Organizational, Formal and Informal, Small- and Global-Scale.	5 + 1
2	**Technology and its Influence:** Technology and its influence on Society, Government & Politics, Energy, Health, Environment, Education.	5 + 1
3	**Selected Technology Assessment Techniques:** Risk and Impact Assessment, Environmental Impact Assessment, Health Technology Assessment, Critical Incident, Suturing, Brainstorming, Interpretive structural modeling, Trend extrapolation, Opinion measurement , Scenarios, Checklists, Relevance trees, Cross-effect matrices, Simulation models, Sensitivity analysis, Probabilistic techniques, Benefit-cost analysis, Export base models, Decision analysis - Decision Trees, Policy capture, Life cycle analysis, Force field analysis .	5 + 1
4	**Technology Use:** Definitions and Purpose of the study of Use. Usability: System & Product Acceptability Criteria, Usability Defined, Usability Attributes (e.g., learnability, efficiency, and satisfaction), Usability Engineering Lifecycle - Goal Setting & Design Criteria, User-centered design, Ergonomics and anthropometrics, Trade-Offs. Usability Research Methods - Observation, Usability Tests, User Surveys, Task Analysis.	5 + 1
5	**Conducting Research on Technology Use:** Planning - Human subjects protection, Standards for verifiability, validity, and reliability. Gathering data - Analyzing and Interpreting data, Reporting.	5 + 1

Learning Resources:		
1	Text Books	Porter, A. L., Rossinni, F., Carpenter, S. R, Roper, A. T., Larson, R. W., and Tiller, J. S. (1980). A guidebook for technology assessment and impact

		analysis. New York: North Holland. R.C. Megantz (1996), *How to License Technology*, John Wiley & Sons. R.L. Parr & P.H. Sullivan (1996), *Technology Licensing, Corporate Strategies for Maximizing Value*, John Wiley & Sons. P.H. Sullivan (1998), *Profiting from Intellectual Capital: Extracting value from Innovation*, John Wiley & Sons.
2	Reference Books	Porter, A.L., Roper, A.T., Mason, T.W., Rossinni, F.A. & Banks, J. (1991). Forecasting and management of technology. John Wiley & Sons. Barnum, Carol. (2002). Usability testing and research. NY: Longman
3	Supplementary Reading Material	Rubin, Jeffrey. (1994). Handbook of usability testing: How to plan, design, and conduct effective tests. NY: Wiley Nielsen, Jakob. (1993). Usability engineering. San Diego, CA: Morgan Kaufman
4	Websites	Ely, A., Van Zwanenberg, P. &Stirling, A. (2011). New models of technology assessment for development. Working paper from the STEPS Centre. Retrieved from http://www.steps-centre.org/PDFs/Technology_Assessment.pdf Mohr, H. (1999). Technology assessment in theory and practice. Society for Philosophy of Technology, 4(4). http://scholar.lib.vt.edu/ejournals/SPT/v4n4/mohr.html
5	Journals	Deal, W. (2002). Making the connection: Technological literacy and technology assessment. The Technology Teacher, 61(7), 16-18. International Journal of Technology Management

Semester	IV	Elective	Technology Management
Course Code	408TM	Type	Subject – Elective
Course Title	Product Strategy for High Technology Companies – II		

Course Objectives:	
1	To propose vectors of differentiation as a framework for sustainable competitive advantage
2	To describe alternative product-market strategies for high technology product companies
3	To provide a fundamental understanding of global product strategies and framework for opportunities and risk assessment

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Achieving Sustained Differentiation through Vectors of Differentiation:** Effects of Differentiation. Benefits of Vectors of Differentiation. Differentiation Strategies – Using Unique Features, Measurable Customer Benefits, Ease of Use, Improved Productivity, Protecting the Customer's Investment, Lower Cost of Product Failure, Higher-Performance products, Unique Fundamental Capabilities, Through Design, Based on Standards, Total Solutions, Total Cost of Ownership, Brand Name, Convenience. Risks of Differentiation, Sustainable Differentiation – Maintaining Technological Advantage, Using Patent Protection, Rapidly Advancing the Vector.	5 + 1
2	**Product Pricing Strategy:** Effects of Pricing Strategy, Offensive Pricing Strategies - Price Leadership, Penetration Pricing, Experience Curve Pricing, Price / Performance, Promotional Discounting. Defensive Pricing Strategies – Adapt prices to maintain Highest Competitive Price, Use Price to Segment the Market, Use Skim Pricing to Maximise Profit, Redirect Product line Sales by Bait-and-Switch Pricing. Internet Pricing Strategies, Risks of Offensive Pricing Strategies. Sources of Cost Advantage.	5 + 1
3	**First-to-Market and Fast-Follower Strategies:** Advantages of Being First to Market, Advantages of being the fastest, First-to-Market Strategies – First to Upgrade Products with New Technology, Respond Rapidly to Market Changes, Introduce Continual Product Innovation, Be a First to Create a New Market. Fast Follower Strategies – Wait Until a New Market is Clarified, Reverse Engineer Successful Competitor Brands. Risks of Timing Strategies – Entering the Market prematurely, Compressing Product Life cycles, Relying on Inferior Product Development Process.	5 + 1
4	**Thinking Globally about Product Strategy:** International Differences in Products – Certification Requirements, Standards, Language Differences, Differences in use, Demographic Differences, National Preferences and Protectionism, National Laws. Global Product Strategy Integration with Other Global Strategies – Global Market Strategy, Global Manufacturing Strategy, Global Product Development Process. Global product Strategies – Design and	5 + 1

	Develop Products Uniquely for Country Markets, Leverage a Country Specific Product through Reengineering, Customize a Global Product Platform to Meet the Needs of Different Regions, Develop a Universal Global Product. Risks of Global Strategies.	
5	**Opportunities and Risks of Cannibalization:** Causes of Unfavourable Cannibalization, Offensive Cannibalization Strategies – Cannibalize the Market to Attach the Market Leader, Introduce New Technology First. Defensive Cannibalization Strategies – Cannibalize yourself before Competitors do it, Introduce Cannibalization to Continue as the Technology Leader, Manage the Rate of Cannibalization through Pricing, Restrict Cannibalization to Specific Market Segments. Risks of Cannibalization Strategies, Analytical Framework for Cannibalization.	5 + 1

Learning Resources:		
1	Text Books	Product Strategy for High Technology Companies, Michael McGrath, MGH, 2nd Edition. Butje, M.: Product Marketing for Technology Companies, Butterworth-Heinemann, Burlington, 2005 Cooper, R.G.: Product Leadership – Creating and Launching Superior New Products, Perseus Books, Cambridge, 2000
2	Reference Books	Marketing of High-Technology Products and Innovations by Jakki Mohr, SanjitSengupta, Stanley Slater, 2nd Edition Gorchels, L.: The Product Manager's Handbook: The Complete Product Management Resource, 3nd edition, McGraw Hill, New York, 2005
3	Supplementary Reading Material	Marketing High Technology by William H. Davidow Product Marketing for Technology Companies by Mark Butje, Elsevier
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Moore, J.F.: Predators and Prey: A New Ecology of Competition, Harvard Business Review May 1993

Semester	IV	Elective	Technology Management
Course Code	409TM	Course Type	Subject - Elective
Course Title	Systems & Technologies for Knowledge Management		

Course Objectives:	
1	To familiarize the participants with systems & technologies used for knowledge capture, discovery, sharing & application.
2	To highlight role of artificial intelligence, knowledge based systems & data mining in knowledge Management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Artificial Intelligence 1.1 Artificial Intelligence – Meaning, Knowledge Vs. Intelligence, Concept of Expertise, state space search methods comprising early AI Work, 1.2 Modern knowledge-based systems (KBS), Heuristic Search, Kinds of Knowledge in Knowledge Based Systems, Expert Systems, Advantages & Disadvantages of KBS 1.3 AI Based Reasoning - Model-based reasoning, Constraint-based reasoning, Diagramatic Reasoning, Fuzzy logic, Evolutionary algorithms	5 + 1
2	Knowledge Based Systems (KBS) 2.1 User's & Developer's Views of KBS, Components of KBS - Inference engine, The knowledge base The user interface, The fact base 2.2 Means of Representing Knowledge – Rules & Frames, Inference Chains, Attributes, Inheritance 2.3 Rule based reasoning, Frame based reasoning, Forward & Backward Chaining, Weaknesses of Rule based reasoning, Knowledge Engineering, Tools available for KBS 2.4 Case Based Reasoning (CBR), CBR Systems, Using CB Libraries, Advantages & Disadvantages	4 + 1
3	Knowledge Elicitation & Capture 3.1 Repertory Grid as Knowledge Elicitation Tool, Techniques to automate knowledge acquisition, 3.2 Knowledge Capture System –Techniques for Using &OrganisingOrganisational Stories, 3.3 Concept Maps, Cmap Tools, Context Based Reasoning	4 + 1

4	Data Mining 4.1 Concept of Data Mining, Objectives of Data Mining, Data Mining Techniques – Predictive & Descriptive 3.3 Statistical pattern Recognition, Statistical Clustering, 3.4 Decision Trees, Induction Trees 3.5 Artificial Neural Networks, Basic feed forward neural networks with supervised learning, Unsupervised learning, Clustering techniques and the Kohonennetworks.CRISP DM Methodology	6 + 1
5	Knowledge Sharing & Application Systems 5.1 Organizational Memory 5.2 Requirements & barriers to Knowledge Sharing Systems 5.3 Types of Knowledge Sharing Systems, Repositories, Incident report databases, Alert systems, Best practices databases, Lessons-learned systems, Expertise locator systems 5.4 Knowledge Application Systems, Design Considerations, Case Method Cycle, Technologies 5.5 Types of Systems- Expert systems, decision support, advisor systems, fault diagnosis (troubleshooting) systems, help desk systems	6 + 1

Learning Resources:		
1	Text Books	Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges, Solutions, and Technologies . Prentice Hall. ISBN: 0-13-109931-0.
2	Reference Books	Elias M. Awad, Hassan M. Ghaziri (2004). Knowledge Management. Prentice Hall. ISBN: 0-13-034820-1. Donald Hislop, Knowledge Management in Organizations, Oxford 2nd Edition. AmritTiwana (2002). The Knowledge Management Toolkit: Orchestrating IT, Strategy, and Knowledge Platforms (2nd Edition). Prentice Hall. ISBN: 013009224X. Stuart Russell, Peter Norvig (2003). Artificial Intelligence: A Modern Approach (2nd Edition). ISBN: 0-13-790395-2.Ian Watson (2002). Applying Knowledge Management: Techniques for Building Corporate Memories. Morgan Kaufmann. ISBN: 1558607609. Madanmohan Rao (2004). Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann. ISBN: 0750678186. Stuart Barnes (Ed) (2002). Knowledge Management Systems Theory and Practice. Cengage Learning.

		KimizDalkir, Knowledge Management in Theory and Practice, Elsevier, Butterworth-Hinemann. SheldaDebowski, Knowledge Management, Wiley India Edition.
3	Supplementary Reading Material	Chris Collison, Geoff Parcll (2001). Learning to Fly: Practical Lessons from one of the World's Leading Knowledge Companies. Capstone. ISBN: 1-84112-124-X. Helen N Rothberg and G Scott Erickson, From Knowledge to Intelligence – Creating Competitive Advantage in the Next Economy, Elsevier, Butterworth-Hinemann. Peter F. Drucker, David Garvin, Leonard Dorothy, Straus Susan, John Seely Brown (1998). Harvard Business Review on Knowledge Management. Harvard Business School Press. ISBN: 0875848818. Madanmohan Rao, Leading with Knowledge – Knowledge Management Practices in Global Infotech Companies, TMGH.
4	Websites	http://www.research.ibm.com/journal http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Dueck, G. (2001) Views of knowledge are human views. IBM Systems Journal, 40(4), 885-888. http://www.research.ibm.com/journal/sj/404/du eck.html. Lesser, E.L. &Storck, J. (2001) Communities of practice and organizational performance. IBM Systems Journal, 40(4), 831-841. http://www.research.ibm.com/journal/sj/404/le sser.html. Avram, G (2006). “At the Crossroads of Knowledge Management and Social Software” The Electronic Journal of KnowledgeManagement 4 (1), 1-10. http://www.ejkm.com/volume-4/v4-1/Avram.pdf. Marwick, A.D. (2001) Knowledge management technology. IBM Systems Journal, 40(4), 814-830. http://www.research.ibm.com/journal/sj/404/marwick.html.

Semester	IV	Elective	Technology Management
Course Code	410TM	Course Type	Subject - Elective
Course Title	Strategic Management of Intellectual Property Rights		

Course Objectives:	
1	To expose the participants to the concept of intellectual property & intellectual property rights
2	To describe procedures & agencies involved in issues related to IPR
3	To highlight strategic issues related to IPR & its management

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction** 1.1 Meaning of Intellectual Property & Intellectual Property Rights, Historical perspectives and need for the introduction of Intellectual Property Right regime, Ethical & Social Issues 1.2 Types of IPRs - patents, copyrights, trademarks, trade secrets and traditional knowledge, industrial design, integrated circuits, plant protection and geographical indications, domain names 1.3 Benefits of securing IPRs, Strategic Relevance of IPR, 1.4 International conventions and treaties on IP, TRIPs and various provisions in TRIPs Agreement 1.5 IP issues on the internet	6+1
2	**Filing Patent Applications** 2.1 Indian Legislations for the protection of various types of Intellectual Properties 2.2 Patent Filing procedure, Claim drafting, agencies involved, what can be patented & what can not be, Strategic Issues relating to the content of the application 2.3 Traditional Knowledge & Geographical Indications 2.4 Introduction to Global IP & Different form of IPRs, Global IP and Litigation, US Patent Statutes and Filing procedure 2.5 Key strategic and policy issues.	5+1
3	**IPRs and their strategic relevance** 3.1 Patents in various industries such as Pharmaceutical & Biotech, Agriculture , Engineering, Information Technology Industry etc., ownership and period of protection; 3.2 Trademarks- Boundaries between trade-mark, trade-dress and industrial design 3.4 Copyright: Strategic Issues Relating to Software and Artistic Works 3.5 Securing and Commercializing IPRs	4+1
4	**IPRs Licensing & Strategic Alliances**	5+1

	4.1 IP appraisal, IP Valuation 4.2 Technology transfer through licensing, strategic alliances and other types of contractual arrangements. 4.3 Licensing of technologies, Material Transfer Agreements, Research Collaboration Agreement 4.4 IPRs and Licensing Strategies – Strategic impact on licensors & licensees of technology, 4.5 Key issues involved in the licensing process.	
5	**Management of IPR : Inter & Intra Firm Alliances** 5.1 Role of Inter-firm Networks and Strategic Alliances 5.2 Organizational Incentive Mechanisms & Intra-organizational arrangements , 5.3 Internal Assessment of Technology and Intellectual Property& strategies to protect it., search for similar or related innovations/inventions, Exploring databases 5.4 Issues Relating to Commercialization of IPRs, Evaluating the commercial viability of IPRs 5.5 Overseas IP Operations	5+1

Learning Resources:		
1	Text Books	Ganguli, P., 2001. intellectual Property Rights: Understanding Knowledge Economy. McGraw-Hill. David J. Teece, 2000. Managing Intellectual Capital: Organizational, Strategic, and Policy Dimensions, Oxford University Press
2	Reference Books	The Indian Acts – Patents Act, 1970 and amendments; Design Act, 2000; Trademarks Act, 1999; The Copyright Act, 1957 and amendments; Layout Design Act, 2000;PPV and FR Act 2001, and Rules 2003; National Biological Diversity Act, 2003. Saha, R. (Ed.). 2006, Intellectual Property Rights in NAM and Other Developing Countries: A Compendium on Law and Policies. Daya Publ. House. Watal, Jayashree, 2001. Intellectual Property Rights in the WTO and Developing Countries, Oxford University Press, Delhi Breeding Innovation and Intellectual Capital, Dr.Ajay Batra, SPD, 2nd Edition Intellectual Property-Copyrights, Trademarks and Patents, Richard Stim, Cengage Learning, India Edition Intellectual Property, A Power Tool for Economic Growth by KamilIdris, WIPO Pub. No. 888, January 2003.
3	Supplementary Reading Material	Erbisch, F.H. and Maredia, K., 1998, Intellectual Property Rights in Agricultural Biotechnology. CABI. Intellectual Property Rights: Key to New Wealth Generation. 2001. NRDC & Aesthetic Technologies. Patrick H. Sullivan, 2001. Profiting from Intellectual Capital : Extracting Value from Innovation, Wiley Robert P. Merges, Peter S. Menell, Mark A. Lemley, 2006. Intellectual Property in the Technological Age Alexander I. Poltorak, Paul J. Lerner, 2003. Essentials of Licensing Intellectual Property, Wiley

		Howard B. Rockman, 2004. Intellectual Property Law for Engineers and Scientists, IEEE Press, Wiley. (Textbook) H. Jackson Knight, 2002. Patent Strategy : For Researchers and Research Managers, Wiley.
4	Websites	http://www.managingip.com/ http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	International Journal of Intellectual Property Management Journal of Intellectual Capital

Semester	IV	Elective	Technology Management
Course Code	411TM	Type	Subject – Elective
Course Title	Change , Creativity & Innovation		

Course Objectives:	
1	To emphasize the key aspects of managing change and the drivers of innovation and creativity in organizations.
2	To deconstruct and demystify the processes of change, creativity and innovation in organizational context.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**The Process of Change, Creativity & Innovation:** Organizational Change – Definition & Key Dimensions, Factors that Promote Change, Creativity & Innovation, Theories of Innovation, Levels & Types of Innovation, The age of Creativity, Creativity & National prosperity, Creative Industries & potential for growth.	5 + 1
2	**The Individual – Promoting Critical Thinking:** Cognitive factors - Implications for HRM, Personality Traits - Implications for HRM, Knowledge – Explicit & Implicit, Informal and Tacit, Knowledge for creativity - Implications for HRM, Motivation – Types of Motivation. **The Group – Nurturing Team Work:** Difference between groups and teams, Why do people join teams? Team Development process, Why do teams fail? Blind conformity, Group Think, Social loafing. Team Inputs - size, longevity, task, Knowledge, Skills and Abilities (KSAs), Resourcing of the team, Team composition. Team processes – Action processes. Brainstorming. Electronic Brainstorming. Nominal Group Technique (NGT). Trust – Conflict – Team cohesiveness. Moderators of Team Performance – Task Type, Task Leadership. Team outcomes.	5 + 1
3	**The Leader – Promoting New Ideas at Work:** Defining Leadership, Difference between Managers and Leaders, Ingredients of Leadership, Trait approaches to Leadership, Behavioural approaches to Leadership, Managerial Grid, Contingency theories – Fiedler model, Hersey Blanchard situational theory, Leader participation model, Push-Goal Theory. Transformational and transactional leadership. Charismatic and Visionary Leadership. Leading change, creativity & Innovation – Leadership and change, Ingredients of leadership for creativity & Innovation. Challenges in leading for creativity & Innovation.	5 + 1
4	**The Internal Environment – Orchestrating Structure, Systems and Resources;** The Balanced Score Card – Value Creation and Performance management. Organizational Structure – work specifications, departmentalization, chain of command, span of control, centralization and	5 + 1

	decentralization, Formalization. Situational factors – Corporate Strategy, Organizational Size, Environmental uncertainty. Structural forms – Traditional and contemporary forms. Organizing for change, creativity and innovation - Goal Setting and reward Systems. Evaluation. Resources – Sufficient resourcing. Systems of Communication.	
5	**Culture – Enabling & Constraining Creative Processes at Work:** Organizational culture, Different Perspectives of Organizational culture, Can we manage Organizational culture? Culture as an important ingredient of Organizational Creativity. Norms that promote Creativity and Innovation, Norms that promote Implementation. Principles of creativity and innovation. Do strong, cohesive cultures hinder innovation? **The Organization – Managing Process of Change:** Change and Organizations, Change Drivers, People and Change, The problem of resistance, Organizational Development approach to change, Situational Approach to Change Management, Political process approach to change management, Processual perspective for understanding change. Studying change over time.	5 + 1

Learning Resources:		
1	Text Books	Managing Change, Creativity & Innovation, Constantine Andriopoulos and Patrick Dawson. Sage Publications.
2	Reference Books	Innovation Management , Allan Afuah, Oxford Indian Edition. Business Innovation in the 21st Century, Praveen Gupta, S Chand. Innovation Management, ShlomoMaital and D V R Seshadri, Response Books, Sage Publications, New Delhi. Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books.
3	Supplementary Reading Material	Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition. Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press. The Innovator's ToolKit , Harvard Business Press. Fastrack to Success Innovation, Andy Bruce and David Birchall, Prentice Hall - Financial Times. Getting to Innovation, Arthur B Van Gundy, PHI – Eastern Economy Edition.
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Cattani, G. & Simone Ferriani. 2008. A Core/Periphery Perspective on

		Individual Creative Performance, in **Organization Science**, 19(6): 824-844.

Semester	IV	Elective	Technology Management
Course Code	412TM	Type	Subject – Elective
Course Title	Seminar on Managing Emerging Technologies		

Course Objectives:	
1	To define the concept and scope of emerging technologies
2	To catalog and describe emerging technologies
3	To enable students to develop a systematic framework for analyzing emerging technologies
4	To discuss the possible managerial applications of these technologies

Students will work in groups of 2 or 3 each. They shall identify emerging technologies and explore applications of emerging technologies and document the same. The participants will determine the issues, questions, and areas that they would like to examine. The choice of technologies shall be shaped by the interests of the group participants as well as the relevance of specific technologies to managerial aspects in specific contexts.

Each group will prepare two presentations for class. Before, between, and after the presentations the group will post relevant articles, etc. for the rest of the class on the class website.

The idea is that each group will be working on their topic each week, but only present twice. However, the intervening work will be on the site for others to examine and discuss. This work on the site is each group's opportunity to try out ideas. It is also the opportunity for the other groups to pose questions that will help direct the group's research.

Towards the end the group will present their "findings" providing hard copies for every class member. As a class, students will brainstorm/explore the potential applications of the information, possibly around a theme.

The purpose is to examine critically the thinking and direction of other groups.

Learning Resources:		
1	Text Books	NA
2	Reference Books	NA
3	Supplementary Reading Material	NA
4	Websites	NA
5	Journals	NA

Semester	IV	Elective	Technology Management
Course Code	413TM	Type	Subject – Elective
Course Title	Marketing of High Technology Products		

Course Objectives:	
1	To provide students with the concepts and tools necessary to effectively market a high technology product.
2	To help the students learn the marketing mix aspect of marketing high technology products.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to High Technology**: Common Characteristics of High Technology, Continuum of Innovations -Radical/Breakthrough Innovations - Incremental Innovations - Implications of Different Types of Innovations - Contingency Model for High-Tech Marketing - Does Marketing Need to Be Different for High-Technology Products and Innovations? - Framework for Making High-Technology Marketing Decisions.	5 + 1
2	**Product Development and Management Issues in High-Tech Markets:**Market Orientation, R&D–Marketing Interaction, High-Tech Marketing Research Tools - Concept Testing - Conjoint Analysis - Customer Visit Programs - Empathic Design - Lead Users - Quality Function Deployment - Prototype Testing - Beta Version Testing, Technology Development - The "What to Sell" Decision, Product Architecture: Modularity, Platforms and Derivatives, New Product Development Teams - Developing Services as Part of the High-Technology Product Strategy, Implications for High-Tech Marketing - Protection of Intellectual Property - Understanding Gray Markets - Black Markets, Piracy, and Restricted Exports - Managing Intellectual Property. Categories of Adopters - Crossing the Chasm. The Choice of Customer, Customer Strategies to Avoid Obsolescence, Customer Migration Decisions, Marketers' Migration Options.	8 + 1
3	**Pricing Considerations in High-Tech Markets: T**he High-Tech Pricing Environment, Customer Oriented Pricing- Steps and Implications. Pricing of After-Sales Service - The Technology Paradox- Solutions to the Technology (Pricing) Paradox - From Free to Fee. The Effect of the Internet on Pricing Decisions - Additional Pricing Considerations - Outright Sale of Know-How versus Licensing Agreements - Licensing Restrictions - Pay-Per-Use versus Subscription Pricing - Price Bundling – Leasing.	4 + 1
4	**Distribution Channels in High-Tech Markets:**Channel Considerations in High-Tech Markets - Blurring of Distinctions Between Members in the Supply Chain - Need for Indirect Channels to Provide Value for Manufacturers - Evolution of High-Tech Channels.	4 + 1

5	**Advertising and Promotion in High-Tech Markets: Tools to Build and Maintain Customer Relationships:**The Importance of Branding in High-Tech Markets, Developing a Strong Brand - Ingredient Branding - Branding for Small Business. New-Product Pre-announcements - Advantages and Objectives of Pre-announcements -Disadvantages of Pre-announcements - Tactical Considerations in the Pre-announcement Decision.	4 + 1

Learning Resources:		
1	Text Books	Marketing of High-Technology Products and Innovations by Jakki Mohr, SanjitSengupta, Stanley Slater, 2nd Edition
2	Reference Books	Marketing High Technology by William H. Davidow Product Marketing for Technology Companies by Mark Butje
3	Supplementary Reading Material	Crossing the chasm: Marketing and Selling High Tech Products to Mainstream Customers by Geoffrey Moore Product Strategy for High Technology Companies by Michael E. McGrath. Next Generation Product Development : How to Increase Productivity, Cut Costs, and Reduce Cycle Times by Michael E. McGrath The Innovator's Dilemma by Clayton M. Christensen
4	Websites	http://marketinghightech.net/ http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/
5	Journals	Drucker's Insights on Market Orientation and Innovation: Implications for Emerging Areas in High-technology Marketing by Mohr, Jakki J.; Sarin, Shikhar. Journal of the Academy of Marketing Science. Spring2009, Vol. 37 Issue 1, p85-96. High Technology Marketing: Conceptualization and Case Study by Yadav, Naveen; Swami, Sanjeev; Pal, Prosanto. Vikalpa: The Journal for Decision Makers. Apr-Jun2006, Vol. 31 Issue 2, p57-74. The Marketing of Innovations in High-technology Companies: A Network Approach by Borg, Erik A. European Journal of Marketing. 2009, Vol. 43 Issue 3/4, p364-370. Sales Forecasting in High-Technology Markets: A Utility-Based Approach by Decker, Reinhold; Gnibba-Yukawa, Kumiko. Journal of Product Innovation Management, Jan2010, Vol. 27 Issue 1 Sales Forecasting of Products with Very Short Life Cycles by Pizzano, Rudolph.

		Journal of Business Forecasting, Summer2011, Vol. 30 Issue 2 Forecasting Organizational Adoption of High-technology Product Innovations separated by impact: Are traditional macro-level diffusion models appropriate? By McDade, Sean; Oliva, Terence A.; Thomas, Ellen. Industrial Marketing Management, Feb2010, Vol. 39 Issue 2, p298-307. What High-Tech Managers Need to Know About Brands by Ward, Scott; Light, Larry; Goldstine, Jonathan. Harvard Business Review. Jul/Aug1999, Vol. 77 Issue 4, p85-95. Innovation and the Management of Marketing in High Technology Small Firms by Oakley, Ray. Journal of Marketing Management. Oct91, Vol. 7 Issue 4, p343-356. Introduction to the Special Issue: Marketing Of High-Technology Products and Innovations by Mohr, Jakki J.; Shooshtari, Nader H. Journal of Marketing Theory & Practice. Summer2003, Vol. 11 Issue 3, p1-12. Success in High-Technology Markets: Is Marketing Capability Critical?byDutta, Shantanu; Narasimhan, Om; Rajiv, Surendra. Marketing Science. 1999, Vol. 18 Issue 4, p547-568. Sustaining Competitive Advantage in a High-Technology Environment: A Strategic Marketing Perspective by Rao, P. M. Advances in Competitiveness Research. 2005, Vol. 13 Issue 1, p33-47

MBA SYLLABUS: SEMESTER IV
BANKING AND INSURANCE MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	Banking & Insurance Management
Course Code	403 BIM	Type	Specialization – Core
Course Title	Banking Regulations and Legal Aspects		

Course Objectives:	
1	To introduce the students with various laws applicable to banking sector.
2	To make the student understand Various laws and regulations with concept clarity and case laws.

Syllabus:

Unit Number	Content	Sessions
1	**Legal Framework of Regulation of Banks** - Business of Banking; Constitution of Banks; RBI Act 1934; Banking Regulation Act1949; Role of RBI; Govt. as a Regulator of Banks; Control Over Organization of Banks - Licensing of Banking Companies; Branch Licensing; Paid up Capital and Reserves; Shareholding in Banking Companies; Subsidiaries of Banking Companies; Board of Directors; Chairman of Banking Company; Appointment of Additional Directors; Restrictions on Employment; Control over Management; Directors and Corporate Governance. Power of RBI to Issue Directions; Acceptance of Deposits; Nomination; Loans and Advances; Regulation of Interest Rate; Regulation of Payment Systems; Internet Banking Guidelines; Regulation of Money Market Instruments; Banking Ombudsman; Reserve Funds; Maintenance of CRR, SLR; Assets in India. Acquisition of Undertakings; Amalgamation of Banks; Winding up of Banks.	7+2
2	**Public Sector Banks and Cooperative Banks** - SBI and its Subsidiaries; Regional Rural Banks; Nationalized Banks; Application of BR Act to Public Sector Banks; Disinvestment of Shares by Govt.; Cooperative Banks Financial Sector Legislative Reforms - Need, Approach for Financial Sector Legislative Reforms; Important Reforms, Recent Legislative Changes in RBI Act, Financial Sector Development Council - Role and Functions of Financial Sector Development Council.	7+2
3	3.1: Different Types of Borrowers, Types of Borrowers; Limited Liability Partnership. Types of Credit Facilities - Cash Credit, Overdraft, Demand Loans, Term Loans, Bill Finance. Secured and Unsecured Loans. 3.2: Procedure of opening account and taking insurance policies.	7+2
4	**Indemnities:** Meaning of Contract of Indemnity; Scope and Application of Indemnity Contracts to Banks; Obligations of a Banker; Precaution & Rights of an Indemnity Holder. Definition and Types of Bank Guarantees; Banker's Duty to Honour Guarantee; Precautions to be taken for Issuance of Bank Guarantee; Precautions to be taken for Payment under Bank Guarantee; Invocation & Enforcement. General Considerations of Letters of credit; Parties to a Letter of credit; Types of Letters of credit; Documents under a Letter of credit; UCPDC 600; Banks obligation for payment of Letter of credit.	7+2
5	**Securities**: Types of Securities; Escrow Arrangements; Trust and Retention Arrangements. Laws Relating to Securities and Modes of Charging. Mortgage, Types of Mortgage, Enforcement of Mortgages, Lien; Pledge; Hypothecation; etc. Definition of Charge; Procedure for Registration of Charge; Effect of Non-registration of Charges.	7+2

Note:	
1	Internal Evaluation must include live project on any part of syllabus.

Learning Sources:		
1	**Text Books**	1. Banking Regulations and Legal Aspects Dr. E B Khedkar & Dr D B Bharati Himalaya Publications 2. The economics of money, banking & financial markets: The business school edition, 3e by Frederic S. Mishkin, Pearson Publication 3. Banking Theory-Law and Practice By Dharmaraj Scitech Publications 4. Banking Theory-Law and Practice Dr K Nirmala Prasad Himalaya Publications
2	**Reference Books**	Legal & Regulatory aspects of Banking: Indian Institute of banking & Finance-Macmillan Publication-JAIIB Bank Management & Financial Services 9th edition, Peter Rose & Sylvia Hudgins Money, Banking & Financial Markets: Stephen Cecchetti, 4th edition, Mcgraw Hill Publication
3	**Supplementary Reading Material**	Reserve Bank Bulletins Economic Times Business Standard Companies Act Banking Regulation Act
4	**Websites**	www.iibf.org.in www.higherbanking.com/paper
5	**Journals**	Journal of banking and finance International Journal of Banking Accounting and Finance

Semester	**IV**	**Specialization**	**Banking & Insurance Management**
Course Code	**404 BIM**	**Type**	**Specialization – Core**
Course Title	**Trends in Insurance Management**		

Course Objectives:	
1	To introduce the students with the growth and changes taken place in Insurance industry over a period of time
2	To make the student understand the recent trends in Insurance Industry

Syllabus:

Unit Number	**Content**	**Sessions**
1	**Evolution of insurance in India:** Practice of Insurance, The insurance companies, Managing Agencies, Indian Insurance companies, Non-Life Insurance Companies, Three Phases of De-trifling, Privatization of Insurance Industry, and Insurance Repository.	7+2
2	**Insurance legislation:** The Insurance Act 1938 – Insurance Regulatory & Development Authority (IRDAI) Act 1999 – General Insurance Councils – Amendments to Life Insurance Corporation Act 1956 – Amendments to General Insurance Business (Nationalization) Act regulations issued by IRDAI –– Other Acts – Exchange Control Regulations –– Insurance Ombudsman, Market – Statutes & Regulations that affect conduct of business in India, Recent Changes in IRDA norms, FDI in Insurance	7+2
3	**Introduction to Reinsurance:** Nature of reinsurance – Analysis of factors that influence results – Historical background – Reinsurance in India before & after nationalization and liberalization – GIC – Regional co-operation – Functions of reinsurance - Advantages, Forms of Reinsurance: Facultative reinsurance – Treaty reinsurance – Facultative Obligatory Treaty – Considerations for facultative placements, Reinsurance Program - Design: Program objectives – Gross to Net evaluation – Reinsurers' accounts – Funds flow and Liquidity.	7+2
4	**Challenges in Insurance Industry:** Risk Management, Decline in Life insurance, Challenges in General and Health Insurance, Regulatory challenges, Challenges from international players. Role of Information Technology in Insurance Industry.	7+2
5	**Golbal trends in the insurance industry*:*** Key Findings, Steep Driver and Factors, International Trends in Insurance Regulation: Purpose and area of focus of regulations – Regulatory systems of other countries.	7+2

Note:	
1	Internal Evaluation must include live project on any part of syllabus.

Learning Sources:		
1	**Text Books**	Principles of Risk Management & Insurance 10/e, George E. Rejda Introduction to risk Management & Insurance 10/e, Mark S. Dorfman Elements of Banking and Insurance, by Sethi, Jyotsna, Bhatia Principles and Practices of Banking and Insurance by V. S. Gopal and Sumati Gopal Life Insurance Today by Sashi Publications

		Shantha Bansal (2012)- Health Insurance (First edition) B. D. Bhargav (2008)- Insurance Theory And Practice (First edition) M. N. Mishra & S. B. Mishra (2010)- Insurance – Principles and Practice (17th edition)
2	**Reference Books**	Trends in Insurance Management Dr. E B Khedkar & Dr D B Bharati Himalaya Publications Insurance: Theory and Practice, Tripathy Nalini Elements of Banking & Insurance: Sethi Jyotsna & Bhatia
3	**Websites**	www.irda.gov.in
4	**Journals**	Journal of risk and insurance

Semester	**IV**	**Specialization**	**BIM**
Course code	**405 BIM**	**Type**	**Elective Courses**
Course Title	**Advance Technology in Banking & Insurance**		

Course Objectives:

4. To understand the role played by technology in Banking and Insurance Sector.
5. To know how and why to use the technology in Banking and Insurance Sector.

Syllabus:

Unit Number	**Contents**	
Unit – 1	**Banking Technology** - E-Banking - Core Banking - Electronic products – Electronic payment system - Online Banking - Electronic fund transfer system: RTGS, NEFT & SWIFT etc.- Information Technology - Current trends - Global developments in banking technology - Computer audit - information system audit - Information system security and Disaster Management.	**5+1**
Unit – 2	**Bancassurance** - Importance of Risk management in banks - types of risk, CIBIL, Banking Codes, Banking Codes and Standard Boards.	**4+1**
Unit – 3	**Use of Technology in Marketing of Banking and Insurance services products -** selling function in a bank - Portfolio and wealth management - Tele marketing / Mobile phone banking. Intranet and Internet - Benefits To Agents – Benefits To Policy Holders/ Prospects/ companies and Banking and Insurance sector as whole.	**5+1**
Unit – 4	**Computerized Accounting** - Accounting in electronic environment - methods - procedures - security - rectification. Core Banking environment is to be highlighted.	**4+1**
Unit – 5	**Security and Ethical Challenges:** IS controls - facility control and procedural control - Risks to online operations. Internal Processing – IRDA Regulations. Online transactions - Payments and settlements of claim. Use of technology in Grievance Redressal Mechanisms.	**4+1**

Learning Resources:

1	Text Books	1. *Principles & Practices of Banking - By Indian Institute of Banking & Finance - Macmillan Publication.* 2. *Accounting & Finance for Bankers - By Indian Institute of Banking & Finance - Macmillan Publication.*
2	Reference Books	1. V.V. Bhatt – Financial System : Sage , New Delhi. 2. Periasamy p. – Principles and Practices of Insurance – MUMBAI Himalaya. 3. Kenneth C Laudon and Jane P Laudon, ―Management Information System‖, 9th

		Edition, PHI, New Delhi, 2006.
3	Supplementary Reading Material	IRDA Publications RBI Publications Publications by Finance Ministry

Semester	IV	Specialization	BIM
Course code	406 BIM	Type	Elective Course
Course Title	Practice of Marine Insurance		

Course Objectives:
1. To understand the concept of Marine Insurance.
2. To know the procedure of cargo insurance coverages.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	**Basic concepts*:*** Evolution and need for Marine Insurance – Various Acts to regulate the Marine Insurance Market – Organisation of Llyods – International Maritime Bureau – Tariff Advisory Council – General Insurance council – General Insurance Corporation of India – Marine Insurance Act.	**4+1**
Unit – 2	Fundamentals of Principles guiding the Marine Contract- Warranties – Utmost Good faith – Insurable Interest – Reinsurance – Assignment and passage of interest in Marine Insurance – Indemnity – Valued and Unvalued Policies – Subrogation – Abandonment – Contribution – proximate cause.	**5+1**
Unit – 3	**Hull insurance:** Classification of Vessels – Indian register of Shipping – Types of vessels –Types of Policies – Institute Time Clauses – Hull – Perils covered – Pollution Hazard – Duty of the Assured (Sue & Labour) – Collision Liability – Sister ship – Deductible – Notice of claims – Disbursements Warranty - Termination – Perils – Pollution Hazard –Class ISM – Optional covers –Institute Voyage Clause –Insurance of Freight – Time and Voyage freight clauses –Valued and unvalued Policies – Loss of freight – Loss of Time clause – Claim documents – Port risk insurance – Institute Fishing Vessels Clause – Protection & indemnity Associations.	**6+1**
Unit - 4	**Marine recoveries*:*** Marine recoveries from third parties – Indian Carriage of Goods by Sea Act – Ship owner's responsibility, liabilities/rights and immunities – Notice of loss or damage – Time limit for legal action – Carriage of goods by Rail – Rights /Liabilities of Railway Authorities Notice of Claim for Compensation – Carriage of goods by Road Act – Carriage by goods by Air – Multimodal transportation/ responsibilities/ liabilities/ limits – Liabilities of Port Authorities – major and other ports – Postal Authority – Customs – Salvage Disposal.	**5+1**
Unit - 5	**Role of banker's in marine insurance*:*** Methods for payment in International trade – Consignment purchase – Down payment – Open account – Documentary Collections – Letter of Credit – detailed working procedure – Uniform customs and practices for Documentary Credits – Signatories – Cover note – Insurance Documents and Coverage – Currency of coverage – amount of coverage – port to port cover – excess/franchise.	**4+1**

Learning Resources:		
1	Text Books	1. Emerging Trends in Banking, Finance and Insurance Industry by Prof. Anand M.Agrawal & Krishn A.Goyal (Eds.)
2	Reference Books	1. V.V. Bhatt – Financial System: Sage, New Delhi. 2. Periasamy p. – Principles and Practices of Insurance – MUMBAI Himalaya. 3. Handbook on Opening of Insurance Sector - Policy, Regulations, Guidelines and List of Foreign Companies by Centre of Publications
3	Supplementary Reading Material	Marine Insurance Vol.1 by Witherby Insurance and Legal Marine Insurance Vol.2 by Witherby Insurance and Legal
4	Websites	IRDAI
5	Journals	Handbook of IRDAI on Marine Insurance

Semester	IV	Specialization	BIM
Course code	407 BIM	Type	Elective Course
Course Title	Fire & Consequential Loss Insurance		

Course Objectives:
1. To understand Fire Insurance and Consequential Loss Insurance.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	**Basic Principles and the Fire Policy:** Introduction - Basic principles - Fire Tariff – Introduction - Standard Fire and Special Perils Policy – Operative Clause – General Exclusions - Debris Removal – Conditions. Add On Covers and Special Policies.	**5+1**
Unit – 2	**Fire Hazards and Fire Prevention:** Fire Hazards - Types of fire hazards - Originating Hazards - Contributory Hazards - Hazards arising from Construction - Fire Load - Fire Resistance - Construction hazards - Exposure Hazard – Height – Size - Silent Risk - Hazards arising from Goods - Spontaneous Combustion - Miscellaneous Hazards - Fire Prevention - Fire Extinguishment Systems - Good Housekeeping - Bad Housekeeping - Storage of combustible material - Loyal Staff - Prohibition of Smoking - Combustible litter.	**5+1**
Unit – 3	**Consequential Loss Insurance:** Trading Losses – Loss from stoppage of business – Basis of loss of profit insurance – The measure of indemnity – Indemnity Period – The sum insured – The Consequential Loss policy – Operative clause – Material Damage Proviso – Schedule – Specification – Definitions – Adjustment Clause – Variations and Special Circumstances – Departmental Clause – Returns of Premium – Policy Conditions – Losses not Payable – Business Interruption (FLOP).	**4+1**
Unit – 4	**Consequential Loss Insurance Policy**: Basis Rate – C.L.Rate – Extensions – Insured's Property at other Locations – Damage at Supplier's Premises – Insurance of Wages – Methods – Lay-off/Retrenchment Compensation – Auditors Fees – Gross Profit Specification – 'Output' Basis of Specification – 'Difference' Basis of Specification – New Business Clause – Revenue Policies – Gross fees policy – Claims Procedure - Duties od insured – Steps for claim settlement of insurer.	**5+1**
Unit – 5	**Documents:** Proposal form – Details about the proposer – Coverage – Details of Property – Details of Sum Insured – Declaration Clause – Risk Inspection report – Objective of inspection report – Scope of a Risk Inspection Report – Cover Note – Acceptance cum Receipts / Cover note – Schedule – Operative Clause – Policy Drafting – The policy schedule – Warranties and Clauses – Endorsements – Renewal Notice.	**4+1**

Learning Resources:		
1	Text Books	1. The Law of Fire Insurance: Vol. I by George Ansel Clement.
2	Reference Books	1. Practical Aspects of Fire Insurance by Sudhir Kumar Jain & Sanjay Gupta. 2. Fire Insurance Theory and Practice By Thomas Richard Smith, H.W. Francis,

		and Edwin Gamlen.
3	Supplementary Reading Material	Claims & Standard Fire Policies, Special Extensions & Special Perils by Walmsley, R M
4	Websites	IRDAI
5	Journals	Handbook of IRDAI on fire Insurance

Semester	**IV**	**Specialization**	**BIM**
Course code	**408 BIM**	**Type**	**Elective Course**
Course Title	**Health Insurance and Mediclaim insurance**		

Course Objectives:
1. To understand the concept of Health Insurance.
2. To understand the meaning of Medi-claim Insurance.

Syllabus:

Unit Number	**Contents**	**No. of Sessions**
Unit – 1	**Introduction to health insurance*:*** What & Why of Health insurance – Evolution and growth of Health insurance in India – Understanding the Health System in India – Constitutional provisions in areas of Public Health – Government Health Dept. at the Central level, State level & District & local levels – Infrastructure of the Health care system – Public & Private Health Centers & Health care providers.	**6+1**
Unit – 2	**Health insurance products in india*:*** Types of Health Insurance Products in India – Hospitalization Indemnity product – Personal Accident products – Critical Illness product – Daily Hospital Cash benefit – Disease management covers – Outpatient covers – Investment products in health insurance & health savings components – Products for senior citizens – Micro-insurance products – International Coverage products – Other specialized health insurance products.	**5+1**
Unit – 3	**Mediclaim insurance:** Meaning, definition scope and Nature of Mediclaim insurance. Silent features of Mediclaim insurance. Benefits and Beneficiaries under Medi-claim insurance. Various diseases covered and not covered under Mediclaim insurance policy. Settlement procedure, Network and Non Network hospitals its advantages and disadvantageous.	**4+1**
Unit – 4	Difference and similarities between Mediclaim insurance and Health insurance, frauds and mechanism for preventions of fraud.	**3+1**
Unit – 5	**Customer service in health insurance and Medi claim Insurance:** Consumer protection & policy – holder's protection – Claim servicing – types of cashless claims – Grievance Redressal – survey on grievance Redressal.	**3+1**

Learning Resources:

1	Text Books	Mediclaim And Health Insurance eBook: Kshitij Patukale Bawa S K and Ruchita (2011), “Awareness and willingness to Pay for Health Insurance: Choudhary Mahesh kumar, Goswami Kalpesh Khambati Sudha B et al. (2013), GurunathanBalanga and Mohansundari N (2010),
2	Reference Books	Children’s Health Insurance Program by David G. Smith Understanding Health Insurance: A Guide to Billing and Reimbursement
3	Supplementary Reading Material	Health Insurance Handbook - IRDA Awareness of Health Insurance and its Realted Issues in Rural areas of Jamnagar District, National Journal Of Community Medicine, Vol. 4 No. 2, pp 267-271 “Level of Awareness in the Indian Health Insurance Indusry”, Synergy, Vol. 8, No. 2, pp 80-92
4	Websites	IRDAI
5	Journals	Handbook of IRDAI on Health Insurance

Semester	IV	Specialization	BIM
Course code	409 BIM	Type	Elective Course
Course Title	Agricultural Insurance		

Course Objectives:
1. The aim to understand Agricultural/ Crop insurance.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	**Introduction to Indian Agriculture:** Situation of Agriculture in India – Growth of Agriculture over the years – Role of Agriculture in Indian Economy – Agriculture Distribution and Indicators – Agricultural Census – Agricultural Resources – Land records computerization.	5+1
Unit – 2	**Crop Insurance:** Agricultural Risks – Changing face of Agricultural Risks in India – Climate Change and Agriculture – Managing Agricultural Risks. National Agricultural Insurance Scheme (NAIS) – Components – Nature, Coverage and Integrity – Underwriting – Claims – Yield Data – Yield Estimation Methodology – Actuarial premium rating – Proposed modifications in NAIS.	3+1
Unit – 3	**Traditional Crop Insurance:** Hail insurance – Conceptual framework – Plantation/ Horticulture/ Floriculture insurance Agriculture insurance in developed countries like US, Canada, Spain, Japan, Italy, Sri Lanka, Mexico etc. schemes – Traditional crop insurance – Premium rating, Underwriting and Claims.	4+1
Unit – 4	**Cattle Insurance in India:** History of Cattle insurance – Cattle insurance policy – Livestock insurance schemes promoted by Central government etc. Cattle insurance policy – Loss assessment & settlement, Loss minimization, Methods of identification of cattle – Weather index based livestock insurance of Mongolia.	5+1
Unit – 5	**Poultry Insurance in India:** History of poultry insurance – Poultry insurance policy – Market agreements – Underwriting – Loss assessment and settlement – Loss minimization – Duck insurance policy.	5+1

Learning Resources:		
1	Text Books	1. Agriculture, Food Security & Rural Development, Asian Development Bank, 2. Agriculture Risk & Insurance in India, Dr. S S. Raju & Dr. Ramesh Chand, NCAEPR, New Delhi, 2010, Books for Development, Bangalore
2	Reference Books	Agricultural Risk and Insurance in India - Problems and Prospects, S.S. Raju and Ramesh Chand, 2010, Academic Foundation, Government Support to Agricultural Insurance Authors: Mahul, Olivier; Stutley, Charles

		J, March 2010, Agricultural Risk, Insurance & Income, Mishra, Pramod, the Maritime and Insurance Indian agriculture in the new millennium: changing perceptions and development policy: Volumes 1 & 2, Mujumdar, Kapila, Uma Joshi, Academic Foundation, 2006.
3	Supplementary Reading Material	Newspapers & Cirulars of State Government
4	Websites	http://elibrary.worldbank.org/content/book/9780821382172.
5	Journals	Journal of IRDAI on agriculture insurance

Semester	**IV**	**Specialization**	**BIM**
Course code	**410 BIM**	**Type**	**Elective Courses**
Course Title	**Agency Management**		

Course Objectives:
7. To understand the need of Agency Management.
8. To Know Agency Models.

Syllabus:

Unit Number	**Contents**	**No. of Sessions**
Unit – 1	**The need for agency management:** Landscape of Life Insurance Selling, Agency Productivity, Meeting Customer Expectation, and General Insurance – the distribution challenges. The Problems in Agent's Life, Social Stigma, Lack of Formal Sales Training, Financial security, Traits of Successful Agents, Financial Strength, Personality Traits, The career Graph of an Agent. Code of Conduct of agents, Regulations of Agents in Life Insurance.	**6 +1**
Unit – 2	**Managing the sales process:** Sales Management, Sales Management and productivity, Sales Management as a Science, Sales Management Levers in the Insurance Business, Steps involved in Life Insurance Sales.	**5 +1**
Unit – 3	**The agency model:** Relevance of the Agency Model, The Agency Distribution Structure, Role of Branch, Models of Agency Management, Concept of Agency and principle, Agent's Responsibility, The principle's responsibility, Agents vs other types of intermediaries, Corporate Agent and Banks, Direct Sales, Terminating an agent.	**5 +1**
Unit – 4	**Agency development and management cycle:** Developing an insurance agent, Agent Recruitment and Development Cycle, Suspecting, Prospective Activities, Steps for agent recruitment activities, Nominators, Agent Referrals, Name collection Activity, Screening, Business opportunity Preview, Selection and appointment, Post recruitment stage, Establishing Authority and Accountability, New Agent Development Process, Reward and recognition platform.	**4 +1**
Unit – 5	**Agency management – tools and processes:** Goal Setting Exercise, Types of goals, Developing Sales Team, Classroom intervention and Field orientation, Field Demonstration, Filed observation, Feedback, Mentoring, Coaching, Different types of coaching model, Coaching v/s Mentoring, Performance Review Meeting, Counseling.	**4 +1**

Learning Resources:

1	Text Books	Life Insurance: The Life Insurance Tool Book, by Tony
2	Reference Books	1. Owner Position Your Agency: A Guide to Insurance Agency Success. 2. Insurance Commander: How to Sell Property and Casualty Business Insurance By Baxter Dunbar. 3. The Breakthrough Insurance Agency: How to Multiply Your Income, Time and Fun by Bart Baker
3	Supplementary Reading Material	NCAER (2011), “Pre-launch Survey Report of Insurance Awareness Campaign, IRDA,
4	Websites	Websites of LIC, General insurance compnaies
5	Journals	Journal of Banking & Insurance

Semester	III	Specialization	BIM
Course code	411 BIM	Type	Elective Course
Course Title	International Banking		

Course Objectives:
1. To enable the students familiarizing with functions and performance of international financial institutions and operational mechanism of foreign exchange market in India.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	**International Banking**: Global trends and developments in International banking-International Financial Centers, Offshore Banking Units, SEZs-International Financial Institutions: IMF;, IBRD, BIS, IFC, ADB-Legal and Regulatory aspects of international banking.	**(Hours: 6+1)**
Unit – 2	**International Finance**: Fundamental principles of lending to MNCs; International Credit Policy Agencies and Global Capital Markets; Methods of raising equity and debt resources through ECBS, ADRs/GDRs, ECCBS and other types of Bonds, etc in international markets;	**(Hours: 6+1)**
Unit – 3	**Project and Infrastructure Finance**-Investments both in India and abroad, joint ventures abroad by Indian Corporate, investment opportunities abroad for resident Indians; Financing of mergers and acquisitions.	**(Hours: 5+1)**
Unit – 4	**Framework of Foreign Exchange:** Sources and Uses of Foreign Exchange- Balance of Payments; Foreign Exchange Market Mechanism-Different types of exchange rates, exchange rate determination, convertibility of Indian Rupee; Role of Banks in Forex markets-Functions of a Forex Dept, maintenance of foreign currency accounts.	**(Hours: 4+1)**
Unit – 5	**Forex Business:** Foreign Exchange Management Act (FEMA) and its philosophy; Role of RBI and FEDAI in regulating foreign exchange business of banks/other authorized dealers-NRI customers and various banking and investment products available to them under FEMA.	**(Hours: 3+1)**

Learning Resources:		
1	Text Books	1. Jeevanandam C., Foreign Exchange, Practice, Concepts & Control, Sultan Chand & Sons, New Delhi. 2. Chaudhuri BK & Agarwal OP, Foreign Trade & Foreign Exchange, imalaya Publishing House, Mumbai.
2	Reference Books	• Apte PG, International Financial Management, Tata McGraw Hill Publishing Company Ltd., New Delhi • Rajwade AV, Foreign Exchange, International Finance & Risk Management, Academy of Business Studies, New Delhi. • Indian Institute of Banking and Finance, International Banking, Mumbai
3	Supplementary Reading Material	Reserve Bank Bulletins Economic Times Business Standard Companies Act Banking Regulation Act
4	Websites	www.iibf.org.in www.higherbanking.com/paper
5	Journals	Journal of banking and finance International Journal of Banking Accounting and Finance

Semester	**IV**	**Specialization**	**BIM**
Course code	**412 BIM**	**Type**	**Elective Course**
Course Title	**Vehicle Insurance**		

Course Objectives:
1. To know the Vehicle Insurance.
2. To understand the types of Vehicle Polices.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	History of Motor Insurance – application of basic principles – types of motor vehicles – private cars, motor cycle/ scooters, commercial vehicles, trailers, miscellaneous and specific types of vehicles – types of policies. Motor Vehicles Act 1939 – Motor Vehicles Act 1988 – Definitions – Necessity for compulsory third party insurance – Certificate of Insurance – Liability – without fault – Compensation on structured formula basis – Hit and Run Accidents – Solatium fund.	**5+1**
Unit – 2	**Vehicle (motor) policies:** Types of Motor Policies – Coverage under Liability Only and Package Policies – Policy conditions – Add on covers – Exclusions. Private Car and Two Wheeler Policies – Commercial Vehicles – Motor Trade Policies; Scope of Standard Form of Policies – Schedule – Exceptions – Conditions; Concept of Insured's Declared Value.	**5+1**
Unit – 3	**Motor insurance practi*ce:*** Rules and Regulations – File and Use approval – Erstwhile Tariff Guidelines – Policy Design and Rating concepts during Tariff Regime – Scope for changes consequent to detariffing – practices abroad.	**4+1**
Unit – 4	**Motor Accident Claims**: Own Damage Claims – Survey – Assessment – Settlement – Claim Documentation and Procedures – Types of losses – Fraudulent OD Claims. Third Party Liability Claims – Procedural Aspects – Legal Aspects – Negligence – Types of Claims – Death – Disability – Property; Legal System – Tribunals – Courts – Knock for Knock Agreements – Fraudulent TP Claims. Lok Nayalaya – Jald Rahat Yojana.	**5+1**
Unit – 5	**Documents*:*** Importance of documentation - Proposal Form - Certificate of Insurance - Cover Note- Policy forms – Endorsements and Renewal Notice.	**3+1**

Learning Resources:		
1	Text Books	V.V. Bhatt – Financial System: Sage, New Delhi.

		Periasamy p. – Principles and Practices of Insurance – MUMBAI Himalaya
2	Reference Books	Motor Insurance Theory and Practice by Witherby Insurance and Legal
3	Supplementary Reading Material	IRDA Motor Handbook
4	Websites	IRDAI
5	Journals	Journal of banking and finance

Semester	**IV**	**Specialization**	**BIM**
Course code	**413 BIM**	**Type**	**Elective Courses**
Course Title	**Life Insurance Products**		

Course Objectives:
1. To know the details about Life Insurance Products.
2. To understand the concept of Islamic Insurance.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	**Life insurance products – an overview:** Defining Products, Levels for products, various kinds of Life Insurance Products, The term insurance plans, Disabilities Protection Riders, Endowment Life Insurance, Whole Life Insurance, Universal Life Insurance, Investment-Linked Life Insurance.	**6+1**
Unit – 2	**The underlying concepts in life insurance products:** The life Insurance product, Value for Customers, The HLV Concept, Need Analysis Approach, Contact of indemnity and insurance, Long term relationship aspects, The Post-Sales service obligation, The safety of Investment Aspects, The immediate Estate Feature.	**5+1**
Unit – 3	**Other contingencies and products:** Protection plans and Disability, Disabilities and its solutions, Disability Income Insurance, Long Term Care, Life Insurance Product Plans, Family Oriented Policies, Juvenile Insurance, Dynamic Life Insurance, Capital Accumulation and Traditional Plans, With Profit Plans, Bundled and unbundled plans, Universal Life, Variable life Insurance plans, Universal Variable Life Plans, Unit linked Insurance Policies, Unit Linked vs Traditional Life Insurance Plans, Difference between ULIP and Mutual Funds, Riders, Pensions, Types of pension annuities.	**6+1**
Unit – 4	**Life insurance v/s Other financial products:** Financial products – attributes and attribute preferences, Attributes – a closer look, Liquidity, Types of Financial Products, Bonds, Mutual Funds, Equity Shares, Fixed Deposit. Financial products – attributes and attribute preferences, Attributes – a closer look, Liquidity, Types of Financial Products, Bonds, Mutual Funds, Equity Shares, Fixed Deposit.	**5+1**
Unit – 5	**Takaful (Islamic insurance):** Meaning and concept of Takaful, Takaful Development, Takaful Market, Principles of Islamic Insurance, Elements of Takaful, Takaful Operational Model, Segregated Funds, Participants Investment Funds, Operating Principles of Takaful Company, Administration of Takaful Company, Types of Life Insurance Products, Pricing, Claims under Family Takaful, Distribution of Profit.	**5+1**

Learning Resources:		
1	Text Books	V.V. Bhatt – Financial System: Sage, New Delhi. Periasamy p. – Principles and Practices of Insurance – MUMBAI Himalaya
2	Reference Books	Life Insurance Today by Sashi Publications
3	Supplementary Reading Material	Materials of LIC and General Insurance companies
4	Websites	www.iibf.org.in www.higherbanking.com/paper
5	Journals	Journal of banking and Insurance International Journal of Insurance

Semester	IV	Specialization	BIM
Course code	414 BIM	Type	Elective Course
Course Title	Commercial Banking and Co-operative Banking		

Course Objectives:
1. To make the student understand Principles of Cooperative Banking. 2. To make the student understand legal aspects and supervisory aspects of Cooperative Banking.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	**Overview of Commercial Banking** in India – Role and Functions of Commercial Banks – Indian Banking in Pre-Nationalization and Post-nationalization Phases – Banking Sector Reforms and their Implications on Indian Banking Sector –Changing Role of Indian Banks – Reforms and Restructuring of Bank Management – Management of Private Sector Banks and Public Sector Banks –Management of Banks in Rural Areas.	**6+1**
Unit – 2	Functions of Bank Management – Planning, Organizing, Directing, Coordinating, Controlling – Hierarchy of Management and functions at Each Level – Strategic Planning in Banks – Budgeting in Banks – RBI and its Role in Bank Management and Regulation, Prevention of Money laundering Act, 2002.	**5+1**
Unit – 3	Credit Management in Banks – Principles of Sound Bank Lending – Loan Policy – Compliance with RBI guidelines – Credit Appraisal and Credit Decision Making – Monitoring and Review of Loan Portfolio – Management of Non-Performing Assets (NPAs) – Classification of NPAs – Debt Restructuring – SARFAESI Act, 2002.	**5+1**
Unit – 4	**Co-operative banking:** Principles and Laws of co-operative Banking Law and rules relating to Co-op Banks Principles of Co-operation - brief overview of structure of co-operative credit institutions – Membership.	**4+1**
Unit – 5	**Co-operative banking operations:** Deposits, Credit & Investment Management Different Deposit Products - Deposit Policy - Credit Management Loans and advances - Priority sector lending - MSME financing - Personal Finance - Banker - Customer relations - Garnishee orders and Attachment orders, Bankers' right of lien, set-off and appropriation Indemnities and Bank Guarantees; Loan Policy - Management of NPA - Investment Management - CRR / SLR Management - Financial Markets - guidelines of RBI / NABARD in regard to investment - Money Market - Call money - Repos and Reverse Repos -	**6+1**

	Foreign Exchange Market - Debt market – Bank assurance - Meaning and Scope of Investment Policy.	

Learning Resources:		
1	Text Books	Co-Operative Banking by IIBF (Indian Institute of Banking and Finance). Co-Operative Banking by P R Kulkarni
2	Reference Books	1. Commercial Banking: The Management of Risk-2nd by Frster Donald R/Gup Benton. 2. Principles of Banking, Indian Institute of Banking and Finance, Macmillan. 3. Benson Kunjukunju, Commercial Banks in India, New Century Publications. 4. Dr. P. K. Srivastava, Banking theory and Practice, Himalaya Publishing House.
3	Supplementary Reading Material	Reserve Bank Bulletins Economic Times Business Standard Banking Regulation Act
4	Websites	www.iibf.org.in www.higherbanking.com/paper
5	Journals	Journal of banking and finance International Journal of Banking Accounting and Finance

Semester	**IV**	**Specialization**	**BIM**
Course code	**415 BIM**	**Type**	**Elective Course**
Course Title	**Central Banking**		

Course Objectives:
1. **To familiarize the students with the functions and performance of Central banks in general and Central banks in USA, UK, European Union and India in particular.**

Syllabus:

Unit Number	**Contents**	**No. of Sessions**
Unit – 1	Evolution and Functions of Central Banking-Development of Central Banks in Developed and Developing countries. Functions of a Central Bank-Regulatory and Developmental functions.	**(Hours: 6+1)**
Unit – 2	Central Banking in USA, UK and, European Union-Organizational evolution, Constitution and Governance-Role, functions and performance-Recent Developments.	**(Hours: 5+1)**
Unit – 3	Reserve Bank of India: Organizational evolution, constitution and governance, major organizational and functional developments over time-RBI Act, Banking Regulation Act, Foreign Exchange Management Act, Banking Ombudsman Scheme, Financial Sector Reforms-Recent Developments.	**(Hours: 5+1)**
Unit – 4	RBI and Supervision of Indian Financial System: Constituents of Indian Financial Markets and their Regulation-Evolution of Bank Regulation and supervision.	**(Hours: 4+1)**
Unit – 5	RBI and Financial Stability: Financial Development Vs. Financial Stability, Risks to Financial Stability, Liquidity Management, Risk Management in Banks, The Basle Norms, Prudential Norms, Effect of liberalization and Globalization on Financial Stability.	**(Hours: 4+1)**

Learning Resources:		
1	Text Books	1. Khan, M.Y. Indian Financial System, Tata McGraw Hill Publishing Company Ltd., New Delhi.

		2. Decock, MH, Central Banking, UBS Publisher Distributors Pvt. Ltd., New Delhi.
2	Reference Books	• Hawtrey, The Art of Central Banking, Augustus M Kelley Publishers, New York. • Vasudevan A., Central Banking for Emerging Market Economies, Academic Foundation, New Delhi. • Indian Institute of Banking & Finance, Central Banking, Mumbai. • RBI , History and Evolution of Central Banking in India, Mumbai
3	Supplementary Reading Material	Reserve Bank Bulletins Economic Times Business Standard Banking Regulation Act
4	Websites	www.iibf.org.in www.higherbanking.com/paper
5	Journals	Journal of banking and finance International Journal of Banking Accounting and Finance

Semester	**IV**	**Specialization**	**BIM**
Course code	**416 BIM**	**Type**	**Elective Courses**
Course Title	**Innovations in Banking and Insurance Industry**		

Course Objectives:

To know the innovations in Insurance Industry.

Syllabus:

Unit Number	**Contents**	
Unit – 1	Review of functioning of banks , Liabilities and Assets of Banks, Net worth, Off Balance Sheet Items New Products : Deposit and Loan Products Housing finance, Hire Purchase, Leasing, Factoring and Forfeiting, Merchant Banking, Mutual Funds, consumer Loans , Venture Capital Financing , Banks as credit financial supermarket/ maturity and return profiles of new products .	**5+1**
Unit – 2	New Financial services provided by banks- investment portfolio management services, advice on money management, tax services Electronic Payment systems (Indian- NEFT, RTGS , International – SWIFT) Debit Cards and Credit Cards – Concept and Process. E-Banking INVESTMENT BANKING and PRODUCTS	**5+1**
Unit – 3	Insurance- Concept, functions, Types (Life and General), New Insurance Products. Integration of third party and Re-insurance, Co-existence of Banking and Insurance – their problems. Insurance as a cover to Banking risks Types of Risks, (systematic and unsystematic) Bank Assurance	**5+1**
Unit – 4	Privatization of Insurance Business in India, Banking and Insurance Regulation Self Regulation and Installation of Corporate Governance. Future strategies for promoting insurance in India. Implications for Risk Management, Derivatives in Banking, Innovations in credit appraisal system.	**5+1**
Unit – 5	FDI in Banking and Insurance sector.	**3+1**

Learning Resources:		
1	Text Books	Innovation Management: Allan Afuah Business Innovation in 21st Century: Pravin Gupta

2	Reference Books	1. V.V. Bhatt – Financial System: Sage, New Delhi. 2. Periasamy p. – Principles and Practices of Insurance – MUMBAI Himalaya
3	Supplementary Reading Material	Innovating at the edge Economic Times Business Standard Managing Creativity & Innovation: Harvard Buisness School Press
4	Websites	www.iibf.org.in
5	Journals	Journal of banking and finance International Journal of Banking Accounting and Finance

MBA Syllabus: Semester IV
HEALTHCARE MANAGEMENT

Semester	IV	Specialization	Health Care
Course Code	403 HM	Type	Generic – Core
Course Title	Introduction to Medical / Healthcare Terminology		

Course Objectives:	
1	**To acquaint the students about the terminology used in the field of Healthcare.**

Syllabus:

Unit Number		Number of Sessions
1	Medical terminology used by Cardiologist, Medical terminology used by Neurologist	2 + 4
2	Medical terminology used by Nephrologist, iv. Medical terminology used by Gastro-intestinologist.	2 + 4
3	Medical terminology used by ENT surgeon, Medical terminology used by Dentist.	2 + 4
4	Medical terminology used by Orthopedic surgeon, Medical terminology used by Gynecologist.	2 + 4
5	Medical terminology used by Oncologist, Medical terminology used by Dermatologist, Medical terminology used by Endocrinologist.	6

Note:

Learning Resources:		
1	Text Books	Paramedics-Six in One, Jaypee Brothers Healthcare Services Cengage Learning
2	Reference Books	1. Anatomy & Physiology for Nurses – By Evelyn Pearce – Indian Edition – Jaypee Brothers, New Delhi.

		2. Manical Manual of Anatomy – By Sampath Madhyastha – CBS Publication.
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	IV	Specialization	Health Care
Course Code	404 HM	Type	Generic – Core
Course Title	Strategic Planning and Healthcare Management		

Course Objectives:	
1	To Make the students familiar with the concepts, principles, and techniques of strategic planning/management.
2	Identify and discuss the process of strategic planning in a health care context.

Syllabus:

Unit Number		Number of Sessions
1	Strategy defined, Types of strategies, What strategy should achieve for an organization, The imperatives of strategy, Strategy Map	2 + 4
2	Tie strategy to the mission and vision of the organization, environmental and competitor challenges, Vision – Mission and goals of the Healthcare organization.	2 + 4
3	Strategic formulation and implementation for Healthcare organizations, importance and effects of Blue ocean and Red ocean strategies in Healthcare.	2 + 4
4	Strategic Thinking: Methods and Models for Strategic Analyses, tools to evaluate the internal and external environment of Healthcare Industry.	2 + 4
5	Mapping and Managing a Strategy: a strategy “scorecard”;, Financing a Strategy, returns on strategic investments	6

Learning Resources:		
1	Text Books	1. Kim,W Chan, Mauborgne, Renée, Blue Ocean Strategy, 2. Strategic Management by Jeyarathnam Himalays Publication
2	Reference Books	1. Strategic Management and Business Policy by Dr. Azahar Kazmi.
3	Supplementary Reading Material	1. Bauer Lecture Notes: The Process of Developing the Organizational Strategic Plan. 2. Upper Regions Health Care System Case.
4	Websites	

Semester	IV	Specialization	Healthcare Management
Course Code	406 HM	Type	Elective
Course Title	Healthcare Organizational Behavior		

Course Objectives:	
1	The Objective of the course is to introduce organisational Behaviour concepts and process.
2	Mainly the course is focus on human behaviour in organizations.

Syllabus:

Unit Number		Number of Sessions
1	Organizing – Principles of Organization – Spam of Control – Delegation and decentralization – Empowerment – Line and Staff relations – Directing	2 + 4
2	Leadership Styles – Motivation Theories: Maslow, Herz berg, Vroom – Managerial Communication – Communication Styles	2 + 4
3	Organizational Behaviour – Emergence of OB – Personality, Values and attitudes – Learning and Perception – Individual and Group Behaviour – Elton Mayo theory – Behavioural characteristics.	2 + 4
4	Organizational Change and Development – Change Process – OD interventions – Organizational Conflicts.	2 + 4
5	Organizational Culture – Organizational Effectiveness, Corporate Governance and Social Responsibility.	6

Learning Resources:		
1	Text Books	1. Mirza, S. Saiyadain, “Organizational Behaviour”, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2003. 2. Fiedler FE, A Theory of Leadership Effectiveness. 3. Oraganisational Behaviour by K Ashwatapp. 4. Organisational Behaviour by Hema Balakrishnan Scitech Publication.
2	Reference Books	1. Harold Koontz Y & Henz Weihrich: Management; 2. Robbins SP, Organizational Behaviour
3	Supplementary Reading Material	1. Steven L McShane and Mary Ann Vouglinow, “Organizational Behaviour” Tata McGraw Hill Publishing Company Ltd., New Delhi. 2. Angelo Kinichi and Robert Kreitner “Organizational Behaviour – Concepts Skills and Practices”, Tata McGraw Hill Company Ltd., New Delhi, 2006.
4	Websites	
5	Journals	

Semester	IV	Specialization	Healthcare Management
Course Code	407 HM	Type	Elective
Course Title	Healthcare Organizational Leadership		

Course Objectives:	
1	To introduce organisational Leadership concepts and process.
2	The course is focus on leadership and styles of leadership used in organizations.

Syllabus:

Unit Number		Number of Sessions
1	Leadership: concept and meaning , scope of leadership in Healthcare industry, Leader and qualities of leaders. Leader as Motivator.	2 + 4
2	Leadership: Fundamentals, Leadership styles and theory, use of leadership in Conflict Management and Negotiation. Personal values in leaders.	2 + 4
3	Models of leadership, leadership competencies of leadership in Healthcare.	2 + 4
4	Techniques of Leadership required in growth of Healthcare sector.	2 + 4
5	Difference between Leader and Manager from Healthcare perspective, Effective leadership and Healthcare industry from global point of view.	6

Note:

Learning Resources:		
1	Text Books	1. George Binney, Gerhard Wilke & Colin Williams, Living Leadership: A Practical Guide for Ordinary Heroes, FT-Prentice Hall, 2005 [2nd edn 2009].
2	Reference Books	1. Margaret J Wheatley, Finding Our Way: Leadership for an Uncertain Time, Berrett Koehler, 2005. 2. Stephen Cottrell, Hit the Ground Kneeling: Seeing Leadership Differently, Church House Publishing, 2008.
3	Supplementary Reading Material	Edwin H Friedman, A Failure of Nerve: Leadership in the Age of the Quick Fix, Seabury, 2007.
4	Websites	
5	Journals	

Semester	Iv	Specialization	Health Care
Course Code	408 HM	Type	Elective
Course Title	Healthcare Operations Part - II		

Course Objectives:	
1	**To make the students aware about the Healthcare planning in India.**
2	**How to manage the Disaster and mass casualties.**

Syllabus:

Unit Number		Number of Sessions
1	Healthcare Planning : Guiding principles in planning Healthcare planning including hospital facilities & services Planning the hospital building, Planning the operational units, engineering, lighting etc	2 + 4
2	Organization of the Healthcare: Management structure, Types, Governing body, committee, Duties and responsibilities of various positions in Healthcare functionaries at Healthcare centers and Hospitals.	2 + 4
3	Healthcare Operational management: Management of Quality Assured services of professional service units of hospital. Function, location, flow chart of operation, physical facilities and space requirements, statutory requirements, special features, problem situation, Staff requirement, Auxiliary requirements, Work load estimation, Documentation, Equipment & supplies. Emergency services.	2 + 4
4	Outpatient & Inpatient services in the following fields (Basic knowledge only): Radiotherapy Nuclear medicine Surgical units and OT Medical units Paediatric, neonatal units Skin Eye ENT Nephrology & Dialysis Urology Orthopedics Transplant units Burn Unit etc.	2 + 4
5	Disaster and mass casualty management: Classification of disasters, Principle of disaster management plan. Plan for disaster management, Specific problems of disaster management.	6

Note:

Learning Resources:		
1	Text Books	1. Park's textbook of Preventive & Social medicine
2	Reference Books	1. Principles of Hospital Administration & Planning: B.M.Sakharkar 2. Disaster Management by M Saravana Kumar. 3. Managing Disasters by M K Hariharan and R Rajeswari
3	Supplementary Reading Material	Hospital & Health Services administration-Principles & practices, Tabish, OUP
4	Websites	
5	Journals	

Semester	IV	Specialization	Health Care
Course Code	409 HM	Type	Elective
Course Title	Healthcare Data Analytics Part - II		

Course Objectives:	
1	**To make the students aware about the clinical research.**

Syllabus:

Unit Number		Number of Sessions
1	Introduction to biostatistics, linear regression, ANOVA and MANOVA, logistic regression.	2 + 4
2	Concept of Reliability and Validity, Define reliability and its relationship with measurement error; Determine the appropriate measure of reliability of measurement of the key variables.	2 + 4
3	Conducting factor analysis,	2 + 4
4	Application of Parametric and non Parametric tests in the Data analysis process.	2 + 4
5	Decision Making: Introduction to different decision criteria, Construct and use decision alternatives, Make decisions with Bayesian updates. The Mayo Clinic case.	6

Note:

Learning Resources:		
1	Text Books	1. Vittinghoff E., Glidden, D.V., Shiboski, S.C. and McCulloch, C.E. (2005) Regression Methods in Biostatistics. 2. Carmines, EG and Zeller RA. (1979). Reliability and Validity Assessment. 3. Statistics for Management by K. Subramani Scitech publications(India) Private Ltd.
2	Reference Books	
3	Supplementary Reading Material	1. Kleinbaum DG, Kupper LL, Muller KE, Nizam A. Applied Regression Analysis and Multivariable Methods, 4th Edition. Pacific Grove: Duxbury Press (2007). 2. Fitzmaurice GM, Laird NM, Ware JH (2004) Applied Longitudinal Data Analysis, John Wiley & Sons, Hoboken New Jersey. 3. Edwards, R., Telfair, J., Cecli, H., Lenoci, J. (2000) Reliability and Validity of a SelfEfficacy Instrument Specific to Sickle Cell Disease. Behavior Research and Therapy, 38, 951-963
4	Websites	
5	Journals	

Semester	IV	Specialization	Health Care
Course Code	410 HM	Type	Elective
Course Title	Healthcare Services		

Course Objectives:	
1	**To aware the students to whom the healthcare services need to provide.**
2	**To provide the knowledge about the Healthcare delivery system in India.**

Syllabus:

Unit Number		Number of Sessions
1	Demography & Vital Statistics, Demography – its concept Vital events of life & its impact on demography, Significance and recording of vital statistics, Census & its impact on health policy	2 + 4
2	Health Administration in India – Concept, Meaning and scope in today's environment.	2 + 4
3	National Health Policy & Population policy, National Health Policy & Inter sectoral Co-ordination, National Population Policy, National Five year plans	2 + 4
4	Health Care Delivery System. Background objectives, action plan, targets, operations, achievements and constraints in various National Heath Program.	2 + 4
5	Healthcare of the Community, Healthcare delivery system in India at Primary, Secondary and Tertiary Care, Indigenous system of medicine in India, Community participation in healthcare delivery system, Health system in developed countries.	6

Note:

Learning Resources:		
1	Text Books	1. Preventive & Social Medicine- Dr. K. Park 2. community medicine: V. K. Mahajan
2	Reference Books	1. Population studies – Asha Bhendre
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	IV	Specialization	Health Care
Course Code	411 HM	Type	Elective
Course Title	Indian Health Statistics and Information of Health in India		

Course Objectives:	
1	**To understand the various indicators of health, population dynamics.**
2	**To make the students aware about the importance of health statistics in future planning for healthcare services and understand health information system in India.**

Syllabus:

Unit Number		Number of Sessions
1	Ratio analysis male to female population, Incidence and prevalence rates. Morbidity statistics.	2 + 4
2	International classification of diseases, Health reports and notifiable diseases.	2 + 4
3	Health information system in India, Health Systems Research (HSR) - Introduction to WHO's concept of HSR.	2 + 4
4	Use of systems research for strengthening health systems, Getting research into policy and practice (GRIPP).	2 + 4
5	Developing research protocols / proposals	6

Note:

Learning Resources:		
1	Text Books	1. Bio Statistics – Mahajan. 2. Preventive & Social Medicine – Rabhaka Rao
2	Reference Books	1. Population studies – Asha Bhendre. 2. Eelmentary Statistics - Goon, Gupta, Dasgupta
3	Supplementary Reading Material	
4	Websites	
5	Journals	

MBA Syllabus: Semester IV
ENTREPRENEUSHIP DEVELOPMENT

Semester	IV	Specialization	**Entrepreneurship Development**
CourseCode	403ED	Type	Subject –Core
Course Title	Social Entrepreneurship		

CourseObjectives:	
1	To Inform the policy agenda by working with key decision makers
2	To Create and enhance visibility for social enterprises through the media, campaigning and events
3	To Promote best practices amongst social enterprises through networks and publications

Syllabus:

UnitNumber	Contents	NumberofSessions
1	**Social Entrepreneurship** Introduction to social entrepreneurship Emergence of social entrepreneurship as a global movement Pioneers in social entrepreneurship Social entrepreneurs their profile and work	8
2	**Social entrepreneurship and Business Entrepreneurship** Difference between social entrepreneurship and business entrepreneurship Social entrepreneurship and Government Social entrepreneurship and activism Social entrepreneurship and democracy	8
3	**Model Building and Scaling** Business models Building models for social change Scaling the solution	8
4	**Challenges in social entrepreneurship** Financial constraints Attracting Human Resources Evaluating the impact of social entrepreneurship Social entrepreneurship and its impact on businesses Participation of individuals in social entrepreneurship	8
5	**Cases in Social Entrepreneurship** SWACH SewaSakahariSanstaMaryaadit Hiware Bazar Arvind eye hospital Sulabh international Grameen Bank	**8**

Learning Resources:		
1	TextBooks	1.Social Entrepreneurship: An Evidence-Based Approach to Creating Social Value (Chao Guo, Wolfgang Bielefeld) 2.Social Entrepreneurship: A Modern Approach to Social Value Creation, CourseSmarteTextbook (Arthur C. Brooks
2	ReferenceBooks	1. David Bornstein and Susan Davis (2010), Social Entrepreneurship: What everyone needs to know, Oxford University Press. 2. Roger L Martin and Sally R Osberg, (2015), Getting Beyond Better, How social entrepreneurship works, Harvard Business Review Publishing.
3	Supplementary Reading	1.The Social Entrepreneur's Handbook: How toStart, Build, and Run a Business That Improves the World by Rupert Scofield (Mar 23, 2011) 2.Social Enterprise: Empowering Mission-Driven Entrepreneurs by Marc J. Lane (Apr

	Material	16, 2012)
4	Websites	1.http://www.smallbusinesssuccess.ca/ebooks/business_infosource/pdfs/2013_Social Enterprise.pdf 2.https://www.insead.edu/facultyresearch/research/doc.cfm?did=41727 3.https://www.insead.edu/facultyresearch/research/doc.cfm?did=41727
5	Journals	1.International Journal of Social Entrepreneurship and Innovation 2. Journal of Social Entrepreneurship

Semester	**III**	**Specialization**	**Entrepreneurship Development**
CourseCode	**404ED**	**Type**	**Subject -Core**
Course Title	**Investing In Science & Technology**		

CourseObjectives:	
1	To understand Importance of technology for entrepreneurship
2	To provide updated practical knowledge of investments made by Entrepreneurs in field of Science and technology

Syllabus:

UnitNumber	Contents	Number of Sessions
1	Introduction to Investing: Concept of Investing, Reasons for Investing in technology (Why), investment approach (when-where-how-how much, wait and watch approach) w.r.t. today's global and Indian context.	5 +1
2	Investment Planning w.r.t. Technology: Steps of Investment Planning, Step 1 Determining the Organizational Structure, Step 2. Establishing Policies for Capital Investment Planning, Step 3. Establishing Project Selection Criteria, Step 4. Developing Calendar, Forms, and Instructions, Step 5. Preparing Project Requests Step 6. Reviewing Project Requests, Step 7. Prioritizing Project Requests, Step 8. Matching Projects to Available Funding, Step 9. Drafting Capital Program and Budget Documents, Step 10. Adopting Capital Program and	4+1
3	Technology Entrepreneurship: Overview and definition of Technology Entrepreneurship, Factors Influence the formation of Technology firm, effect of technology entrepreneurship on socio-economic development of region, Use of Technology for generate revenue and reduce cost.	5 +1
4	Organisations Investing In Science and Technology:4.1Government Investing In Science and Technology- Government of India Initiatives for Investing in Science and technology, 4.2 International Funding Agencies, Organizations (UNESCO, WORLD BANK, BILL GATES FOUNDATION INDIA funding for technology entrepreneurship, etc.)	6 +1
5	Desk research: Students to study 4 case studies related to success stories of today's Global and Indian Technology Entrepreneurs.(Google, Apple Inc., Microsoft, Tata, Samsung, Reliance Industries, etc)	5 +1

Learning Resources:		
1	ReferenceBooks	Technology Entrepreneurship-Thomas N.Duening, Robert D. Hisrich, Michael A. Lechter, Financial Services By Dr. S. Gurusamy, Financial Management By M. Y. Khan.
2	SupplementaryReadingMaterial	Guidebook on Capital Investment Planning for Local Governments by World Bank, Technology Innovation Management Review February 2012, Technology Entrepreneurship: Overview, Definition, and Distinctive Aspects by Tony Bailetti
3	Websites	http://en.unesco.org/themes/investing-science-technology-and-innovation, https://hbr.org/store/case-studies, http://www.gatesfoundation.org/,
4	Journals	International Journal of Technoentrepreneurship Journal of Innovation and Entrepreneurship

Semester	IV	Specialization	**Entrepreneurship Development**
CourseCode	405ED	Type	Subject –Elective
Course Title	Digital Entrepreneurship		

CourseObjectives:	
1	Present the performance of the enabling factors, a degree of digitalization of enterprises
2	Promote the awareness campaign on Digital Entrepreneurship and the Digital Entrepreneurship

Syllabus:

UnitNumber	Contents	NumberofSessions
1	**The Digital Economy** The new world order The new economy A new enterprise Themes for the new economy	6
2	**Technological Ecosystems and Digital Workplaces** Digital ecosystem Vertical and horizontal value chains Human –Machine interface Definition and design of digital workplaces	6
3	**Digital Enterprise** Business impact of digital technologies Smart home, smart city, smart retail Supply chain and e-commerce Embedded digital payments Crowd sourcing, Smart electric cars	6
4	**Digital Business Models** Digital retail business model Digital financial service business model Digital hospitality business model Digital health business model Digital Government and cities	6

5	**Monetizing the Digital enterprise** Operating model practices Mechanisms for scaling digital enterprise Building innovative mechanisms in digital enterprise Mechanisms for monetization and digital enterprise pay back	**6**

Learning Resources:		
1	TextBooks	Essentials of Entrepreneurship and Small Business Management Thomas W. Zimmerer St. Leo University Norman M. Scarborough Presbyterian College with Doug Wilson University of Oregon Digital rights management: implications for libraries DM Davis, T Lafferty - The bottom line, 2002
2	ReferenceBooks	Don Tapscot,(1995),The Digital Economy, Mc Graw- Hill Publication Mark Skilton, (2015), Building the Digital Enterprise, Palgrave Macmillan.
3	SupplementaryReadingMaterial	Software development in startup companies: A systematic mapping study" N Paternoster, C Giardino, M Unterkalmsteiner… - bth.se
4	Websites	http://www.inderscienceonline.com http://doi.ieeecomputersociety.org/10.1109/HICSS.2010.150
5	Journals	Digital development in rural areas: potentials and pitfalls Social Utility and Social Justice Interdependence: A Paradigm for Intellectual Property Empowerment and **Digital Entrepreneurship**

Semester	IV	Specialization	Entrepreneurship Development
Course Code	406ED	Type	Subject - Elective
Course Title	Understanding Logistics for International Business		

Course Objectives:	
1	To get acquainted with global dimensions of logistics management
2	To introduce basic operational aspects i.e. procedure, documentations & related legal aspects of global logistics
3	To sensitize students to basics of shipping line industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 Introduction to Global Logistics :**International Logistics Development, International Trade Logistics Chain, Shipper's Logistics Requirements in trade, 7R's of Logistics Management, 5 P's of Logistics, International Commercial Terms – Use of Incoterms in a Contract, Incoterms Laws. **1.2 Logistics and Documentation:** Consular Invoice, Commercial Invoice, Certificate of Origin, certificate of Value, Bill of Lading, Cargo Manifest or Packing List, Health Certificate, Import license, Insurance Certificate, Export Declaration Forms. **1.3 Transportation:** Modes of transportation, Transport and Communication, Transport activities and Land Use, Transport, Energy and the Environment. **1.4 Air Cargo:** Transportation of goods through Air, Transportation Infrastructure, World Air Cargo growth, Benefits of Airfreight, Airport classification, International Airports of India, Types of Aircraft, Unit loading devices, Airport Charges, International Country Codes.	5 + 1
2	**2.1 Carriage of Goods by Land:** Motor Vehicles Act, 1988, Central Motor Vehicles Rules, 1989, Carriers Act, 1865 – Definition of common carrier, Scheduled and Non Scheduled Goods, Railways Act, 1989 – Railway's liability, Merits and Demerits of Railway Transportation, Railway Freight rates. **2.2 Carriage of Goods by Sea &Ocean Freight& Freight Calculations:** Ocean Shipping Methods, Ocean Freight or Tariff rates, Freight rates terminology used in international shipments, Freight surcharges, Freight Rebates, Conference Discounts, Contract Shippers, Weight or Measure in the Freight Cost Calculation, Freight Adjustments – Currency Adjustment Factor (CAF), Bunker Adjustment Factor (BAF). **2.3 Types of Ships:** Mail and Supply Ships, Expedition Ships, Coasters, Bulk Carriers, Tankers, Refrigerated Vessels and Reefers, Livestock carriers, LNG Carriers, Car Carriers, Container Ships, Heavy lift Vessels, Tugs, Ro-Ro Vessels.	5 + 1
3	**3.1 1 Shipping Formalities:** Booking Shipping Space, Conference Shipping, Non-conference Shipping, Charter Shipping, Charter Party, Shipping Storage, Ocean Shipping procedure. **3.2 2 Shipping Intermediaries:** Function and Roles of Custom Brokers, Freight Forwarders and Consolidators, Shipping Agents, Stevedores. **3.3** The Major Port Trusts Act, 1963. **3.4Shipping Corporation of India:** Products and Services, Bulk Carriers, LNG Carriers, STS Lighterage Operations	5 + 1

4	**4.1 1 Major Ports in India:** Present Policy, Privatization Policy, Indian Port Policy Reform, Major Ports in India – Chennai, Cochin, Ennore, JNPT, Kandla, Mormugao, Mumbai, Paradip, NMPT, Pipavav, Tuticorin, Visakapatnam. **4.2 Important Sea Routes:** Northern Sea route, North Atlantic Route, Mediterranean Route, Panama Route, Baltic Sea Route, Indian Ocean route, Cape Route, South Atlantic Route, North Pacific Route. **4.3International Chamber of Shipping** **4.4 World's Major Ports:** Major Ports and Port codes, Seaports of the world.	5 + 1
5	**5.1 Containerization:** Origin of containerization, Origin of TEU, Container sizes - dimensions and capacity, Container Flavours, Swap Bodies, Other considerations, Registration, Container Classification numbers, Lift/Stacking fittings, Movement of containers, Recent Developments – Coltainer, Cargosprinter, Safety of container ships, Container Classification – General Cargo service, Specific cargo service, Unit Load Device, Rating – Tare Mass and Pay load of Containers, Marking and Identification of Containers. Benefits of containerization. **5.2 Inland Container Depots & Container Freight Stations:** Functions, Benefits, Requirements for successful ICD/CFS, Designs and Layout, Equipping the ICD/CFS, Procedures for approval and implementation. Concor – The Multimodal Logistics Professionals.	5 + 1

Learning Resources:		
1	Text Books	Logistics Management for International Business – Text and Cases, by Sudalaimuthu and Anthony Raj, PHI, 2009 Edition. Global Operations and Logistics: Text and Cases by Dornier, Ernst, Fender and Kouvelis, Wiley India, 2006
2	Reference Books	Global Logistics – New Directions in Supply Chain Management, Edited by Donald Waters, Kogan Page, Fifth Edition
3	Supplementary Reading Material	Logistics in International Business by Rajiv Aserkar, Shroff Publishers, 2nd Edition
4	Websites	
5	Journals	International Journal of Logistics Management Foreign Trade Review International Trade Forum International Trade Journal Journal of International Business and Economy Journal of International Trade & Economic Development Monthly Statistics of International Trade

Semester	IV	Specialization	Entrepreneurship Development
Course Code	407ED	Type	Subject - Elective
Course Title	**Legal Issues in International Business**		

Course Objectives:	
1	To acquaint students with the legal dimensions of international business.
2	To enable students to formulate strategies as compatible with laws and treaties governing international business operations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Legal Framework of International Business:** Nature and complexities; International conventions and trade law; Code and common laws and their implications to business; International Business contract – Legal provisions; Payment terms; International sales agreements; Rights and duties of agents and distributors. Contract of Enforcement and Dispute Settlement; International Commercial Arbitration and Enforcement of Foreign Awards.	5 + 1
2	**Regulatory Frame work of WTO:** Basic principles and charter of GATT/WTO; GATT/WTO; provisions relating to preferential treatment to developing countries, regional grouping, subsidies, technical standards, antidumping duties, and other NTBs, Customs Valuation; Dispute settlement; Implications of WTO to important sector – GATS, TRIP and TRIMs.	5 + 1
3	**Regulations and Treaties:** Relating to Licensing, Franchising, Joint Ventures, Patents and Trade Marks, Technology Transfer and Telecommunications; Restrictions on trade in endangered species and other commodities as based on international conventions; Taxations Treaties.	5 + 1
4	**India Laws and Regulations Governing International Business Transactions:** FERA/FEMA, Taxation of foreign income; Foreign investment; Setting up offices and branches abroad.	5 + 1
5	**Competition Law:** National and International Dimensions. **Consumer Law:** National and International Dimensions. **Electronic Commerce:** Regulatory Framework	5 + 1

Learning Resources:		
1	Text Books	Chuah; J., International Trade Law: Questions and Answer Series, Cavendish. London. Chush, J. C. T., Law of International Trade. Sweet and Maxwell, London. Indian Council of Arbitration Case Law on UNCITRAL Model Laws on International Commercial Arbitration. New Delhi.
2	Reference Books	Bansal. A.K., Law of Commercial Arbitration, Universal law House, Delhi. Jain, R., Foreign Exchange Management Law and Practice, Vidhi, New Delhi, 2000. Pam borides, G.P., International Shipping Law: Legislation and Enforcement, Kluwer Law International. London.
3	Supplementary Reading Material	Petersmann, E. Ed., International Trade Law and GATT/WTO Dispute Settlement System. Kluwer Law International London. Trebilcock, M. and Robert Hawse, Regulation of International Trade, Rout ledge, London. Wadhera, B.C., Relating To Patents, Trademarks, Copyrights and Design Universal Law House, New Delhi.

4	Websites	
5	Journals	Law & Policy in International Business

Semester	IV	Specialization	Entrepreneurship Development
CourseCode	408ED	Type	Subject -Elective
Course Title	International Marketing		

Course Objectives:	
1	Tomakethestudentsunderstandtheconceptandtechniquesofinternationalmarketing.
2	To trainthestudentsto developplansandmarketingstrategiesfor enteringintointernationalmarketsandmanagingoverseasoperations.

Syllabus:

UnitNumber	Contents	NumberofSessions
1	**International Marketing:** Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment. Global markets, International market groups-EU, ASEAN, SAFTA, NAFTA, Emerging economies. International marketing research and information system; foreignmarketentrymodes; global marketing operations and strategies; International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing,Contract Manufacturing, Joint Venture M&A,Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.	9 +1
2	**International Product Strategies:**Product Designing: Product Standardization Vs.Adaptation; Managing Product Line, International Trade Product Life Cycle, New Product Development;counterfeiting and IPR issues.	4 +1
3	**Pricing for International Markets:** Factors Affecting International Price Determination; Price Quotations and Terms of Sale, pricing strategies; international dumping; financingmarketingtransactions.	4 +1
4	**Managing International Distribution:**The structure of international Distribution systems; International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; channel selection decisions; aspects of international supply chain management; international direct marketing; leverageing international distribution for competitive advantage.	4 +1
5	**Managing International Promotion Mix:**Planning for Trade Fairs and Exhibitions; Advertising and other Modes of Communication, International promotion mix; push and pull strategies; a spects of international sales management; challenges of international advertising; global media strategy.	4 +1

Learning Resources:		
1	TextBooks	International Marketingby Cateora, Graham & Salwan, McGraw Hill, 13th Edition, 2008. International Marketing by Rakesh Mohan Joshi, Oxford University Press, 2005. International Marketing by Czinkota & Ronkainen, Cengage Learning, 8th Edition (India), 2008. International Marketing Management by Subhash Jain, CBS Publishers & Distributors, 3rd Edition, 1997. International Marketing,4th Ed.,PK Vasudeva, Excel Books International Marketing by Rajgopal, Vikas Publication, New Delhi

2	ReferenceBooks	InternationalMarketingbyTerpstra, VernandSarathy, Ravi, The Dryden Press, Chicago, 2000. GlobalMarketingManagementbyKeegan, Warren J., PearsonEducation, NewDelhi, 7th Edition, 2002. GlobalMarketingManagementbyKotabeMasaakiandHelsenKristiaan, John Wiley & Sons (Asia) Ltd., 2nd Edition, 2001. InternationalMarketing:AnalysisandStrategybyOnkvisit,SakandShaw,John J.Edition, Prentice Hall. 2004. InternationalMarketing: An Indian Perspective by Varshney, R.L. and Bhattacharya, B., Sultan Chand, New Delhi, 2001. International Marketing Strategy by DooleIsobel and Robin Lawe,,Cengage Learning
3	SupplementaryReadingMaterial	EXIM Policies World Bank Reports
4	Websites	Websites of the Ministry of Commerce Websites of the Ministry of Finance
5	Journals	Journal of International Marketing AMA's Journal of International Marketing

Semester	IV	Specialization	**Entrepreneurship Development**
CourseCode	409ED	Type	Subject –Elective
Course Title	Avenues for Entrepreneur		

CourseObjectives:	
1	To learn a working knowledge of basic small business start up activities .an.information.
2	To learn Develop and present an Individual Business Plan**.**

Syllabus:

UnitNumber	Contents	NumberofSessions
1	**Service Sector** Hospitality Tourism & Travel Host of Intermediary Businesses Training Outfits Food Joints Vocational Expertise based business	6
2	**Retail** : Category Manager; Niche Expertise like Jewelry Designers Fashion & Accessary Designers Recipe ideation Embroidery & Tailoring	6

3	**Media Business** Expertise (Liberal Arts) Advertising; Promotions Events, Short Productions Education/ Entertainment Documentaries, Exhibitions	6
4	**Exports**: Handmade, Indigenous and In-shop ware Naturopathy &Ayurvedic Products Cosmetics etc Tool kits and Techniques	6
5	**Manufacturing Sector**: Interior Decor Crockery & Pottery Product Range E Marketing of Handicrafts Accessory & Spares Production Textile Designing Real Estate & Unorganized Sector (Personal stores), Parlours, Salons, Outsourcing of Competencies eg.: Mehendi Art, Rangoli, Eats and Glimmer Sequencing, Plant Nurseries, Crèches', Floriculture, Canning etc.	**6**

Learning Resources:		
1	TextBooks	(De)Mobilizing the Entrepreneurship Discourse Frederic Bill, BjörnBjerke and Anders W. Johansson,. Entrepreneurship Theory, Networks, History.ByMark Casson,
2	ReferenceBooks	Business Maharajas by Gita Piramal Take me Home: by RashmiBansal
3	SupplementaryReadingMaterial	Searching for the Entrepreneurial Personality: New Evidence and Avenues for Further Research Caliendo, Marco (caliendo@uni-potsdam.de) (University of Potsdam)

4	Websites	1. http://www.entrepreneurship.org/ 2. http://entrepreneurialresources.blogspot.com/
5	Journals	Rainer Harms, Steve T. Walsh, Aard J. Groen, (2012) "The strategic entrepreneurship process – new avenues for research", International Journal of Entrepreneurial Behaviour& Research, Vol. 18 Iss: 2, pp.

Semester	IV	Specialization	Entrepreneurship Development
CourseCode	410 ED	Type	Subject -Elective
Course Title	Intellectual Property Rights Strategy		

CourseObjectives:	
1	To familiarize the students with the basics of Intellectual Property Rights
2	To provide the students with an understanding of fundamental legal issues pertaining to the
3	To describe procedures & agencies involved in issues related to IPR.

Syllabus:

UnitNumber	Contents	NumberofS
1	**Introduction** Meaning of Intellectual Property & Intellectual Property Rights, Historical perspectives and need for the introduction of Intellectual Property Right regime, Ethical & Social Issues. Types of IPRs - patents, copyrights, trademarks, trade secrets and traditional knowledge, industrial design, integrated circuits, plant protection and geographical indications, domain names Benefits of securing IPRs, Strategic Relevance of IPR.	4 +2
2	**Patent Law :** Introduction to Patent Law, Paris Convention, Patent Cooperation Treaty, WTO- TRIPS, Harmonization of CBD and TRIPs. Indian Patent Law - The Patents Act, 1970 , Amendments to the Patents Act , Patentable Subject Matter, Patentability Criteria, Procedure for Filing Patent Applications, Patent Granting Procedure, Revocation, Patent Infringement and Remedies , Relevant Provisions of the Biological Diversity Act, 2002 , Access and Benefit Sharing Issues	5 +2
3	**Filing Patent Applications** Indian Legislations for the protection of various types of Intellectual Properties Patent Filing procedure, Claim drafting, agencies involved, what can be patented & what can not be, Strategic Issues relating to the content of the application. Traditional Knowledge & Geographical Indications. Introduction to Global IP & Different form of IPRs, Global IP and Litigation, US Patent Statutes and Filing procedure. Key strategic and policy issues.	5 +1
4	**Trademarks:** Introduction to Trademarks, Need for Protection of Trademarks, Kinds of Trademarks, International Legal Instruments on Trademarks, Indian Trademarks Law. **Industrial Designs:**	4 +1
5	**Management of IPR : Inter & Intra Firm Alliances** Role of Inter-firm Networks and Strategic Alliances. Organizational Incentive Mechanisms & Intra-organizational arrangements, Internal Assessment of Technology and Intellectual Property& strategies to protect it., search for similar or related innovations/inventions, Exploring databases ssues Relating to Commercialization of IPRs, Evaluating the commercial viability of IPRs	5 +1

Learning Resources:		
1	TextBooks	Ganguli, P., 2001. Intellectual Property Rights: Understanding Knowledge Economy. McGraw-Hill. David J. Teece, 2000. Managing Intellectual Capital: Organizational, Strategic, and Policy Dimensions, Oxford University Press
2	ReferenceBooks	The Indian Acts – Patents Act, 1970 and amendments; Design Act, 2000; Trademarks Act, 1999; The Copyright Act, 1957 and amendments; Layout Design Act, 2000;PPV and FR Act 2001, and Rules 2003; National Biological Diversity Act, 2003. Saha, R. (Ed.). 2006, Intellectual Property Rights in NAM and Other Developing Countries: A Compendium on Law and Policies. Daya Publ. House. Watal, Jayashree, 2001. Intellectual Property Rights in the WTO and Developing Countries, Oxford University Press, Delhi Breeding Innovation and Intellectual Capital, Dr.Ajay Batra, SPD, 2nd Edition Intellectual Property-Copyrights, Trademarks and Patents, Richard Stim, Cengage Learning, India Edition
3	SupplementaryReadingMaterial	.Erbisch, F.H. and Maredia, K., 1998, Intellectual Property Rights in Agricultural Biotechnology. CABI. Intellectual Property Rights: Key to New Wealth Generation. 2001. NRDC & Aesthetic Technologies. Patrick H. Sullivan, 2001. Profiting from Intellectual Capital : Extracting Value from Innovation, Wiley Robert P. Merges, Peter S. Menell, Mark A. Lemley, 2006. Intellectual Property in the Technological Age
4	Websites	http://www.managingip.com/ http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://www.technologymanagementchicago.org/
5	Journals	International Journal of Intellectual Property Management Journal of Intellectual Capital

Semester	IV	Specialization	Entrepreneurship Development
Course Code	411ED	Type	Subject – Elective
Course Title	**Managing for Growth**		

Course Objectives:	
1	To empower student with nuances of stages of venture and entrepreneurial conduct
2	To prepare student with the understanding of resources and external sources
3	To prepare student of separation and exit strategies

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Entrepreneurial Strategy: Generating And Exploiting New Entries:** New Entry, Generation of a New Entry Opportunity - Resources as a Source of Competitive Advantage, Creating a Resource Bundle That is Valuable, Rare, and Inimitable. Assessing the Attractiveness of a New Entry Opportunity - Information of New Entry, Comfort with Making a Decision under Uncertainty, Decision to Exploit or Not to Exploit the New Entry. Entry Strategy for New Entry Exploitation - Environmental Instability and First Mover (Dis) Advantages, Customer Uncertainty and First Mover (Dis) Advantages, Lead Time and First Mover (Dis) Advantages. Risk Reduction Strategies for New Entry Exploitation - Market Scope Strategy, Imitation Strategies, Managing Newness.	5 + 2
2	**Strategies For Growth And Managing The Implications of Growth:** Growth Strategies: Where to Look for Growth Opportunities - Penetration Strategies, Market Development Strategies, Product Development Strategies, Diversification Strategies, Example of Growth Strategies. Economic Implications of Growth. Implications of Growth for the Firm - Pressures on Existing Financial Resources , Pressures on Human Resources, Pressures on Management of Employees , Pressures on Entrepreneur's Time. Overcoming Pressures on Existing Financial Resources. Financial Control - Managing Cash Flow, Managing Inventory, Managing Fixed Assets , Managing Costs and Profits, Taxes, Record Keeping. Overcoming Pressures on Existing Human Resources, Overcoming Pressures on the Management of Employees, Overcoming Pressures on Entrepreneur's Time - Basic Principles of Time Management. Implications of Firm Growth to the Entrepreneur - A Categorization of Entrepreneurs and Their Firms' Growth.	5 + 2
3	**Accessing Resources For Growth From External Sources:** Using External Parties to Help Grow a Business, Franchising - Advantages of Franchising- to the Franchisee, Advantages of Franchising- to the Franchiser, Disadvantages of Franchising, Types of Franchising, Investing in Franchising. Joint Ventures - Types of Joint Ventures, Factors in Joint Ventures. Acquisition - Advantages of Acquisition, Disadvantages of Acquisition, Synergy, Structuring the Deal, Locating Acquisition Candidates. Mergers, Leveraged Buyouts, Overcoming Constraints by Negotiating for More Resources.	5 + 2

4	**Going Public:** Advantages and Disadvantages of Going Public – Advantages, Disadvantages. The Alternatives to Going public, Timing of Going Public and Underwriter selection – Timing, Underwriter Selection. Registration Statement and Timetable - The Prospectus, Part II, Procedure. Legal issues. After Going public - Aftermarket Support, Relationship with the Financial Community, Reporting Requirements, Myths concerning Going Public.	5 + 2

5	**Ending The Venture:** Bankruptcy- An overview, Reorganization - Surviving Bankruptcy, Prepackaged Bankruptcy, Extended Time Payment Plans, Liquidation, Strategy during Reorganization, Keeping the Venture Going, Warning Signs of Bankruptcy, Starting Over, The Reality of Failure, Business Turnarounds, Exit Strategy. Succession of Business - Transfer to Family Members, Transfer to Non-Family Members. Harvesting Strategy - Direct Sale, Employee Stock Option Plan, Management Buyout.	5 + 2

Learning Resources:		
1	Text Books	Entrepreneurship By Robert D Hisrich , Michel P Peters, Dean A Shepherd , TMGH, 6th ed
2	Reference Books	James Collins, William C. Lazier, Beyond Entrepreneurship: Turning Your Business into an Enduring Great Company.
3	Supplementary Reading Material	--
4	Websites	--
5	Journals	The Role of the Founder in Creating Organizational Culture, Edgar H. Schein, Organizational Dynamics, Summer 1983.

Semester	IV	Specialization	Entrepreneurship Development
CourseCode	412ED	Type	Subject–Elective
Course Title	**Agri- Entrepreneurship**		

CourseObjectives:	
1	To orient learnerstowardsAgri- Entrepreneurship

Syllabus:

UnitNumber	Contents	NumberofSessi
1	Entrepreneurship Development Agri- Entrepreneurs: Objectives, Introduction, Institution support to Agri-Entrepreneurs, Guidelines for starting Farm Enterprises	5 +1
2	Agri Business Plan: Need, Preparation and Types of an Agri Business Plan, Success Stories of Agri-Entrepreneurs.	5 +1
3	Secondary Agriculture Promoting Agri - Entrepreneurship - Understanding the opportunities, business model and employability potential in Food processing and Secondary Agriculture. Role of government departments, market segments and Self-Help Groups (SHG) in promoting secondary agriculture. Insights into meat business, Fresh foods, processing Foods, Cold Chain Refrigerated Foods, dehydrated food food, Dried Powder of Agri& Horticulture produce.	7 +1
4	ICTand Rural Entrepreneurship:**R**uralICTinitiatives,Need tocreaterural ICTentrepreneurs, how IT is changing rural India, Rural BPO.	5 +1
5	Casestudies in Agri- Entrepreneurship and Secondary Agriculture.	3 +1

Learning Resources:		
1	TextBooks	EntrepreneurshipDevelopment–TheoriesandPractices– ByN.P.Singh
2	ReferenceBooks	Projects:Profileandprocess – VasantDesaiEntrepreneurshipandTechnology– VasantDesaiEconomicEnvironment inBusiness– ByMisraandPuriWomenEntrepreneurs– ByDeepakWalokar
3	SupplementaryReading Material	RuralEntrepreneurshipDevelopment ProgrammeinIndia– AnImpactAssessment-NABARD (http://www.nabard.org/fileupload/DataBank/OccasionalPapers/Rural%20Entrepreneurship%20Develop[1].pdf)
4	Websites	www.icpd.orgbusiness.gov.in/agriculture/index.phpwww.ediindia.org

5	Journals	Agri business– An International Journal Decision Indian Management Studies Journal Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	Entrepreneurship Development
Course Code	413ED	Type	Subject Core
Course Title	Documentation for International Business		

Course Objectives:	
1	To familiarize students with policy, procedures and documentation relating to foreign trade operations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Significance of procedures and documentation in international trade; procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS) classification System ;Role of ICC; INCOTERMS; nature of export/trading houses.	7 + 2
2	Export order processing; export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure.	7 + 2
3	Methods of payment in international trade; documentary collection of export bills; UCPDC guidelines; realization of export proceeds – provisions of RBI's Exchange Control Manual; pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.	7 + 2
4	Major export promotion schemes in India – EPCGS, duty exemption scheme; DEPB scheme; SIL; facility for deemed exports; Export promoting institution's – role of export promotion councils, commodity boards and ITPO.	7 + 2
5	Regulations for International Trade: Major laws governing India's export import trade- Foreign Trade (Development & Regulation) Act, Pre-shipment Inspection & Quality Control Act, 1963 & Customs Act, 1962; Foreign Exchange Management Act, 2000	7 + 2

Learning Resources:		
1	Text Books	Export Import Procedures & Documentation by Dr. Kushpat S. Jain, HPH, 5th Revised Edition, Aug. 2007 Export Marketing by B. S. Rathor & J. S. Rathor, HPH, 3rd Revised & Enlarged Edition, 2006 Export Management by T. A. S. Balagopal, HPH, 18th Revised Edition, 2006 Export Management by D.C. Kapoor, Vikas Publishing House, 2009 Export- Policy, Procedures and Documentation by M. I. Mahajan, Show white, 24th Edition, 2010
2	Reference Books	Export Procedures and Documentation by M.D. Jitendra, Rajat Publications, Delhi. Export Markets and Foreign Trade Management by Pervin Wadia, Kanishka Publications, New Delhi.
3	Supplementary Reading Material	Nabhi's Exporters Manual and Documentation. Nabhi's New Import-Export Policy Procedures.
4	Websites	http://www.eximbankindia.com/

5	Journals	Foreign Trade Review Global Business Review International Trade Forum International Trade Journal Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Trade & Economic Development Law & Policy in International Business Monthly Statistics of International Trade World Affairs: the Journal of International Issues

Semester	IV	Specialization	Entrepreneurship Development
Course Code	414ED	Type	Subject - Elective
Course Title	Marketing to Emerging Markets & Bottom of the Pyramid		

Course Objectives:	
1	To understand needs and aspirations at the Bottom Of the Pyramid (BOP)
2	To learn about opportunities that exist at BOP

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Overview of Emerging Markets:** Countries constituting emerging markets. Countries constituting BRICS & Next 11, Growing economic power of emerging markets, Demographic & economic scenario of emerging market countries. Emerging market size for different sectors	5 + 1
2	**Emerging Markets - Perspectives & Practices:** **Characteristics of emerging markets:** Emerging markets versus developed markets - market heterogeneity, sociopolitical governance, chronic shortage of resources, unbranded competition, and inadequate infrastructure. **Comparative advantage of emerging markets:** Policy based advantage, raw material based advantage, NGO based advantage, Marketing Implications in terms of strategy, policy & practice of marketing, Marketing Mix Implications.	7 + 1
3	**Bottom of the Pyramid Markets:** Difference between Emerging Markets & BOP Markets, Definition, size & composition of BOP markets all over the world, Characteristics of BOP markets	5 + 1
4	**Marketing Strategies for BOP Markets:** Four elements of BOP strategy - creating buying power, shaping aspirations, improving access, and tailoring local solutions. C K Prahalad's 12 principles, BOP Protocol	5 + 1
5	**Criticism of Marketing to BOP &alternate perspectives**	3 + 1

Learning Resources:		
1	Text Books	The Fortune at the Bottom of the Pyramid, Prahalad, C.K., Pearson – Singapore.
2	Reference Books	We are like that only by Bijapurkar, R. (2007), New Delhi: Penguin Portfolio.

3	Supplementary Reading Material	Bang V.V. and Joshi S. L. (2008), "Conceptualization of Market Expansion Strategies in Developing Economies", Academy of Marketing Science Review, 4, [Online] Available: http://www.amsreview.org/articles/bang04-2008.pdf World Business Council for Sustainable Development (WBCSD). (2004), Doing business with the poor – a field guide. (March). [Online] Available: http://www.wbcsd.org/DocRoot/uCxCgEiOhrCEXcsN5sIo/sl-field-guide-reprint.pdf United Nations Development Programme (UNDP). (2008), "Creating Value For All: Strategies For Doing Business With Poor", The Growing Inclusive Markets Initiative,(July). [Online] Available: http://www.undp.org/gimlaunch/download.shtml. Preston, K, A. Libow, A. Bruno, C.Meade, and R. Wells. (2007), Opportunities for the Majority Index: Analysis of Corporate Performance in Latin America and the Caribbean, The Inter-American Development Bank, 21st December. [Online] Available:http://www.iadb.org/am/2008/docs/OM_Index_Final_Report_v2.pdf. Simanis, E. and S. Hart With J. DeKoszmovszky, P. Donohue,D. Duke, G. Enk, M. Gordon, and T. Thieme. (2008), The Base of the Pyramid Protocol: Toward Next Generation BoP Strategy, Center for Sustainable Global Enterprise, Johnson School of Management, Cornell University, 2nd Ed. . [Online] Available: http://www.wdi.umich.edu/files/BoPProtocol2ndEdition2008.pdf. Karamchandani, A., M. Kubzansky, and P. Frandano. (2009), Emerging Markets, Emerging Models: Market-Based Solutions To The Challenges Of Global Poverty, Monitor group, (March). Hammond, A., W. J. Kramer, R. S. Katz, J. T. Tran, and C. Walker. (2007), The Next 4 Billion: Market size and Business strategy at the Base of the Pyramid, World Resources Institute (WRI) and International Finance Corporation (IFC) [Online] Available: http://www.wri.org/publication/the-next-4-billion. Wilson, D. and R. Purushothaman. (2003) "Dreaming With BRICS: Path to 2050." Goldman Sachs, Global Economics Paper No.99, 1st October.
4	Websites	http://www.wri.org/
5	Journals	Prahalad, C.K., and A. Hammond. (2002), "Serving the World's Poor, Profitably", Harvard Business Review, 80(September), pp. 48-57. Prahalad, C. K. and S. L. Hart. (2002), "The Fortune at the Bottom of the Pyramid", Strategy + Business, 26, pp.54-67. Dawar, N. and A. Chattopadhyay (2000), "Rethinking Marketing Programs for Emerging Markets", William Davidson Institute, Working Paper Number 320. Beshouri, C.P. (2006), "A Grassroots Approach to Emerging-Market Consumers." The McKinsey Quarterly, (March), pp.61-71 Karnani, A. (2007), "The Mirage of Marketing to the Bottom of the Pyramid: How The Private Sector Can Help Alleviate Poverty", California Management Review, 49(4), (Summer), pp.90-111. London, T. and S. L. Hart (2006), "Reinventing strategies for emerging markets: beyond the transnational model", Journal of International Business Studies, (August), pp.1–21. [Online] Available: http://e4sw.org/papers/JIBS.pdf. Simanis, E. and S. Hart (2006), "Expanding Possibilities at the Base of the Pyramid - Innovations Case Discussion: KickStart", Innovations, (winter), pp.43-51. Vachani, S. and N. Craig Smith. (2008), "Socially Responsible Distribution: Distribution Strategies For Reaching The Bottom Of The Pyramid", California Management Review, 50(2), (Winter), pp.52-84 Sheth, J. N. (2011), "Impact of Emerging Markets on Marketing: Rethinking Existing Perspectives and Practices", Journal of Marketing, Vol. 75 (July), 166 – 182.

Semester	IV	Specialization	Entrepreneurship Development
Course Code	415ED	Type	Subject – Elective
Course Title	Project Management & Feasibility Analysis		

Course Objectives:	
1	To make the students understand the complex issues in Project Management & Feasibility
2	To increase the understanding of project management tools and techniques
3	To teach the students the concepts and skills that are used by managers to plan projects, secure resources, budget, lead project teams to successful completion of projects.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Project Management:** Definition, functions, evolution of Project Management, classification of projects, Project management in different environments. **The Project Management Systems, Methodologies & Systems Development Cycle:** Systems approach, systems analysis, systems development, project feasibility, Project life cycle, project appraisal, project contracting, the phases of system development life cycle.	5 + 1
2	**Project Feasibility Study:** Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, risk analysis, sensitivity analysis, and social cost benefit analysis. **Project Planning:** Planning fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix.	6 + 1
3	**PERT, CPM, Resource allocation:** Tools & techniques for scheduling development, crashing of networks, time-cost relationship, and resource leveling multiple project scheduling. **Cost Estimating Budgeting :** Cost estimating process elements of budgeting, project cost accounting &management information systems, cost schedules & forecasts.	5 + 1
4	**Managing Risks in Projects:** Risk concept & identification, risk assessment, risk priority, risk response planning, risk management methods. **Project Control:** Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control.	5 + 1

5	**Project Management Information System:** Computer based tools, features of PMIS, using project management software, (MS Projects) **Project Evaluation, Reporting & Termination:** Project reviews & reporting, closing the contract.	4 + 1

Learning Resources:		
1	Text Books	Effective Project Management by Clements and Gido, Cengage India Edition, 2007. Project Management : The Managerial Process by Gray and Larson, MGH, Special Indian Edition, 3rd Edition Project Management for Business and Technology: Principles and Practice by John Nicholas, PHI – Eastern Economy Edition, 2nd Edition Project Management –by Mantel, Meredith, Shafer, Sutton and Gopalan, 1st Indian Edition
2	Reference Books	Project Management by Dennis Lock, Coles Publishing Co., Ltd. Project Management – a systems approach and planning, scheduling and controlling by Harold Kerzner, CBS Publishers Project Management for 21st Century by Bennet P Lientz and Cathryn P Rea , Academic Press, Latest Edition A management guide to PERT/CPM by Jerome D Weist and Sertinand K Levy Prentice Hall India Appraisal &Control of Project costs by Roy.Pilchar, McGraw Hill. Project Management by Gary R Heerkens & Roger A Formisano, McGraw Hill.
3	Supplementary Reading Material	Project Management: A Managerial Approach by Meredith, Mantel Wiley India, 6th Edition. The Practice of Project Management by Freigenti and Comninos, Kogan Page
4	Websites	www.pmi.org.in/
5	Journals	Risk Analysis of Infrastructure Projects: A Case Study on Build-Operate-Transfer Projects in India by Maniar, Hiren., IUP Journal of Financial Risk Management, Dec2010, Vol. 7 Issue 4 Enercon India: Project Planning by Mukherjee, Saral; Raghuram, G., Vikalpa: The Journal for Decision Makers, Jan-Mar2007, Vol. 32 Issue 1 Critical Factors Affecting Schedule Performance: Evidence from Indian Construction Projects by Iyer, K. C.; Jha, K. N., Journal of Construction Engineering & Management, Aug2006, Vol. 132, Issue 8 What attributes should a project coordinator possess? by Jha, Kumar Neeraj; Iyer, Chandrashekhar K., Construction Management & Economics, Sep2006, Vol. 24 Issue 9 A Study of Critical Project Success Parameters in Different Organizational Conditions by Piyush, Mishra; Dangayach, G. S.; Mittal, M. L., Advances in Management, Aug2011, Vol. 4 Issue 8

Semester	IV	Specialization	**Entrepreneurship**
CourseCode	416ED	Type	Subject –Elective
Course Title	Corporate Entrepreneurship		

CourseObjectives:	
1	To develop an integrated approach to the analysis and understanding of businesses and industries in their competitive environments
2	To develop a framework for critically evaluating the contributions of others

Syllabus:

UnitNumber	Contents	NumberofSessions
1	**Entrepreneurship and Corporate Entrepreneurship** How Innovation Actually Happens The Crucial roles of Innovation Behavioral Aspects of Corporate Entrepreneurship How to Succeed As an Intrapreneur	6
2	**Understanding & Managing the Entrepreneurial Process** What an Intrapreneurial Program Looks Like Identifying, Evaluating & Selecting the Opportunity Finding a Good Idea Locating the Venture in the Organization Getting Started	6
3	**Organizing the Venture** Avoiding Typical New Product Mistakes Controlling the Venture Intrapreneuring within a Structured Development Process	6
4	**The Internal Policies of Venturing** Advice for Hands-on Innovators Selecting, Evaluating, and Compensating Corporate Entrepreneurs What Can You Do As Middle Managers	6
5	**Funding the Venture** What Can You do in Senior Leadership Implementing Corporate Venturing in Your Organization Diagnosing Your Climate for Innovation Improving Your Climate for Innovation The Future of the Intrapreneurial Organization	**6**

Learning Resources:		
1	TextBooks	1. Morris, Kuratko and Covin, "*Corporate Entrepreneurship and* Innovation"*, 3rd edition*. 2."Corporate Entrepreneurship Innovation and Strategy in Large Organizations" by Paul Burns , 3rd Edition
2	ReferenceBooks	Don Tapscot,(1995),The Digital Economy, McGraw- Hill Publication Mark Skilton, (2015), Building the Digital Enterprise, Palgrave Macmillan.
3	SupplementaryReadingMaterial	1. Biniari, M. G. (2012). "The Emotional Embeddedness of Corporate Entrepreneurship: "The Case of Envy. *Entrepreneurship* *Theory and Practice,* *2.* Chung, L. H., & Gibbons, P. T. (1997). Corporate entrepreneurship: The roles of ideology and social capital. *Group &*Organization Management,
4	Websites	1.http://www.corporate-entrepreneurs.com 2.http://www.forentrepreneurs.com/
5	Journals	Atiq, M., &Karatas-Ozkan, M. (2013). Sustainable Corporate Entrepreneurship from A Strategic Corporate Social Responsibility Perspective: Current Research And Future Opportunities. International Journal of Entrepreneurship and Innovation,

MBA Syllabus: Semester IV
SERVICES MANAGEMENT

Semester	IV	Specialization	Services Management
Course Code	403SM	Type	Specialization - Core
Course Title	Strategic Services Marketing		

Course Objectives:	
1	To acquaint students with an understanding of Strategies for Services Marketing
2	To expose students to the dynamics of applications of Services Marketing and Branding in Business
3	To give insights of Technology in Service Information Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Strategy for Competitiveness in Service Firms** **Strategy in Service Firms :** Introduction, Define, need of service Strategy, Factors that shape the choice of service firms strategy **Competitiveness of service firm –** Creating service Value, Developing a service Value Model, Types of Service Strategy, Fragmentation of Service Sector, Different levels of Service organization, Service Strategy Models **Services Strategies :** Special Service characteristics and appropriate Strategies, Creating a differential advantage through proactive servicing, A strategic tool to outservice competition-core product/service offering and Supplemental Services	7+2

2	**Marketing Research for Strategic Services Marketing** **Marketing Research in Services –** Introduction, Concept, Approaches , information need and decision areas, Data Collection methods , Sampling, Data Analysis and Interpretation, Research Report and Proposal Writing **Application of Marketing Research in Services:** Service Product research, Consumer Research – Service Distribution Research, Advertising Research, Motivation Research **New Trends in Services Marketing Research –** Categories of Services offered by Agencies, A study of leading Marketing Research Organizations.	7+2
3	**Management Information Systems in Services Marketing** **Marketing Information System-** Nature, Need, Objectives, Functionality, Types and implication of Information in Service Business, MIS for Competitive Business Intelligence. **Marketing Decision Support Systems:** Components, Applications, Enterprise Systems - Introduction, Enterprise Resource Planning, Human Resource Management Services, e-Customer Relationship Management Systems, Supply Chain Management system **e-commerce, e- Business, e-Governance –** Introduction, Sales life Cycle, Infrastructure, Application, Payment Systems, Management Challenges and Opportunities	7+2
4	**Managing Services Brand Relationships and Image** **Introduction to Services Branding –** Basics of Branding, Definition, Brand Elements, Brand Image and Identity, Successful Brand building, Brand Positioning, Brand Relationship, Brand Values **Creating Brand Value–** Creating service brand relationships, Managing company image- Importance of image, Developing image **Brand Equity-** meaning, building brand equity, measuring and managing brand equity. **Brand Value Chain -** Understanding Brand Worth, Brand Revitalization, Devising a Branding Strategy, Branding decisions, Brand Portfolios, Brand Extensions World Wide Web Branding, Ethics and Morality	7+2
5	**Cases on Strategic Services Marketing and Branding-** Banking & Insurance, Hospital and Health Care, Travel & Tourism, Hotel & Catering, Retail and Contractual Services	7+2

Learning Resources:		
1	**Text Books**	Services Marketing: People, Technology, Strategy by C Lovelock, J Wirtz, J Chatterjee, 6th Edition, Pearson

2	**Reference Books**	Service Sector Management –An Indian Perspective by C. Bhattacharjee, Jaico Books Service Marketing Concepts, Applications and Cases by M.K. Rampal, S.L. Gupta, Services Marketing by Govind Apte, Oxford Higher Education, First Edition Service Management and Marketing by Christian Gronroos – Wiley , third Edition Marketing Management by Kotler, Keller, Koshy, Jha , Pearson, 14e Marketing Research – concepts and Practises in India by S Shahajahan, McMillan India Ltd, Reprint 2008 Marketing Research by S L Gupta, Excel Books, Revised Edition 2007 Marketing Research by G.C. Beri, McGrawhill, Third Revised Edition 2009 Marketing Research Measurement & Method by Donald S. Tull, Del I. Hawkins, 6th Edition Management Information System-Managerial Perspectives by D P Goyal 4th edition, Vikas Publishing House Pvt. Ltd.
3	**Supplementary Reading Material**	Engineering MIS for Strategic Business Processes by Arpita Gopal –Excel Books – First Edition
4	**Websites**	
5	**Journals**	

Semester	**IV**	**Specialization**	**Services Management**
Course Code	**404SM**	**Type**	**Specialization – Core**
Course Title	**Sectoral Services Management**		

Course Objectives:	
1	**To make students understand the various aspects of Sectoral Service Management.**
2	**To provide insights about challenges and opportunities in various Business Services**
3	**To facilitate students to pursue career in service sector**

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Business Services-** Meaning and Concept of services – Goods and Services – Salient Features of Services, Classification of Services.- **Nature and types of Business services** – Banking & Insurance, Hospital and Health Care, Travel & Tourism, Hotel & Catering, Retail and Contractual Services Increasing contribution of service sector in Indian economy	7+2
2	**Banking Services-** Concept **–** Scope and Importance, Physical Infrastructure- Product and pricing policies, Human Resource Management in Banking Services- IT in Banking, Recent Trends in Banking **Insurance Services-** Concept, Scope and Importance, Types of Insurance Services, Product and Pricing, Customer Services and Promotional Strategies, Government Control and Protection of Customers interest. **Hospital and Health Care** – Concept, Scope and Importance, hospital services, segment wise users of health care services, behavioural profile of users, rural and urban health care services	7+2
3	**Travel and Tourism Services-** Concept, Scope and Importance, Classification, Indian and Global Environment, Tourism Industry – Characteristics, Tourism Promotion – Tourism Advertising, PR (Public Relations), Sales Promotion,Online Promotion, Types of travel, Marketing planning, Tourist Services. **Tourism Channels**: Importance, Types of Channels, Travel Agents, Recent Trends in Tourism, Future prospects of travel and tourism.	7+2
4	**Hotel & Catering Services-** Concept, Scope and Importance, Evolution, Growth, Classification of hotels, hotel facilities, Classification of Guest, Guest Cycle, Marketing Mix for Hotel Industry, Locational Decisions, Pricing Policies, Human Resource Management and Customer Care, Promotional Policies, Management of Hotel Services in India **Catering –** Introduction, Nature, Scope, Contractual services, Layout, Management of human resources in catering and facilities offered	7+2
5	**Retail –** Basics of retailing, Functions of retailer, Services rendered, Retail classification, Retail formats, e-retailing, Behavioural profile of retail customers **Contractual Services:** Meaning, Overview and Conceptual understanding of contractual services, Classes of contractual services-personal, Professional, Consultancy services.	7+2

Learning Resources:

1	**Text Books**	Service Sector Management –An Indian Perspective by C. Bhattacharjee, Jaico Books Services Marketing by Zeithamal, Bitner, Gremier&Pandit, TMGH, 4th Edition Service Sector Management in India by Rao Allied Publishers, Hyderabad, 1986 Services Marketing & Management by Balaji.B, S.Chand Publishing Tourism Marketing by Devashish Dashupta, Pearson Education
2	**Reference Books**	IT Services Business Management: Concepts, Processes and Practices by Dubey Sanjiva Shankar, PHI (Printice Hall India) 'Bank Marketing'Western by Reidenback E. R. and Pits R. E., Thomson, 9th Edition. Managing Life Insurance by Kutty Shashidharan K, PHI (Printice Hall India) Travel and Tourism Management by Barkat Ali Md. Abu, PHI (Printice Hall India) Services Marketing by Valarie A. Zeithmal and Mary Jo. Bitner, Tata Mcgraw Hill Services Marketing: Concepts and Practices by Ramneek Kapoor, Justin Paul & BiplabHalder, McGraw Hill Services Marketing by Rajendra Nargundkar, Mc Graw Hill, 3rd Edition Marketing of Services: Concepts, Strategies and Cases by Hoffman,K.D., & John, E.G.B
3	**Supplementary Reading Material**	Business Service Management Best Practices by Budi Darmawan, Kimberly Cox , Bahaeldin Ragab, IBM Redbooks. The Art of Managing Professional Services: Insights from Leaders of the World's Top Firms, Maureen Broderick.
4	**Websites**	www.ibef.org www.realtimepublishers.com/chapters/1131/dgbsm-1.pdf www.bsmreview.com www.southeastern.edu/admin/purch/contracts/intro_ppcs/ppcs_define /
5	**Journals**	International Journal of Services and Industrial Marketing Management Services Journal Journal of Service Management, ISSN: 1757-5818 International Journal of Service Industry Management, ISSN: 0956-4233

Semester	IV	Specialization	Services Management
Course Code	405SM	Type	Subject – Elective
Course Title	Global Scenario of Services		

Course Objectives:	
1	To understand global issues and trends in service industry
2	To understand global opportunities in service industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Globalisation**- meaning, forces driving globalisation Emerging Global economic situation and services sector **Global scenario of services**- World Economy, GDP and Trade, Indian and Asian Scenerio. Service industry in the new millennium, work areas and opportunities. Major service hubs in global scenario.	5+1
2	**Recent trends and opportunities in global services** - Banking & Insurance, Hospital and Health Care, Travel & Tourism, Hotel & Catering, Retail & Contractual Services.	4+1
3	**Compare and contrast service providers** on Banking & Insurance, Hospital and Health Care, Travel & Tourism, Hotel & Catering, Retail & Contractual Services at **National / International level.**	9+1
4	Students are expected to search study/ research papers for understanding global scenario of service sector.	8+1

Learning Resources:		
1	**Text Books**	
2	**Reference Books**	International Business Environment and Operations by John D Daniels, Lee H Radebaugh, Daniel P Sullivan, Prashant Salwan, Pearson 14th Edition International Marketing by Phillip R Cateora, John L Graham, Prashant Salwan, McGraw Hill Co., 13th Edition International Business Environment and Management by V K Bhalla, S Shiva Ramu, Anmol publication 12th revised edition International Marketing Management An Indian Prespective by R L Varsheny, B Bhattacharyya, Sultan Chand and Sons 21st edition 2007 Tourism, Principles, Practices and Philosophies – Charles R. Goddner, JR Brent Ritchie, Wiley – India edition Principles & Practices of Banking - By Indian Institute of Banking & Finance - Macmillan Publication Global Healthcare Issue and Policies bu Holts, C. (2007) Canada, Jones & Bartlett Learning. (6th edition). Washington Introduction to Hospitality by John, R. W (2008), Prentice Hall.

3	**Supplementary Reading Material**	
4	**Websites**	http://finmin.nic.in/workingpaper/EmergeGlobalEcoServiceSector.pdf
5	**Journals**	

Semester	**IV**	**Specialization**	**Services Management**
Course Code	**406SM**	**Type**	**Subject – Elective**
Course Title	**Corporate Governance and Legal Framework in Services**		

Course Objectives:	
1	**To acquaint students with corporate issues & corporate governance**
2	**To make students understand issues of governance and regulatory framework**

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to corporate governance**: nature, objectives, key conceptual issues, National committees, codes, recommendations, standards and practices. Business ethics and corporate governance in service sector. Concept and nature of Corporate Social Responsibility (CSR).	7+2
2	Conceptual understanding of laws related to service sector organisations. Companies Act, Consumer Protection Act, Labour laws	8+2
3	Students are expected to study case laws on service sectors - Banking & Insurance, Hospital and Health Care, Travel & Tourism, Hotel & Catering, Retail and Contractual Services and give presentations.	9+2

Learning Resources:		
1	**Text Books**	Corporate Governance in India; An Evaluation by Subhash Chandra Das; Third Edition , PHI Learning Corporate Governance Codes Systems Standards and Practices by Subhash Chandra Das; Second Edition , PHI Learning
2	**Reference Books**	Foreign exchange management & practice by Bansal, A.K Lawof commercial arbitration, Universal law house Delhi, Vidhi,New Delhi2000 Corporate governance economic reforms & development by Read Darryl, Oxford Entrepreneurship-New venture creation, Holt, prentice –Hall
3	**Supplementary Reading Material**	
4	**Websites**	

5	**Journals**	

Semester	**IV**	**Specialization**	**Services Management**
Course Code	**407SM**	**Type**	**Subject – Elective**
Course Title	**Computer Application in Services Management**		

Course Objectives:	
1	**To provide overview of computer application in service sector.**
2	**To Expose students to usage of computer application in service sector.**
3	**To develop practical insight of computer application for effective services**

Syllabus:

Unit Number	Contents	Number of Sessions
1	Role of Computers in Service Sectors, Stages in Computer Usage, Benefits of Computer application, Types of Computer Application, Concept of Reengineering	3+1
2	Overview of technological Development in service sector- UPC, RFID, EDC, QRIMS, ERMS, SCMs. CRS. CRMS and Telecommunication Technologies	5+1
3	Recent Trends : e- Commerce, m- Commerce , e services, Smart Cards, e-Cash, e- Payment, Multimedia Kiosks, Electronic body Scanners	6+1
4	Students should be given assignment of visiting service organisation (Banking & Insurance, Hospital and Health Care, Travel & Tourism, Hotel & Catering, Retail and Contractual Services) and study the application of computers technology.	5+1
5	Stduents should share the benefits of computer application of one service sector for improving effectiveness, efficiency and economy of business processes.	6+1
Learning Resources:		

1	Text Books	Business Application of Computers by Milind M. Oka, Everest Publication, 14th Ed. 2009.
2	Reference Books	e- World- Emerging Trends in Information Technology by Arpita Gopal, Chandrani Singh, Excel Books, 1st Ed. 2009.
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	**IV**	**Specialization**	**Services Management**
Course Code	**408SM**	**Type**	**Subject – Elective**
Course Title	**Service Operations Management**		

Course Objectives:	
1	**To develop system approach to effectively manage service operations**
2	**To discuss best practices of world class service.**
3	**To understand operational aspects of managing service systems**

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Services-** Characteristics of service operations, Importance of service sector, classification framework, service delivery system-process flow diagrams, process simulation	4+1
2	**Site selection for services-** Types of service firms-Demand sensitive services, delivered services, Quasi manufacturing services, site selection for demand sensitive services-factor rating regression, Global Information Systems (GIS), Gravity model of demand. Site selection for delivered services-expected results, mathematical solution method for delivered services, Site selection for Quasi manufacturing services-mixed linear/integer programming for location selection.	6+1
3	**Yield Management-** Capacity strategies, Yield Management Overbooking, Allocating capacity-static methods, Nested static method, Dynamic methods	5+1

4	**Designing service operations-** Impact of Technology on services, Design and Development of services and service delivery system Work measurement, locating facilities, designing layout.	5+1
5	**Managing service operation-** Capacity planning, waiting line management(queuing), Managing capacity and demand Improving service process **Industrial visit to services organisation for understanding the service operation processes.**	5+1

Learning Resources:		
1	**Text Books**	Successful Service Operations Management by Metter, King – Metters,Pulliman& Walton, Thomson India Edition,2nd Edition Service Management by Fitzsimmons and Fitzsimmons (1998), Irwin/McGraw-Hill, 2nd Edition Successful Service Operations Management by Metters, King-Metters, Pullman, Walton (2006), Thomson, 2nd Edition
2	**Reference Books**	Service Marketing, Operations and Management by Vinnie Jauhari and Kerti Datta, Oxford University Press. Service Operations Management-Improving service delivery by Robert Johnston Graham Clark, Prentice Hall Baldrige -Just What the Doctor Ordered, Quality Progress by Nelson (2005) The Dimensions of Service Quality for Hospitals by Sower, Duffy, Kohers, et al, Health Care Management Review (2001)
3	**Supplementary Reading Material**	
4	**Websites**	www.referenceforbusiness.com/management/Sc-Str/Service-operations.html
5	**Journals**	

Semester	IV	Specialization	Services Management
Course Code	409SM	Type	Subject – Elective
Course Title	Service Excellence		

Course Objectives:	
1	To know the concept, meaning and definition of Service Excellence.
2	To understand customer services and the challenges in service excellence.
3	To acquaint the students with current trends in service excellence.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Service Excellence**- Concept, definition, need and importance, benefits of providing excellent service. Different roles in service excellence process- Department role, Management role and Facilitator's role. Service Excellence in today's context.	5+1

2	**Customer Service**- concept, meaning, characteristics of good customer service, types of services to customers – before, during and after buying the service products Learning customer service skills. Knowledge of customer service excellence training Service excellence example of Mumbai Dabbawallas.	5+1
3	The various challenges and problems in service excellence in Indian context. How to overcome the problems? The political, economic, social and technological awareness in today's world by excellent service strategies. The 15 Sins in Service excellence. Role of Six Sigma in service excellence Managing Dissatisfied customers.	5+1
4	**Service Excellence and Service quality**- Comparitive study of Business Services Vs. IT Services Vs. Digital Services in today's scenario. Investing in customer Service, Cost of Quality Services, Understanding Customers need and encouraging the service initiatives. Encouragement of Customer feedback and planning for future.	5+1
5	New trends in Service Excellence, managing the customers from the initial levels. **Cases in Service excellence**	5+1

Learning Resources:		
1	Text Books	
2	Reference Books	Legendary Service: The key is to care by Ken Blanchard, published by New York Times. Help Scott by Gregory Ciotti. The 15 Sins in Service Excellence- The path to overcome & exceed by Raghunath V.Reddy & Hari kashyap published by Flight to excellence Consulting Group.
3	Supplementary Reading Material	Creating service Excellence by Prof. R.K. Gupta
4	Websites	www.mdcc.edu/hr/service excellence.asp www.wda.gov.sg www.researchgate.net/publication1254189113
5	Journals	www.gallup.com/businessjournal/.../unlocking-customer-service-excellence www.ijeeee.org

Semester	**IV**	**Specialization**	**Services Management**
Course Code	**410SM**	**Type**	**Subject – Elective**
Course Title	**Documentation Management in Services**		

Course Objectives:	
1	**To expose students to document management in services**
2	**To equip students with latest Document Management Tools and Techniques**
3	**To give insights for easy storage as well retrieval of documents**

Syllabus:

Unit Number	Contents	Number of Sessions

1	**Introduction-** Meaning of Documents, Understanding Documentation and its Importance, Documentation Management and its Cost Need of different types of Documents for Services Management	7+1
2	**Documentation Life Cycle-** Access Controls, Archiving & Retention, Collaboration, Compliance Management, Document Assembly, Conversion, Delivery, Indexing, Electronic Signature, Email Management, Forms Management, Version Management	10+1
3	Students should visit service organisation (Banking & Insurance, Hospital and Health Care, Travel & Tourism, Hotel & Catering, Retail and Contractual Services) and prepare the assignment on Documents required for managing service process and submit the report.	10+1

Learning Resources:		
1	**Text Books**	
2	**Reference Books**	IRDA Guidelines Fundamental review of the trading book: A revised market risk framework Issued for comment by 31January 2014 Tourism Managementby David Weaver, Laura Lawton, 5th Edition Textand Cases eBook: K. V. Ramani
3	**Supplementary Reading Material**	
4	**Websites**	www.stsma.com www.asha.org/PRPSpecificTopic.aspx?folderid=8589935365&section=Key_Issues www.india.gov.in/topics/travel-tourism www.hotelassociationofindia.com
5	**Journals**	

MBA SYLLABUS: SEMESTER IV
RETAIL MANAGEMENT

403RM	E – commerce and digital marketing in retail	
Unit Number	Contents	Number of Sessions
1	E – commerce - Introduction: Meaning, Nature, Concepts, Advantages and Reasons for Transacting Online, Categories of E-commerce, Planning Online Business, Nature and Dynamics of the Internet, Pure Online vs. Brick and Click Business, Assessing Requirement for an Online Business, Designing, Developing and Deploying the System, one to one Enterprise	5+2
2	E – commerce Technology for Online Business: Internet, IT Infrastructure, Middleware Contents, Text and Integrating E-Business Applications, Mechanism of Making Payment Through Internet, Online Payment Mechanism, Electronic Payment Systems, Payment Gateways, Visitors to Website, Tools for Promoting Website, Plastic Money, Debit Card, Credit Card, Laws Relating to Online Transactions.	4+2
3	Digital Marketing in retail – Definition, importance and significance of digital marketing in retail. Digital marketing techniques - Search Engine Optimization, Search Engine Marketing, Social media optimization , Mobile Marketing, Affiliate Marketing, Banner Ad and e-mail marketing	4+2
4	Understanding Social Media Marketing - Social Networking (Facebook, Linkedin, Twitter, etc.), Social Media (Blogging, Video Sharing - Youtube, Photosharing – Instagram, Podcasts)	3+2
5	Mobile Marketing - Understanding Mobile Marketing , Mobile Application Ecosystem, SMS Marketing. Emerging Technologies – NFC, Web Analytics, Copy Writing – New Age Media. Planning Integrated Digital Marketing Campaigns	4+2
Learning Resources:		
Text Books	1. Murty, C.V.S., E-Commerce, Himalaya Publications, New Delhi 2. Kienam, Managing Your E-Commerce business, Prentice Hall of India, N. Delhi. 3. Kosiur, Understanding E-Commerce, Prentice Hall of India, N. Delhi. 4. Kalakota, Whinston , Frontiers of Electronic Commerce, Addison Wesley. 5. Digital marketing – using new technologies to get closer to your customer- Rowan Will, Kogan page publisher USA 6. Digital marketing – practical approach, Charlesworth Alan, Routledge publisher London 7. Best Digital MarketingCampaigns in the World: mastering the art of customer engagement by Ryan, Damian; Jones, Calvin, New Delhi, Kogan Publisher 2011.	

404RM	International Retailing	
Unit Number	Contents	Number of Sessions
1	International Mktg -Scope and Concepts of International Mktg.- International Marketing Environment - International Trade – Barriers and Facilitators- Regional Economic/Political Integration- Cultural Influences on International Marketing- International Marketing research- International Marketing Segmentation, Positioning- The Marketing Plan and Entry Mode Selection- Products and Services – Branding Decisions- International Product and Service Strategies- International Distribution and Logistics	9+2
2	International Retailing- Alternative conceptions of international retailing, definitions, interpretations and classification- Trends in the internationalisation of retailing and evolution of international retailing - Motives for international retailing, the changing nature of boundaries –International- Where retailers internationalise, assessing the potential of retail markets - Methods of international retailing, accessing retail markets, the form of entry, joint ventures, franchising, acquisition etc. marketing planning for differing international and regional requirements-Why retailers internationalise.	9+2
3	Competing in Foreign Markets- Why Companies Expand into Foreign Markets- Cross- Country Differences in Cultural, Demographic and Market Conditions- Concept of Multi country Competition and Global Competition- Strategy Options for Entering and Competing in Foreign Markets- Quest for competitive Advantage in Foreign Markets-Profit Sanctuaries, Cross market Subsidization and Global; Strategic Offensives- Strategic Alliances and Joint Ventures with F Foreign partners.- Competing in Emerging Foreign Markets-Cross Border Strategic Alliances	7+2
4	Retail Structure- Enterprise Density- market Concentration- Product Sector- Innovation- Employment Structure- Merging Structure-Global Structure- Developing markets- Stages in development of International Operations- Export- Management Contracts- Franchising – Acquisition and Mergers – Organic Growth- Choice of Market Entry- Domestic Market- Retail Operations-Non Domestic market.- Retail Positioning and Brand Image- Measurement of Store Image –Open ended Techniques-Attitude Scaling Techniques-Multi Attribute model- Multi dimensional Scaling-Conjoint analysis	7+2
5	Market Research- Segmentation- Targeting- Positioning – The Market Mix- Image- Product range- Format- Price- Location_ Distribution- Promotion-- Promotional Mix and Advertising- Publicity, PR, and Sales Promotion Strategies- Personal Selling and Sales Management- International Pricing Strategy- Developing and Controlling an Intl. Marketing Plan	3+2
Learning Resources:		
Books	1. Nicolas Alexander *International Retaling*-Blackwell Business Publishers Ltd. 2. Arthur A Thompson,AJ Strickland,John E Gamble &Arun K Jain *Crafting and Executing Strategy-Concepts and Cases* –Tata McGraw Hill Publishing Company Ltd. 3. Abbas J Ali *Globalization of Business- Practice and Theory* – Jaico Publishing House 4. Margaret Bruce, Chistopher Moore, Grete Birtwistle *International Retail Marketing: A Case Study Approach*	

405RM	Retail Logistics Management	
Unit Number	Contents	Number of Sessions
1	Logistics Framework: Concept, Objective and Scope, Transportation, Warehousing, Inventory Management, Packing and Unitization, Control and Communication.	4+2
2	Transportation: Role of transportation in retail, Mode of transportation, Importance and significance of transportation in retail, Transportation networks	
3	Role of Information Technology in Logistics, Logistics Service Firms and Third Party Logistics.	4+2
4	Retail Logistics Network Design for Global Operations: Global Logistics Network Configuration, Orienting International Facilities, Considerations and Framework, Tradeoffs Associated with each Approach, Mapping the Different Approaches, Capacity Expansion Issues, Information Management for Global Logistics, The Global LIS/LITS, Capabilities and Limitations, Characteristics of Logistics Information and Telecommunications Systems.	4+2
5	Performance Measurement and Evaluation in Global Logistics: Operations and Logistics Control, Key Activities Performance Information, Measuring Performance in Functional Integration, Measuring Performance in Sectorial Integration. Organizational Structure for Global Logistics excellence, The Organizational Implications of Sectorial Logistics CoOperation, The International Factor in Global Organizations.	4+2
Learning Resources:		
Books	1. Rushton, A., Oxley, J & Croucher, P (2nd Edition, 2000). Handbook of Logistics and Distribution Management. Kogan Page. 2. Simchi-Levi, David, Kamisnsky, Philip, and Simchi-Levi, Edith. (2nd Edition, 2004). Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies. Irwin/McGraw Hill 1. Retail Management by Levy and Weitz, Tata Mcgraw Hill 2. Retail Management by S.L. Gupta 3. Retail Marketing Management by David Gilbert	

406RM	Retail Customer Service	
Unit Number	Contents	Number of Sessions
1	Focus on Customers: Understanding the Customers, Understanding Customer Service, Service Triangle, Benefits of Exceptional Customer Service, Customer Delight, First Impressions, Perception vs. Reality.	4+2
2	Scanning Environmental and Cultural Influences: Environmental and Cultural Influences on Customer Behavior.	4+2
3	Building Customer Relationship: Why do People do Business with you, Ways to Address Human Needs, Building Relationships Through Valuing the Customer, Building Rapport, Emotional Bank Account, the Value Equation.	4+2
4	Strategic advantage through customer service – customer service strategies. Customer evaluation of service quality – role of expectations, perceived service	4+2
5	The Gaps model for improving retail service quality – the knowledge gap, the standards gap, the delivery gap, the communication gap, service recovery	4+2
Learning Resources:		
Books	Levy IM. And Weitz B.A (2004), Retailing Management, 5th ed., Tata McGraw Hill. 1. SwapanaPradhan- Retailing Management 2. David Gilbert- Retail Marketing 3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing 4. A. J. Lamba- The Art of Retailing 5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach 1. Peeru Mohammed: Customer Relationship Management 2. Grover S K: Marketing: A Strategic Orientation 3. P. Kotler: Marketing Management 4. R. Saxena: Marketing Management 5. Stanton: Marketing Management	

407RM	RETAIL PRICING	
Unit Number	Contents	Number of Sessions
1	Retail pricing – definition, importance and significance to the customer, manufacturer. Factors affecting retail pricing strategy – consumer, government, manufacturer, competition,	4+2
2	Retail price strategy - Approaches for setting prices – the cost oriented method, demand oriented method, competition oriented method, profit impact of setting retail price-the use of break even analysis	4+2
3	Price adjustment – Markdown, coupons, retates, price bundling, multipal unit pricing, variable pricing, pricing on the internet.	4+2
4	Using price to stimulate retail sales – leader pricing, price lining, odd pricing	4+2
5	Developing retail price strategy process – retail objective and pricing, broad price policy, price strategy, implementation of price strategy, price adjustments	4+2
Learning Resources:		
Text Books	Retail Management by Berman, Evans and Mathur, Pearson publication. Retail Management by Levy and Weitz, Tata Mcgraw Hill publisher David Gilbert- Retail Marketing Barry Berman, Joel R Evans- Retail Management; A Strategic Approach Bert Rosenbloom,Retail Marketing,Random House	

408RM	RETAIL CUSTOMER BUYING BEHAVIOUR AND CRM	
Unit Number	Contents	Number of Sessions
1	Major Customer Buying Behavior areas: demographics, lifestyle data, group and individual attributes. Types of buying behavior – extended problem solving, limited problem solving, habitual decision making	4+2
2	The buying process – need recognition, information search, evaluation of alternatives, purchasing the merchandise, Postpurchase evaluation. Impulse purchases – research on impulsive Buyer Behavior. What are their attitudes towards shopping instore vs. online?	4+2
3	CRM – definition, importance of crm in retail, The CRM process	4+2
4	Retail CRM Model – collecting customer data, Analyzing customer data and identifying target customers, Developing CRM programs, Implementing CRM programs	4+2
5	Retail Customer Pyramid: lead, iron, gold, platinum. Dealing with unprofitable customers	4+2
Learning Resources:		
Text Books	Retail Management by Levy and Weitz, Tata Mcgraw Hill publisher	
Reference books	1.David Gilbert- Retail Marketing 2. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach 3. Bert Rosenbloom,Retail Marketing,Random House 4. Judith W.Kincaid, Customer Relationship Management: Getting it right, Pearson Education, New Delhi, 2003.	

409RM	RETAIL PROMOTIONS	
Course Objective	To learn promotion and sale of goods..	
Unit Number	Contents	Number of Sessions
1	Advertising Communications and Promotions- Effective Advertising: Understanding When, How, and Why Advertising Works- Marketing Objectives and Positioning- Target Audience Selection and Action Objectives- Communication Objectives- The Creative Strategy and Tactics- Media Strategy: The Reach Pattern and- Effective Frequency- The Creative Strategy and Tactics- Media Strategy: The Reach Pattern and- Effective Frequency- Campaign Tracking and Evaluation- Setting the Campaign Budget- Sales Promotions	4+2
2	Promotion Impact- on the Marketing Mix- on the Customer Promotions and Integrated Marketing- Creating a Customer Relations- Characteristics of an Integrated Programs- Strategic Considerations- Promotions role- Overcoming barriers in Integrated Marketing.	4+2
3	Tactical Analysis –Strategic analysis to Promotion tactics- Objective Setting- Perspective on Strategy –Promotional tactical tool set –When and how to apply the right tactics-Built-traffic- Reach new customers- Trade users up- Introduce new products- Gain Product Display, Placement & Distribution- Stimulate repeat sales- Generate Brand loyalty-	4+2
4	Sales promotion technique- Off the Self Offers- Joint Promotions- Price Promotions- Premium Promotions- Prize Promotions- How Promotion Affects Sales-Switching, Acceleration, and Deceleration- How Promotion Affects Sales- Acceleration, Repeat Purchasing, Consumption- Trade Dealing	4+2
5	Retailer Promotions-Consumer Promotions (Coupons, Rebates, and Loyalty Programs)-Consumer Promotions (Loyalty Programs, Online, and Special Event Promotions)-Calculating Promotion Profitability-Trade Deals, Retailer Promotions, Coupons, Rebates-Measuring Promotion Effectiveness-Sales Promotion Strategy-Procter and Gamble's Value Pricing Strategy-Sales Promotion Strategy	4+2
Learning Resources:		
Books	1. Robert C. Blattberg & Scott A. Neslin -*Sales Promotion: Concepts, Methods, and Strategies* -Prentice-Hall 2. Paul J Hydzic -*Sales Promotion : Strategies That build brands*-Illinouus Institute of Technology 3. Schulz, William A Robinson & Lisa A Peterson -*Sales Promotion Essentials : The 10 Basic Sales Promotion Techniques* 4. Julian Cummins & Ruddy Mullin- *Sales Promotions How to create , Implement and Integrate Campaigns that really work*- Kogan Page 5. Kazmi& Sathish K Batra *Advertising & Sales Promotions*- Excel Books 6. George e Belch & Michael A Belch- *Advertising & Sales Promotions An Integrated Marketing Communications Perspective- Tata Mc Graw Hill* 7. Steve Smith- *How to Sell More Stuff- Promotional marketing that Really works*- Dearborn Trade Publishing	

410RM	Retailing Strategy	
Course Objective	To learnvarious marketing strategies in retail management.	
Unit Number	Contents	Number of Sessions
1	Retail Market Strategy – definition, Target market and retail format, Building a sustainable competitive advantage – Customer loyalty, loyalty programs, Customer service. Growth Strategies – market penetration, market expansion, retail format development, diversification,	4+2
2	The strategic Retail Planning Process – define the business mission, conduct a situation audit, identify strategic opportunities, evaluate strategic alternatives, establish specific objectives and allocate resources, develop a retail mix to implement strategy, evaluate performance and make adjustment.	4+2
3	Financial Strategy – The strategic profit model- the profit path – net sales, gross margin, expenses, net profit,	4+2
4	The strategic profit model - The turnover path – Current asset, Accounts receivable, merchandise inventory, cash and other current assets, fixed asset, asset turnover, liabilities and owner's equity	4+2
5	The strategic profit model – return on asset, examples and cases	4+2
Text Books	Retail Management by Levy and Weitz, Tata McGraw Hill Publisher	
Reference books	1. SwapanaPradhan- Retailing Management 2. David Gilbert- Retail Marketing 3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing 4. A. J. Lamba- The Art of Retailing 5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach	

MBA Syllabus: Semester IV
Digital Media & Commuinication Marketing

Semester	IV	Specialization	Digital Media and Communication Marketing
Course Code	403 DMCM	Type	Subject – Core
Course Title	Strategic Brand Management		

Course Objectives:	
1	To get insights into branding and aspects of brand management
2	To understand the facets of brand positioning
3	To understand how brand are managed in varied contexts

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Brands and Brand Management:** What Is a Brand? Brands versus Products, Why Do Brands Matter? Consumers, Firms, Can Everything Be Branded?, Physical Goods, Services, Retailers and Distributors, Online Products and Services, People and Organizations, Sports, Arts, and Entertainment, Geographic Locations, Ideas and Causes. What Are the Strongest Brands? Branding Challenges and Opportunities, Savvy Customers, Brand Proliferation, Media Fragmentation, Increased Competition, Increased Costs, Greater Accountability, The Brand Equity Concept, Strategic Brand Management Process, Identifying and Establishing Brand Positioning, Planning and Implementing Brand Marketing Programs, Measuring and Interpreting Brand Performance, Growing and Sustaining Brand Equity.	7+2
2	**Brand Positioning :** Identifying and Establishing Brand Positioning, Basic Concepts, Target Market, Nature of Competition, Points of Parity and Points of Difference, Positioning Guidelines, Defining and Communicating the Competitive Frame of Reference, Choosing Points of Difference, Establishing Points of Parity and Points of Difference, Updating Positioning over Time, Defining and Establishing Brand Mantras, Core Brand Associations, Brand Mantras, Internal Branding, Brand Audits, Brand Positioning and the Supporting Marketing Program	7+2
3	**Designing and Implementing Branding Strategies:** Brand Architecture, The Brand-Product Matrix, Breadth of a Branding Strategy, Depth of a Branding Strategy, Brand Hierarchy, Building Equity at Different Hierarchy Levels, Corporate Image Dimensions, Designing a Branding Strategy, Number of Levels of the Brand Hierarchy, Desired Awareness and Image at Each Hierarchy Level, Combining Brand Elements from Different Levels, Linking Brand Elements to Multiple Products, Developing a Brand Architecture, Adjustments to the Marketing Program, Using Cause Marketing to Build Brand Equity, Advantages of Cause Marketing, Designing Cause Marketing Programs, Green Marketing, **Managing Brands over Time :** Reinforcing Brands, Maintaining Brand Consistency, Protecting Sources of Brand Equity, Fortifying versus Leveraging, Fine-Tuning the Supporting Marketing Program, Revitalizing Brands, Expanding Brand Awareness, Improving Brand Image, Entering New Markets, Adjustments to the Brand Portfolio, Migration Strategies, Acquiring New Customers, Retiring Brands, Corporate Name Changes	7+2

4	**Introducing and Naming New Products and Brand Extensions:** New Products and Brand Extensions, Advantages of Extensions, Facilitate New Product Acceptance, Provide Feedback Benefits to the Parent Brand, Disadvantages of Brand Extensions, Can Confuse or Frustrate Consumers, Can Encounter Retailer Resistance, Can Fail and Hurt Parent Brand Image, Can Succeed but Cannibalize Sales of Parent Brand, Can Succeed but Diminish Identification with Any One Category, Can Succeed but Hurt the Image of the Parent Brand, Can Dilute Brand Meaning, Can Cause the Company to Forgo the Chance to Develop a New Brand, Understanding How Consumers Evaluate Brand Extensions, Managerial Assumptions, Brand Extensions and Brand Equity, Vertical Brand Extensions, Evaluating Brand Extension Opportunities, Define Actual and Desired Consumer Knowledge about the Brand, Identify Possible Extension Candidates, Evaluate the Potential of the Extension Candidate, Design Marketing Programs to Launch Extension, Evaluate Extension Success and Effects on Parent Brand Equity, Extension Guidelines Based on Academic Research, Guidelines for Profitable Line Extensions	7+2
5	**Managing Brands over Geographic Boundaries and Market Segments :** Regional Market Segments, Other Demographic and Cultural Segments, Rationale for Going International, Advantages of Global Marketing Programs, Economies of Scale in Production and Distribution, Lower Marketing Costs, Power and Scope, Consistency in Brand Image, Ability to Leverage Good Ideas Quickly and Efficiently, Uniformity of Marketing Practices, Disadvantages of Global Marketing Programs, Differences in Consumer Needs, Wants, and Usage Patterns for Products, Differences in Consumer Response to Marketing Mix Elements, Differences in Brand and Product Development and the Competitive Environment, Differences in the Legal Environment, Differences in Marketing Institutions, Differences in Administrative Procedures, Standardization versus Customization, Standardization and Customization, Global Brand Strategy, Global Customer-Based Brand Equity, Global Brand Positioning, Building Global Customer-Based Brand Equity - Similarities and Differences in the Global Branding Landscape.	7+2

Learning Resources:		
1	Text Books	Strategic Brand Management Building, Measuring, and Managing Brand Equity, Kevin Lane Keller, Pearson Education
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	IV	Specialization	Digital Media and Communication Marketing
Course Code	404 DMCM	Type	Subject – Core
Course Title	Internet Marketing – II		

Course Objectives:	
1	To enhance the learner's understanding of internet marketing.
2	To make the learner knowledgeable about key issues in internet marketing
3	To help the learner to apply the appropriate tools to plan, develop, and execute internet marketing
4	To provide the learner hands-on experience with constructing a complete internet marketing plan

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Relationship marketing using the Internet:** Introduction, Key concepts of relationship marketing, Benefits of relationship marketing, Differentiating customers by value, Key concepts of electronic customer relationship management (e-CRM), Benefits of e-CRM, Marketing applications of CRM, CRM technologies and data, Customer lifecycle management, Permission marketing, Personalisation and mass customization, Online and multi-channel service quality, Approaches to implementing e-CRM, Stage 1: Attract new and existing customers to site, Stage 2a: Incentivise visitors to action, Stage 2b: Capture customer information to maintain relationship, Stage 3: Maintain dialogue using online communication, Stage 4: Maintain dialogue using offline communication, The IDIC approach to relationship building, Techniques for managing customer activity and value, Lifetime value modelling, Loyalty schemes, Virtual communities, Customer experience – the missing element required for customer loyalty.	7+2
2	**Delivering the online customer experience:** Introduction, Planning web site design and build, Who is involved in a web site project?, Web site prototyping, Initiation of the web site project, Domain name registration, Selecting an Internet service provider (ISP), Researching site users' requirements, Usability, Web accessibility, Localisation, Reviewing competitors' web sites, Designing the information architecture, Designing the user experience, Developing customer-oriented content, Marketing-led site design, Elements of site design, Site design and structure, Page design, Content design, Development and testing of content, Testing content, Tools for web site development and testing, Promote site, Service quality, Tangibles, Reliability, Responsiveness, Assurance, Empathy, The relationship between service quality, customer satisfaction and loyalty.	7+2
3	**Interactive marketing communications - I:** Introduction, The characteristics of interactive marketing communications, Differences in advertising between traditional and digital media, Integrated Internet marketing communications, Integration through time, Campaign response mechanics, Objectives and measurement for interactive marketing communications, Conversion marketing objectives, Timescales for objective setting, Campaign cost objectives, Offline promotion techniques, Advantages and disadvantages of using offline communications to support e-commerce, Incidental and specific advertising of the online presence, Public relations, Direct marketing, Other physical reminders, Word of mouth.	7+2

4	**Interactive marketing communications - II:** Online promotion techniques - Search engine marketing, Search engine optimisation (SEO) , Pay-per-click (PPC) search marketing, Trusted feed , Online PR , What is PR? What is online PR? Differences between online PR and traditional PR, Online PR activities, Online partnerships - Affiliate marketing, Online sponsorship, Interactive advertising, Fundamentals of online advertising, The purpose of interactive advertising, Measurement of interactive ad effectiveness, Interactive ad targeting options, Interactive ad formats, Making banner advertising work, Buying advertising, E-mail marketing, Opt-in e-mail options for customer acquisition, Opt-in e-mail options for prospect conversion and customer retention (house list), E-mail marketing success factors, Managing inbound e-mail communications, Viral marketing, On-site promotional techniques, Selecting the optimal communications mix .	7+2
5	**Maintaining and monitoring the online presence:** Introduction, Performance management for Internet marketing, Creating a performance management system, Defining the performance metrics framework, Tools and techniques for collecting metrics and summarising results, The maintenance process, How often should material be updated?, Responsibilities in web site maintenance, Who owns the process?, Who owns the content?, Who owns the format?, Who owns the technology? , Content management	7+2

Learning Resources:		
1	Text Books	Internet Marketing, Dave Chaffey, Fiona Ellis-Chadwick, Kevin Johnston, Richard Mayer, Pearson Education
2	Reference Books	E Marketing, Strauss, Ansary, Frost, Pearson Education Internet Marketing, Alan Charlesworth, Elsevier Online Marketing, Richard Gay, Alan Charlesworth, Rita Esen, Oxford E Marketing Excellence, PR Smith & Dave Chaffey, Elsevier.
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	IV	Specialization	Digital Media and Communication Marketing
Course Code	405 DMCM	Type	Subject – Elective
Course Title	Mass Communication Media and Culture - II		

Course Objectives:	
1	To understand the media environments and media ecology
2	To distinguish between cultural studies and media studies
3	To understand the drivers behind media consumption

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Media Ecology:** Media environments – how people interact with media and how those interactions shape our culture and our daily experiences, how changes in technology alter the symbolic environment—the socially constructed, sensory world of meanings - perceptions, experiences, attitudes, and behavior. Message and medium – separate or "the medium is the message" - content doesn't exist outside of the way it's mediated The challenge of media ecology - way media work as environments, Invisibility of environments, Complexity of environments, A media analysis of human history - the tribal age, the age of literacy, the print age, the electronic age, the rise of the global village, the digital age - rewiring the global village.	4+2
2	**Semiotics:** the goal of semiotics, verbal and nonverbal signs, the cultural meaning of visual signs, dominant social values, ideological or connotative meanings,the ideological baggage that signs carry wherever they go, semiology, sign as a combination of its signifier and signified, sign as a part of a system, semiological systems - mythic or connotative systems. The making of myth, unmasking the myth of a homogeneous society, The semiotics of mass communication, Advertisements on television & layers of connotation, reaffirming the status quo	4+2
3	**Cultural Studies:** Cultural studies versus media studies - ideological differences, media functions to maintain the dominance of the powerful and to exploit the poor and powerless, Cultural studies as closely related to critical theory, emphasizing resistance than rationality. Corporate control of mass communication. Cultural factors that affect the selection of news. Extreme makeover: The ideological work of reality TV. Obstinate audience.	4+2
4	**Media Uses and Gratifications:** People consume different types of media, People use media for their own particular purposes, People seek to gratify needs, Media competes for attention and time, Media affects different people differently, People can accurately report their media use and motivation, Typology of media uses and gratifications, Rubin's typology of eight motivations, Parasocial Relationships.	4+2
5	**Cultural Context - Intercultural Communication:** Communication Accommodation Theory, Communication accommodation strategies, Convergence, Divergence, Different motivations for convergence and divergence, Cultural Context - Gender and Communication, Genderlect Styles, male-female communication as cross-cultural, Miscommunication between men and women, Women's desire for connection versus men's desire for status, Rapport talk versus report talk, Public speaking versus private speaking, Telling a story, Listening, Asking questions, Conflict, Nonverbal communication, Men and women grow up in different speech communities.	4+2

Learning Resources:		
1	Text Books	A First Look at Communication Theory, Em Griffin, 8th Edition

2	Reference Books	Communication Theories: Perspectives, Processes, and Contexts, Katherine Miller, 2nd edition
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	IV	Specialization	Digital Media and Communication Marketing
Course Code	406 DMCM	Type	Subject – Elective
Course Title	Public Relations – II		

Course Objectives:	
1	To provide fundamental conceptual inputs about the PR process
2	To help the learner understand corporate PR and corporate communications.
3	To understand the ethical aspects of PR

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Public Relations Process:** Four Stages of PR – Research : PEST Analysis, SWOT Analysis, Planning : Setting Objectives, Seven Golden Rules, Target Audience, Services and Action Plans, PR Programme, Tactics, Calendar of Operations, Communication: Media Strategy, PR Input, Multimedia Approach, ITM theory of Public Communication, Advocate, Evaluation: PR Audit, Evaluation Methods.	4+2
2	**Corporate Public Relations Vs Corporate Communications:** Concept of Corporate PR – Corporation, Corporate Public, Corporate face, Areas of Corporate PR. Corporate Communications Vs Corporate PR, Difference, Proactive & Reactive PR, Company visit, Corporate Identity & Corporate Image, Meaning, Symbols, Image, PR Role, Corporate Identity vs. Corporate Image, Corporate Reputation, Values, Stakeholder's reputation, Role of PR, Corporate Social Responsibility, Corporate Citizenship, Definition, CSR and Business Organizations.	4+2
3	**Stakeholder Relations:** Employee PR, Financial PR, Customer PR, Social Communication, Sponsorships, Community Relations. Government Relations, Development PR. **Crisis Management & PR:** What is a crisis? Types of crisis,Need for PR in crisis management, Stages of Crisis Management, Crisis Team, Crisis PR Strategy, Ten points of Crisis PR.	4+2
4	**Public Relations and the Media:** Media and PR, Media Scene in India, Interpersonal Media, Newspapers in PR, Journalism, Press Tactics, Press Releases, Press Kit, Press Tour, Advertorial, Letter to the Editor, Audio - Visual Media – Photographs & Exhibitions, Electronic Media – Radio & Television, PR opportunities, Audience Reach, Impact, Style, Infotainment, Films – PR and films, types of films, documentary films, exhibition of films, PR opportunity in films. Traditional Folk media. **Digital PR:** Managing your reputation online, How PR uses social media,e-PR, Email, Intranet, Website, Video Conference, Video News Release, E Journals, Writing for website, Multimedia PR Campaigns.	4+2
5	**PR Ethics & Responsibilities:** The business of business is business, Using PR to overcome barriers to sustainability, Complexities in Ethical Decision Making, Public consent, Responsibility to Whom? Responsibility in practice, responsibility inn advertising & Sponsorships, Responsibility in Publicity, Individual Responsibilities, Regulatory aspects.	4+2

Learning Resources:		
1	Text Books	Effective Public Relations & Media Strategy, C V NarsimhaReddi, PHI - EEE edition. Effective Media Relations, Bland, Theaker&Wragg, Chartered Institute of Public Relations,3rd edition. This is PR – The realities of Public Relations, Newsom, Turk &Kruckeberg, Thomson Learning, 7th edition.

2	Reference Books	Creativity in Public Relations, Andy Green, Chartered Institute of Public Relations, 3rd edition. Running a Public Relations Department, Mike Beard, Chartered Institute of Public Relations,2nd edition. Public Relations – Managerial Case Studies & Problems, Center & Jackson, PHI, EEE, 6th edition. Public Relations – A practical guide to the basics, Philip Henslowe, Chartered Institute of Public Relations,2nd edition.
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	IV	Specialization	Digital Media and Communication Marketing
Course Code	407 DMCM	Type	Subject – Elective
Course Title	Global Marketing Communications		

Course Objectives:	
1	To understand the impact of culture (values and lifestyles) on consumer attitude towards and the execution of various marketing communication tools
2	To understand the concepts and applications of communications and contemporary mass media w.r.t. global marketing communication.
3	To develop strategies, tactics and skills to research, manage and evaluate campaigns supporting global marketing objectives.
4	To develop the ability to create strategic marketing communication plans in a global context.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Nature of Global Marketing Communication - The Global marketing environment: Opposing concepts of global marketing: local adaptation versus global standardization, Global versus micro or "niche" marketing, Global marketing strategies. Overview of global marketing communication, various business sectors in the global marketplace - manufacturing , knowledge-based industries, services, logistics and government sectors. Definition of Culture, Cultural characteristics , Economic profile, Attitude towards advertising , Lifestyle and values differences.	4+2
2	Market Planning: Marketing research and strategy formulations in the dynamic global marketplace, The global consumer behavior - Analyzing customer needs, desires and costs of the target market, Involvement and engagement in the consumer behavior process, Connecting consumer research and consumer behavior, Research methods in the digital/interactive era of empowered consumers, Segmenting target audiences	4+2
3	Integrated Global Marketing: The strategic Marcom plan, Understanding brand strategy in the global environment, Marcom objectives, Selecting the best marketing mix options for the client and its target audience, Advertising, Public relations, Interactive, digital and social marketing, Sales promotion, Direct sales, Viral marketing, blog marketing .	4+2
4	Situation Analysis: The marketplace battleground of the brand, service or organization: global analysis, domestic analysis, product category. Marketplace: competition in category, competing categories, market growth potential. SWOT Analysis. Client: corporate culture. Marketing mix strategy and creative strategy of client and competition. Product or service: features, benefits, differentiation. Brand and product category life cycle stage. Target Audience. Prime prospects, stakeholders. Global Marketing Environmental Analysis, Economic environment: global, national, regional. Political environment . Ecological environment: social activism, Socio-demographic environment: demographic changes, ethnic influences, lifestyle, social, cultural trends, media use. Consumer behavior & purchase patterns. Technological environment: consumer technology, consumer attitudes towards technology .	4+2
5	Mass markets and niche markets - Communication Objectives, Communication strategy, Positioning:, differentiation, USP. Campaign communication theme - Big idea - creative expression of the message. Brand vision, insight and perceptions. Integration strategy. Creative strategy Marketing Mix Plan. Promotional mix strategy. Media mix. Flighting. Place and sales outlets.	4+2

Learning Resources:

1	Text Books	Keegan, W. J. & Green, M. C. (2011). Global Marketing (6th edition). Prentice Hall. GM De Mooij, M. (2010). Global Marketing and Advertising: Understanding Cultural Paradoxes (3rd edition). Sage Publications. GMA Cooper-Chen, A. (Eds.) (2005). Global Entertainment Media: Content, Audiences, Issues. Mahwah, NJ: Lawrence Erlbaum Associates. GEM
2	Reference Books	M. Kotabe, K. Helsen, Global Marketing Management 5th Edition, John Wiley & Sons, Inc. Global Marketing and Strategy, Gillespie, Jeannet, Hennessey.
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	IV	Specialization	Digital Media and Communication Marketing
Course Code	408 DMCM	Type	Subject – Elective
Course Title	Communications Theory - II		

Course Objectives:	
1	To learn to think about and analyze communication in a systematic way.
2	To compare the field of communication studies with other social sciences and understand its varied contributions to the knowledge/practice of human interaction.
3	To analyze communication phenomenon from different perspectives.
4	To recognize and explain major communication theories.
5	To apply knowledge of communication theories to "real world" issues.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Social Information Processing:** How people form relationships across the communication technologies, differences between computer-mediated communication (CMC) and face-to-face communication, Social presence theory, lack of social context cues in online communication, information we receive depends on the communication medium we're using. Verbal cues of affinity replace nonverbal cues, Extended time - the crucial variable in CMC. Four types of media effects because of CMC users not being proximal - Sender: Selective self-presentation, Receiver: Overattribution of similarity, Channel: Communicating on your own time, Feedback: Self-fulfilling prophecy. The warranting value of information: What to trust?	4+2
2	**Social Judgment Theory**: Three latitudes: Acceptance, rejection, and noncommitment. Ego-involvement - How much do you care? Judging the message - Contrast and assimilation errors, Discrepancy and attitude change, Practical advice for the persuader, Attitudes on sleep, booze, and money.	4+2
3	**Elaboration Likelihood Model** : The central route and the peripheral routes to persuasion, Recipients rely on a variety of cues to make quick decisions - Robert Cialdini's six cues – Reciprocation, Consistency, Social proof, Liking, Authority, Scarcity. The central route and the peripheral route and cognitive processing continuum and degree of mental effort a person exerts when evaluating a message. Motivation for elaboration - Is it worth the effort? Ability for elaboration - Can they do it? Types of elaboration: Objective vs. biased thinking. Elaborated messages - Strong, weak, and neutral. Positive shifts in attitude, negative boomerang effects. Peripheral cues - An alternative route of influence, attitude changes without issue-relevant thinking, tangible rewards as cues, Source credibility, Pushing the limits of peripheral power - Celebrity endorsements. Choosing a route - Practical advice for the persuader.	4+2
4	**Cognitive Dissonance Theory:** Dissonance - Discord between behavior and belief, basic need to avoid dissonance and establish consistency, tension of dissonance as a motivator, Reducing dissonance between attitudes and actions, Post decision dissonance and the need for reassurance, Minimal justification for action and a shift in attitude. Three state-of-the-art revisions: The cause and effect of dissonance, Self-consistency: the rationalizing animal, Personal responsibility for bad outcomes, Self-affirmation to dissipate dissonance. Theory into practice - Persuasion through dissonance, attitude change as a product of dissonance.	4+2
5	**Symbolic Convergence Theory**: Central explanatory principle of SCT - sharing group fantasies creates symbolic convergence. Dramatizing messages - Creative interpretations of there-and-then, Fantasy chain reactions - Unpredictable symbolic explosions, Fantasy themes - Content, motives, cues, types, Symbolic convergence - Group consciousness and cohesiveness, Symbolic convergence results from sharing group fantasies, Symbolic convergence and heightened group cohesiveness.	4+2

Learning Resources:		
1	Text Books	A First Look at Communication Theory, Em Griffin, 8th Edition
2	Reference Books	Communication Theories: Perspectives, Processes, and Contexts, Katherine Miller, 2nd edition
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	IV	Specialization	Digital Media and Communication Marketing
Course Code	409 DMCM	Type	Subject – Elective
Course Title	Media and the Laws		

Course Objectives:	
1	To acquaint the learners with the legal framework pertaining to Media
2	To sensitize the learners to ethical issues in Media

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Media & Freedom:** Constitution of India: fundamental rights- Freedom of speech and expression and their limits in context of different countries, Directive principles of state policy, Concept of media freedom, Theories of media liberty and democracy; Rights and obligation of the media; Provisions of declaring emergency, their effects on media, Reporting legislature, Parliamentary privileges and media	7+2
2	**Right to Information:** Evolution of articles of 19; Universal declaration of human rights: Right to Information Act 2005 and its implication: Right to reply; Right to knowledge; Role of the media.	5 +2
3	**Important Laws:** History of press laws in India: Contempt of Courts Act 1971- civil and criminal law of defamation- relevant provisions of Indian Penal Code with reference of sedition, crime against women and children; laws dealing with obscenity; Official Secrets Act 1923, vis-a-vis Right to Information- Press and registration of Books Act 1867. Working Journalists and other newspapers employees (Conditions of service and Miscellaneous Provisions) Act, 1955;- Cinematograph Act, 1953; Prasar Bharti Act; WTO agreement and Intellectual property rights copyright and piracy; Measures to curb piracy. Guidelines for news TV in the wake of 26/11 attacks, media and public interest litigation.	9 +2
4	**Media and Ethics:** Media's ethical problems including privacy, right to reply, sting operations. Guarding against communal writing and sensational and yellow journalism. Freebies, bias, coloured reports, Obscenity. Ethical issues related with ownership of media and national, transnational monopoly. Private treaties between media and corporate houses. Scourge of paid news. Concept of self-regulation; Revealing sources; Code of ethics; Code of professional organizations, Role and performance of the Press Council of India and other National and International organizations. Accountability and independence of Media. Reports of various committees & commissions dealing with media in India – Chanda committee, Varghese committee, Joshi committee, Vardhan committee, Sengupta committee, ASCI code of ethics for advertising, DAVP'S code of advertising, IPRA code of ethics for PR practitioners, PRSI code for PR practitioners	9 +2
5	**Cyber Laws:** Laws regulating FDI in media; Cyber laws in India; Cyber security concerns preventive measure, penalties, adjudication and offences; IT Act; Network service provider's protection; Criminal procedure; IPC.	5+2

Learning Resources:		
1	Text Books	Laws of the Press, D.D.Basu, 1996, Princeton Hall Publishers, New Delhi. Media Credibility by Aggarwal, S.K. Mass Media: Laws and Regulations by Rayudu, C.S. Media Ethics and Laws by Jan R. Hakeculdar History of Press, Press Laws and Communication by Ahuja, B.N.

2	Reference Books	Press and Pressure by Mankakar, D.R. Freedom and Fraud of the Press by Ghosh, Kekar Press and Press Laws in India by Ghosh, Hemendra Prasad Law and the Media – An Everyday Guide for Professionals , Crone Mass Media Laws and Regulations in India, K S Venkataramaiah Press and the Law, Grover
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	IV	Specialization	Digital Media and Communication Marketing
Course Code	410 DMCM	Type	Subject – Elective
Course Title	Digital Analytics for Marketers		

Course Objectives:	
1	To understand marketing analytics practices in digital world
2	To appreciate the importance of data-based decision making in marketing
3	To equip the students with tools and techniques for real life applications

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Digital Analytics Fundamentals:** Introduction to digital analytics, Importance & utility of digital analytics, Core analysis techniques, Conversions and conversion attribution, creating a measurement plan, Understanding and using google analytics data, How Google Analytics works, key metrics and dimensions defined, collecting actionable data with google analytics, creating an account, understanding the account structure, setting up basic filters, setting up goals and ecommerce, collecting campaign data. Navigating Google Analytics reports – reporting overview, audience reports, acquisition reports, AdWords reports, Behaviour Reports, Customer Reports and Dashboards, Navigating Conversions reports – Goal Flow report, Ecommerce Reports, Multi-Channel Funnels reports, Attribution reports.	4+2
2	**Google Analytics Principles:** Platform Fundamentals, Platform components, data model, Data Collection Overview, Website data collection, Mobile app data collection, Measurement protocol data collection, processing and configuration overview, processing hits into sessions and users, Importing data into Google Analytics, Transforming and aggregating data, Reporting overview, building reports with dimensions and metrics, reporting APIS, report sampling.	4+2
3	**E-commerce Analytics:** Introduction to Ecommerce Analysis, using the measurement plan, reporting versus analytics, analysis preparation, Understanding Customers – traffic source analysis, multi-channel analysis, customer profile analysis. Understanding Shopping Behavior – enhanced ecommerce overview, on-site merchandising analysis, shopping behavior analysis, checkout analysis.	4+2
4	**Mobile App Analytics:** Introduction to Mobile App Analytics, marketing and analysis tools, app revenue models, starting with a measurement plan, tools to set up tracking, Attracting New Users – acquisition channels, acquisition reports, high-value users, segmentation and user attributes, Measuring behavior - behavior reports overview, screen tracking, event tracking, customer dimensions and metrics tracking, enhanced ecommerce tracking, Increasing revenue - identifying road blocks to revenue, re-engaging existing users, remarketing to new and existing users.	4+2
5	**Google Tag Manager Fundamentals:** Starting out with Google Tag Manager, Measurement plan, tag implementation strategy, tag manager overview, Setting up Google Tag Manager, installing Google Analytics tag, Set up a GA Property Variable, Set up cross-domain tracking, understand data layer, Collecting data using the Data Layer, variables, and events – pass static values into customer dimensions, pass dynamic values into custom metrics, track events with variables, Using additional tags for marketing and remarketing, set up AdWords conversion tracking, Set Up Dynamic Remarketing	4+2

Learning Resources:		
1	Text Books	Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World, Chuck Hemann and Ken Burbary
2	Reference Books	

3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	IV	Specialization	Digital Media and Communication Marketing
Course Code	411 DMCM	Type	Subject – Elective
Course Title	Data Mining for Marketing Insights		

Course Objectives:	
1	To understand the concepts and use of data mining
2	To master the statistical tools relevant to data mining
3	To understand data mining in practice

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Data, Data mining and the knowledge discovery process:**Data types and formats. Data pre-processing and data transformations, Exploratory data analysis and data understanding. Data Visualization - hierarchies, networks, maps, time series, spatio-temporal data, text. Overview of data mining and machine learning techniques. Applications - clustering, classification and pattern mining.	4+2
2	**Data mining statistical approaches:** Clustering: Measures of Proximity; Cluster Analysis: K-means and Agglomeration clustering; Density based clustering methods; Customer segmentation, Practical applications. Classification and prediction models. Model learning and model validation. Explanation vs. prediction. Rule-based classifiers and decision trees, a) Decision Trees induction; b) Neural Network; c) Ensemble Methods (Random Forest); Support Vector Machines for classification; Evaluating classification results, Practical applications. Pattern mining and association rules. Apriori principle. Mining high-frequency patterns and high-confidence rules. Interestingness measures for patterns and rules. Practical applications. Slicing and Dicing Marketing data: Pivot tables, Discovering relationships among marketing variables, Generating marketing scenarios of competing/substitute products, Predicting future demand for a product under uncertain conditions, Developing Marketing and Sales models through simulating external environment.	4+2
3	**Big data and social sensing**: Big data acquisition. Web scraping, crawling, crowdsourcing, crowdsensing. Big data technologies and platforms, NOsql and map-reduce paradigm, Listening social media sources. Monitoring social trends. Basics of opinion mining and sentiment analysis. Community concepts and community discovery methods (top-down and bottom-up). Validation of discovered communities. Discovery of diffusion patterns over social networks.	4+2
4	**Consumer Relationship Management:** Introduction and CRM's value proposition, CRM Framework, Closed Loop Marketing, Customer Profitability, CRM in Customer Service and Customer Experience, Customerization, Customer Value, Consumer Relationship, Life Time Value Management - Customer Satisfaction Index, Customer Acquisition, Customer Loyalty, Customer Retention, Customer Retention Modeling, RFM Analysis and Optimizing Direct Mail Campaigns, Customer as Co-producer, Analytical CRM and Functionalities, CRM Implementation Roadmap.	4+2
5	**Data Mining in Practice:** Developing a consumption estimate model for a consumable product; Factors related to sales of a product, developing their interrelationship and predicting sales; Interpreting pricing structures; Forecasting periodic product sales and demand over time; predict and identify innovators and early adopters to predict success of innovations, identifying target customer segments for a marketing campaign, mining supermarket consumers and product data, analysis of team data to characterize team performance and predict success, Catalog data mining - expenses and sales analysis,	4+2

Learning Resources:

1	Text Books	Big Data – A revolution that will transform how we live, work and think, Viktor Mayer_Schonberger and Kenneth Cukier, Hachette India. Big Data at work – Thomas Davenport, Harvard Publishing
2	Reference Books	The Data Warehouse Toolkit, Ralph Kimball, Margy Ross, Wiley
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	IV	Specialization	Digital Media and Communication Marketing
Course Code	412 DMCM	Type	Subject – Elective
Course Title	Affiliate Marketing		

Course Objectives:	
1	To understand the principles of affiliate marketing
2	To understand affiliate marketing in practice

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Affiliate Marketing:** What is affiliate marketing? Origins of affiliate marketing, Implications for advertisers. Who are affiliates? Understanding the different types - Niche content and personal interest websites, Loyalty and reward websites, PPC and search affiliates, Email marketers, Co-registration affiliates, Affiliate networks. Making money and the importance of tracking. When to use affiliate marketing?	4+2
2	**Know Your Audience:** Creating compelling content and effective landing pages, Incorporating video, blogs, email and social media, Applying and getting approved for affiliate programs, Affiliates and brand, Brand control, Programme terms & conditions, Merchant approval, Brand benefits of an affiliate programme, Integrating affiliate marketing into the marketing mix**.** The role of search engine optimization (SEO) in affiliate marketing **Connections and Communications:** Building trust, influence and engagement with customers, Effective ways to engage the audience, Generating revenue through a membership site or list building, Blending online and offline campaigns, Monitoring the site, Top tools for optimizing the site.	4+2
3	**Affiliate Marketing strategy for merchants :** When does affiliate marketing work? setting affiliate marketing goals, Affiliate network selection, integrating affiliate marketing in the annual media and marketing plans, structuring commissions, Setting up accounts on affiliate marketing network, Finding a niche and selecting the right networks, Adding paid sponsorship, Google AdSense and links, determining costs and creating a business plan, Obtaining and placing tracking code, recruiting affiliates to the programme, going live, supporting the affiliate marketing programme, Making affiliate marketing a sustainable channel for sales and marketing - In-house v. affiliate network? Bringing advertisers and publishers together.	4+2
4	**Role of Affiliate programme Manager:** A day in the life of a programme, Introduction, Daily checks, Data-feed, Affiliate recruitment / applications, Affiliate enquiry, PPC Arrangements, Newsletter feature, Reporting , Voucher code. **Maximizing Affiliate Marketing Effects:** Measuring the effectiveness of affiliate campaigns, Driving traffic through natural and paid search, Negotiating a better deal and higher commissions, Maximizing profits and multiple income streams, Leveraging affiliate channel in other areas of your business, Making a business case for affiliate marketing.	4+2
5	**Legal and Ethical Considerations:** Legal best practices and ethical considerations, Trademark bidding and affiliate terms of service, Collecting data and protecting customers' privacy, Assessing potential risks and challenges **Case Studies:** Successful affiliate marketing campaigns, Affiliate marketing through email marketing, Online publisher perspective, Capitalizing on coupons and deals	4+2

Learning Resources:		
1	Text Books	The Complete Guide to Affiliate Marketing on the Web, Bruce C. Brown,

2	Reference Books	**Affiliate Program Management – An Hour a Day,** EvgeniiPrussakov Authority Affiliate Marketing: 12 Steps to Long-term Profits With a Single Niche, Steve Scott Make a Fortune Promoting Other People's Stuff Online: How Affiliate Marketing Can Make You Rich, Rosalind Gardner's 2007
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	IV	Specialization	Digital Media and Communication Marketing
Course Code	413	Type	Subject – Elective
Course Title	Brand Equity		

Course Objectives:	
1	To understand the foundations of consumer based brand equity
2	To understand measurement and enhancement of brand equity

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Customer-Based Brand Equity :** Customer-Based Brand Equity, Brand Equity as a Bridge, Making a Brand Strong: Brand Knowledge, Sources of Brand Equity, Brand Awareness, Brand Image, Building a Strong Brand: The Four Steps of Brand Building, Brand Building Blocks, Brand Salience, Brand Performance, Brand Imagery, Brand Judgments, Brand Feelings, Brand Resonance, Brand-Building Implications, Creating Customer Value, Customer Relationship Management, Customer Equity, Relationship of Customer Equity to Brand Equity, The Marketing Advantages of Strong Brands.	4+2
2	**Choosing Brand Elements to Build Brand Equity:** Likability, Characters, Slogans, Jingles, Packaging, Criteria for Choosing Brand Elements, Memorability, Meaningfulness, Transferability, Adaptability, Protectability, Options and Tactics for Brand Elements, Brand Names, Logos and Symbols, Putting It All Together, Legal Considerations in Branding .	4+2
3	**Leveraging Secondary Brand Associations to Build Brand Equity :** Conceptualizing the leveraging Process, Creation of NewBrand Associations, Effects on Existing Brand Knowledge, Guidelines, Company, Country of Origin and Other Geographic Areas, Channels of Distribution, Co-Branding, Guidelines, Ingredient Branding, licensing Guidelines, Celebrity Endorsement - Potential Problems, Guidelines, Sporting, Cultural, or Other Events, Third-Party Sources.	4+2
4	**Brand Equity Measurement and Management System :**The Brand Value Chain, Value Stages, Implications, Designing Brand Tracking Studies, What to Track, How to Conduct Tracking Studies, How to Interpret Tracking Studies, Establishing a Brand Equity Management System, Brand Equity Charter, Brand Equity Report, Brand Equity Responsibilities.	4+2
5	**Measuring Sources of Brand Equity:** Capturing Customer Mind-Set, Qualitative Research Techniques, Free Association, Projective Techniques, Zaltman Metaphor Elicitation Technique, Brand Personality and Values, Experiential Methods , Quantitative Research Techniques - Awareness , Brand Image , Brand Responses, Brand Relationships . Comprehensive Models of Consumer-Based Brand Equity, Brand Dynamics, Equity Engine, Relationship to the CBBE Model, Brand Asset Valuator **Measuring Outcomes of Brand Equity:** Capturing Market Performance , Comparative Methods, Brand-Based Comparative Approaches, Marketing-Based Comparative Approaches, Conjoint Analysis, Holistic Methods, Residual Approaches, Valuation Approaches	4+2

Learning Resources:		
1	Text Books	Strategic Brand Management Building, Measuring, and Managing Brand Equity, Kevin Lane Keller, Pearson Education
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester IV
Tourism & Hospitality Management (THM)

Semester	IV	Specialization	Tourism and Hospitality Management
Course Code	403THM	Type	Specialization - Core
Course Title	**Strategic Hospitality Management**		

Course Objectives	
1	To understand the concept and process of strategic management to be adopted in the hospitality and tourism industry
2	Knowledge about the strategies that a firm has to possess to be competitive

Syllabus:

Unit Number	Contents	Number of Sessions
1	**INTRODUCTION TO STRATEGIC HOSPITALITY MANAGEMENT-** Strategic Management–Origin, Concept, Scope and Process; Strategic Thinking; Global competitiveness; Key Players in Indian Hospitality and Tourism Industry.	7+2
2	**MICRO AND MACRO STRATEGIC ENVIRONMENT**- The Environment and External Stakeholders - Assessment of the Broad Environment, Analysis of External Stakeholders and the Operating Environment, Managing the Operating Environment; Organizational Resources and Competitive Advantage - Internal Analysis and Competitive Advantage.	7+2
3	**STRATEGIC DIRECTION & FORMULATING BASIC STRATIGES**- Strategic Direction-Creating a Strategic Direction, Mission Statements, Organizational Vision, Organizational Values; Strategy Formulation at the Business-Unit Level-Generic Business Strategies, Competitive Dynamics, Strategic Group Mapping; Corporate-Level Strategy and Restructuring.	7+2

4	**IMPLEMENTING STRATEGIES AND ESTABLISH CONTROL SYSTEMS**- Inter organizational Relationships and the Tourism Cluster; Functional-Level Resource Management; Organizational Design and Control- Organizational Structures design, Organizational Control, power and politics.	7+2
5	**STRATEGIES FOR HOSPITALITY ENTREPRENEURSHIP**- Strategies for Entrepreneurship and Innovation -Entrepreneurial Start-ups, Innovation and Corporate Entrepreneurship; Global Strategic Management and the Future- Global Strategies, International Market Selection, Global Stakeholders, Emerging Trends.	7+2

Learning Resources:		
1	Text Books	1. Enz, C. A. (2009). Hospitality Strategic Management: Concepts and Cases (2nd ed.). Wiley.
2	Reference Books	1. David, F. R. (2010). Strategic Management (13th ed.). Prentice Hall. 2. Okumus, F., Altinay, L., & Chathoth, P. (2010). Strategic Management for Hospitality and Tourism (1st ed.). Butterworth-Heinemann.

Semester	IV	Specialization	Tourism and Hospitality Management
Course Code	404THM	Type	Specialization - Core
Course Title	**Tourism Planning and Development**		

Course Objectives	
1	To understand the components and mechanism of tourism
2	To acquire Knowledge in the planning and development of tourist attractions

Syllabus:

Unit Number	Contents	Number of Sessions
1	**TOURISM COMPONENTS AND SUPPLY**- Supply Components; Natural Resources; Built Environment; Operating Sectors; Hospitality and Cultural Resources; Matching Supply with Demand; Measuring and Forecasting Demand; Economic Impact	7+2
2	**TOURISM POLICY - STRUCTURE, CONTENT,AND PROCESS**- Tourism Policy – Definition; Policy focusing competitive Destination; Major Parameters of Tourism Destination Management; Process of Tourism Policy Formulation; Translating Policy into Reality; Formulating Policy to Deal with Crises	7+2
3	**TOURISM PLANNING, DEVELOPMENT, AND SOCIAL CONSIDERATIONS**- Tourism Destination Planning, Environmental Analysis, Resource Analysis, Regional Environmental analysis, Planning for Sustainable Tourism Development, Contingency Planning, economic impact, social impact, cultural impact, environmental impact, and supply match, sustainable development and planning approaches and indicators, design and innovations.	7+2

4	**TOURISM AND THE ENVIRONMENT**- Environmental Issues in Tourism Planning –Conceptual Model, Destination factors, Exogenous factors, Global factors and WTTC Position; Sustainable Development and Tourism; Ecotourism; Current Tourism Industry Practices for Environmental sustainability; Tourism as Capitalism.	7+2
5	**TOURISM PROSPECTS**- Nature of Future Growth in Tourism; Leisure, Recreational and Society; Forces Impacting the future of Tourism – Economic, Branding, Terrorism, Conflicts between countries, Technology; Tourist characteristics – Knowledge-Based Society and workforce, Demographic Shift; Changing Nature of Tourism Products.	7+2

Learning Resources:		
1	Text Books	Var, T., & Gunn, C. (2002). Tourism Planning: Basics, Concepts, Cases (4th ed.). Routledge
2	Reference Books	Godfrey, K., & Clarke, J. (2000). Tourism Development Handbook: A Practical Approach to Planning And Marketing. Cengage Learning EMEA.Okumus, F., Altinay, L., & Chathoth, P. (2010). Strategic Management for Hospitality and Tourism (1st ed.). Butterworth-Heinemann.

Semester	IV	Specialization	Tourism and Hospitality Management
Course Code	405THM	Type	Specialization - Elective
Course Title	**Hotel Administration Management**		

Course Objectives	
1	To study the flow of activities and functions in today's lodging operation. To establish the importance of Front office and House Keeping and its role in the hospitality industry.
2	Understand the best practice in Front Office and Housekeeping operations methodology by the practical application of theoretical knowledge.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**INTRODUCTION** Hotel industry – Classification of Hotels and other types of Lodging – Hotel Tariff plans – Types of guest rooms and annex – Major departments of a hotel – Organization structure – Duties and responsibilities of Front office personnel – Inter department coordination.	6
2	**FRONT OFFICE OPERATIONS** Sections and Layout– Room tariffs and calculation of rates - reservation – registration – Guest services – Check out and settlement – Front office accounting – Night auditing – safety and security.	6
3	**FRONT OFFICE MANAGEMENT** Evaluating Hotel performance –Revenue per available room – Market share index – Evaluation of hotels by guests; - Yield management – forecasting – Room availability – Sales techniques – Budgetary control.	6

4	**HOUSEKEEPING OPERATIONS** Importance of Housekeeping – Organizational structure – Layout – Coordination with other departments - Duties and responsibilities – Hotel guestrooms – contents and cleaning; – public areas – Housekeeping control desk	6
5	**HOUSEKEEPING MANAGEMENT** Housekeeping expenses – controlling expenses – use of textiles – Linen and uniform room – Laundry – Equipment, agents and process; – Sewing room – ergonomics in housekeeping - pest control and waste disposal – changing trends in hospitality	6

Learning Resources:		
1	Text Books	Jatashankar R. Tewari. Hotel Front Office Operations and Management. Oxford 2009 2. G.Raghubalan and Smritee Raghubalan. Hotel Housekeeping Operations and Managemen. Second Edition. Oxford 2007
2	Reference Books	Anutosh Bhakta. Professional Hotel Front Office Management. Tata McGraw Hill 2012 2.. Front Office Operations and Management. Cengage Learning. 2008
3	Supplementary Reading Material	Casado, M. Housekeeping Management. John Wiley and Sons, Inc. 2000 3. Ahmed Ismail

Semester	IV	Specialization	Tourism and Hospitality Management
Course Code	406THM	Type	Specialization - Elective
Course Title	Data Analysis Lab		

Course Objectives	
1	To have hands- on experience on data analysis
2	To develop problem-solving skills

Syllabus:

Unit Number	Contents	Number of Sessions
1	Descriptive Statistics: Mean, Median, Mode; Correlation, Regression, Forecasting	6
2	Parametric test- Test of Mean, Test of Proportion, ANOVA, Goodness of Fit, Non parametric Test-Test of Randomness	6
3	Linear Programming, Transportation, Assignment, Network Models, Inventory Models	6
4	Forecasting, Inventory Models & Networking Models	6
5	Business models studied in theory to be practiced using Spreadsheet / Analysis Software	6

Learning Resources:		
1	Text Books	1. David M. Levine et al, “Statistics for Managers using MS Excel’ (6th Edition) Pearson, 2010
2	Reference Books	1.Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3rd edition,Microsoft Press, 2011. 2. David R. Anderson, et al, ‘An Introduction to Management Sciences: Quantitative approachesto Decision Making, (13th edition) South-Western College Pub, 2011.
3	Supplementary Reading Material	Kiran Pandya and Smriti Bulsari, SPSS in simple steps, Dreamtech, 2011

Semester	IV	Specialization	Tourism and Hospitality Management
Course Code	407THM	Type	Subject - Elective
Course Title	**Economic Analysis for Services**		

Course Objectives	
1	To introduce the concepts of scarcity and efficiency
2	To explain principles of micro economics relevant to managing hospitality organization
3	To understand economic environment of business

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Service Economy:** Introduction to service economy – The nature and scope of service economy ,The role of service economy to national and global economic development, Service economy, Microeconomic perspectives ,Market for service, Competitive Vs non-competitive markets, Market price, The role of theories and models, Positive and normative economic analysis, The role of government in the service economy.	6
2	**Market Demand:** Market forces, Market demand and Market supply ,Individual demand and supply, Determinants of market forces, Market Equilibrium, Changes in market equilibrium, Elasticity of demand and supply , short-run and long-run elasticity, Determinants of elasticity , Estimation of demand, Consumer behaviour, Utility and choice, Consumer surplus	6
3	**Production Function:** Production function, Short-run and long-run production, Production with one or more than one variable input, Diminishing marginal returns, Input substitution, Returns to scale, Economies and diseconomies of scale, Economies of scope.	6

4	**Cost of Production:** Cost of production – Different types of cost, Short-run and long-run cost of production, Marginal and average cost concepts, Relationship between average and marginal costs, Determinants of cost of production, Cost minimizing input choices, Expansion path of firm, Dynamic changes in costs, the learning curve**.**	6
5	**Market Systems:** Analysis of market Perfect versus imperfect markets, Features of different market systems, Producer's behaviour, Profit maximization and choosing output, short-run and long-run analysis of different markets, Pricing of product ,Competition versus cost based pricing methods.	6

Learning Resources:		
1	Text Books	Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2010.
2	Reference Books	William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2005. N. Gregory Mankiw, Principles of Economics, 3rd edition, Cengage learning, New Delhi, 2007.
3	Supplementary Reading Material	Richard Lipsey and Alec Charystal, Economics, 12th edition, Oxford, University Press, New Delhi, 2011. Karl E. Case and Ray C. fair, Principles of Economics, 6th edition, Pearson, Education Asia, New Delhi, 2002
4	Websites	http://www.wttc.org/research/economic-research/economic-impact-analysis/
5	Journals	Journal of Applied Economics and Business http://www.aebjournal.org/articles/0104/010406.pdf

Semester	III	Specialization	Tourism and Hospitality Management
Course Code	408THM	Type	Subject - Elective
Course Title	Event Management		

Course Objectives	
1	To acquaint students with fundamentals of event management
2	To enhance professional skills related to event management
3	To boost the career prospects in the area of event management

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Event Management Fundamentals :** Concept of Event, Types of events – MICE – Types of Meeting, Trade Shows, Conventions, Exhibitions- Structure of event industry – Event Management as a profession – Code of Ethics.	3+2
2	**Event Planning and related statutory compliances:** Event Conceptualizing – Host, Sponsor, Media, Guest, Crew, Participants , Spectators, Concept Designing – Theme, Event Objective and content development Pre Event Preparation: Budgeting, Event design , Event Related Documentations : Timing, Contracts and Agreements, Insurance, Regulation, License and Permits	3+2
3	**Publicity & Marketing of Event :** Pricing, Marketing Communication Methods & budget **,** Element Marketing Communication, Managing Marketing Communication, Modes of Publicity, Role of Internet in event publicity, Event Sponsorship, Managing Sponsorship, Measuring and evaluating sponsorship.	3+2

4	**Conduct of Event:** Venue selection: Indoor & Outdoor, Stage Audio Visual lighting, Performers, Decors, Caterer, Photography & Videography, Guest Demography and list, Handing children at event safety perspective, Invitation, media, food and beverage, entertainment, Event logistics management, Sanitary Facilities	3+2
5	**Safety and Event Evaluation:** Risk assessment, Provision of Safety Officer and Medical officer at venue, Structural Safety, Occupational Safety and Food Safety, Fire Prevention, Vehicle traffic, Waste Management, Event Evaluation Process: Event Impact, Service Quality, Customer Satisfaction **Note: Students are expected to be divided in Group and at least one event to be planned and executed by students.**	5+5

Learning Resources:		
1	Text Books	Events, 4th Edition, Pearson Publications, 2014. G.A.J. Bowdin, Events Management , Elseiver Butterworth Judy Allen, Event Planning 2nd Edition, Wiley & Sons, Canada, 2014.
2	Reference Books	Allison ,The Event Marketing Handbook: Beyond Logistics & Planning. Julia Rutherford Silvers, Professional Event Coordination, The Wiley Event Management Series. Allison ,The Event Marketing Handbook: Beyond Logistics & Planning John Beech, Sebastian Kaiser & Robert Kaspar, The Business of Events Management, Pearson Publication, 2014.
3	Supplementary Reading Material	A systematic Review of Knowledge Management Research in the Hospitality & Tourism Industry
4	Websites	*www.ijemr.org* *www.cognizantcommunication.com* www.emeraldinsight.com

5	Journals	International Journal of Event Management & Research International Journal of Event Management and Research

Semester	IV	Specialization	Tourism and Hospitality Management
Course Code	409	Type	Subject – Elective
Course Title	Logistics and Supply Chain Management		

Course Objectives	
1	To understand the importance of Supply Chain Management.
2	To know the various aspects of Supply Chain Management.
3	To study the current trends in SCM.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**INTRODUCTION TO SUPPLY CHAIN MANAGEMENT.** Evaluation of Supply Chain management, meaning and objectives, Characteristics of global supply chains, Generalized Supply Chain Model, Order processing – Material Handling – Transportation – Warehousing – Inventory Management – Reverse Logistics 3PL, 4PL.	6
2	**Logistics** - Objectives, Components, Significance. Supply Chain Management –Objectives, Components, Significance, Trade off Customer Service & Cost. PROCUREMENT LOGISTICS. Centralized and Decentralized purchasing, Warehousing, Inventory Management-Concepts, various costs associated with inventory, Lead time reduction, re-order point/reorder level fixation.	6
3	**SUPPLY CHAIN MANAGEMENT** The importance of SCM in modern Business, understanding the importance of supply chain, it's functions and supply chain in Retail &marketing business, Supply Chain Management, Centralized and Decentralized supply chains, Supply chain strategies and Key issues in supply chain Strategies.	6

4	**DISTRIBUTION MANAGEMENT** Distribution channels: structure and operation, Distribution cost components, Pipe line inventory and response considerations, Hub and Spoke Model, Cross docking, Carrier selection, Vendor Consolidation.	6
5	**RECENT ISSUES IN SCM** Role of IT/Computer in SCM, CRM Vs SCM, Benchmarking –concept, Features and Implementations, Outsourcing-basic concept, Value addition in SCM-concept of demand chain Management.	6

Learning Resources:		
1	Text Books	Chopra Sunil & Peter Meindl- Supply Chain Management. Raghuram G. –Logistics & Supply Chain Management. Agarwal D.K.- Logistics & Supply Chain Management
2	Reference Books	Christopher Martin - Supplychain Management K Shirdhar Bhat – Logistics and Supplychain Management, HPH Sahah - Supplychain Management : Pearson
3	Journals	Journal for Retail & Distribution Management. ICFAI Journal of Sales Management.

Semester	III	Specialization	Tourism and Hospitality Management
Course Code	410THM	Type	Subject - Elective
Course Title	Food and Beverage Management		

Course Objectives	
1	To understand the nature and scope of Food and Beverage Management
2	To study the empirical foundations and develop a professional orientation toward the practice of food and beverage management as it applies to business, culinary arts and hospitality
3	To understand the process of purchase, receiving and storing of Food and Beverages.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**KITCHEN MANAGEMENT** - Job description – Hierarchy, Attitude and behavior; - Food premises - Kitchen planning – Basic Preparation and operations – Basic principles of food production - Equipments – Fuels -coordination with other departments.	3+2
2	**FOOD QUALITY** -Food standards - need for food laws; - Food adulteration & Additives - Detection of food adulterants, Prevention of food adulteration act standards; - Fruit product order standards - Agmark standards - Indian standards institution - International – Codex Alimentarius, ISO, Regulatory agencies; - HACCP.	3+2
3	**FOOD SAFETY** -Introduction - Food Hazards – Risks – Contaminants - Food Hygiene - Food preservation, Physical agents, Chemical agents, Use of low temperature in food preservation, Preservation by drying, Preservation of meat, fish & egg using different methods.	3+2

4	**PROCUREMENT, PRODUCTION AND SERVICE CONTROL** - Food & Beverage Control - Need- Objectives .Aids to Purchasing - Purchasing of F&B- Specifications- Selection of a Supplier, Rating- EOQ ,Analysis. Receiving of F&B- Quantity, Quality & Inspection- Storing and Issuing of F&B -Transfer Notes, Breakages and Damaged Goods .	3+2
5	**CATERING MANAGEMENT -**Types of catering – fast-food and popular catering – hotels and quality restaurants – industrial catering, hospital catering – basic policies – financial marketing and catering – control and performance management	5+5

Learning Resources:		
1	Text Books	Jacob M. Safe Food Handling:A Training Guide for Managers of Food Service Establishments
2	Reference Books	James M. Jay, Martin J. Loessner, David A. Golden. (2005). Modern Food Microbiology. Jatashankar R. Tewari. Hotel Front Office Operations and Management. Oxford 2009

Semester	IV	Specialization	Professional Skill Development Lab
Course Code	411THM	Type	Subject - Elective
Course Title	**Professional Skills Development Lab**		

Course Objectives	
1	To enable learners to speak fluently and flawlessly in all kinds of communicative Contexts with speakers of all nationalities.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**UNIT 1 PERSONAL COMMUNICATION** Day-to-day conversation with family members, neighbours, relatives, friends on various topics, context specific – agreeing/disagreeing, wishing, consoling, advising, persuading, expressing opinions, arguing.	6
2	**UNIT II SOCIAL COMMUNICATION** Telephone calls (official), colleagues at worplace, discussing issues (social, political, cultural) clubs (any social gathering), answering questions, talking about films, books, news items, T.V. programmes.	5
3	**UNIT III GROUP/MASS COMMUNICATION** Group discussion (brainstorming), debate, panel discussion, anchoring/master of ceremony, welcome address, proposing vote of thanks, introducing speakers, conducting meetings, making announcements, conducting quiz, negotiations, oral reports.	5
4	**UNIT IVINTEGRATED SPEAKING AND PRESENTATION SKILLS** Listening to speak (any radio programme/lecture), reading to speak, writing to speak, watching to speak, (any interesting programme on TV) Reading aloud any text/speech, lecturing, power-Point presentation, impromptu, Interviews of different kinds (one to one, many to one, stress interview, telephonic interview)	5
5	**UNIT V EMPLOYABILITY AND CORPORATE SKILLS** Interview skills – Types of interview, preparation for interview, mock interview. Group Discussion – Communication skills in Group Discussion, Structure of GD, GD process, successful GD techniques, skills bought out in GD – leadership and co-ordination. Time management and effective planning – identifying barriers to effective time management, prudent time management techniques, relationship between time management and stress management. Stress management – causes and effect, coping strategies – simple physical exercises, simple Yoga and Meditation techniques, Relaxation techniques, stress and faith healing, positive forces of nature, relaxation by silence and music. Decision making and Negotiation skills, People skills, Team work, development of leadership qualities	9

Note

Students will undergo the entire programme similar to a Seminar. It is an activity based course. Student individually or as a group can organize event(s), present term papers, assignments etc. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark. No end semester examination is required for this course

Learning Resources:		
1	Text Books	Allen M and Adair J – The Concise Time Management and Personal Development(Thorogood, 2003) ISBN 1854182234 Gold J, Thorpe R and Mumford A – Leadership and Management Development(CIPD, 2010) ISBN 1843982447 Megginson D and Whitaker V – Continuing Professional Development (CIPD, 2007) ISBN 1843981661 Owen J – How to Lead, 2nd Edition (Prentice Hall, 2009) ISBN 027372150X Pedler M, Burgoyne J and Boydell T – A Manager's Guide to Self Development (McGraw-Hill Professional, 2006) ISBN 0077114701
2	Reference Books	Richard Denny, "Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008. "Value Education", VISION for Wisdom, Vethathiri Publications, Erode, 2009
3	Supplementary Reading Material	Listening to/Watching great speeches such as Barack Obama, M.A. Chidambaram, Vijay Mallaya etc. Tedtalk TV channels (News, documentaries)
4	Websites	www.businesslink.gov.uk Interactive tools for creating a personal development plan through assessment of management and leadership skills www.cipd.co.uk Chartered Institute of Personnel and Development www.managementhelp.org Articles on leadership development
5	Journals	Management Today (Haymarket Business Media) People Management (Chartered Institute of Personnel and Development) Professional Manager (Chartered Management Institute) Training Journal (www.trainingjournal.com)

Semester	IV	Specialization	Tourism and Hospitality Management
Course Code	412THM	Type	Subject - Elective
Course Title	Statistics for Hospitality and Tourism		

Course Objectives	
1	To learn the applications of statistics in business decision making in service sector.
2	To develop problem-solving skills

Syllabus:

Unit Number	Contents	Number of Sessions
1	**INTRODUCTION OF DESCRIPTIVE STATISTICS**: Statistics Definition, Data, Population, Sample, Data Presentation: Graphical, Diagrammatic, Measures of Central Tendency: Mean, Median, Mode. Measures of Dispersion: Variance, Skewness, Kurtosis	8
2	**TESTING OF HYPOTHESIS - PARAMETIRC TESTS** Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way.	
3	**NON-PARAMETRIC TESTS** Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. One sample run test, rank correlation.	
4	**SAMPLING DISTRIBUTION AND ESTIMATION** Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.	
5	Hypothesis, Testing of Hypothesis Parametric: Z-test, t-Test, F-test, Chi-Square Test	

Learning Resources:		
1	Text Books	J.K. Sharma, Business Statistics, Pearson Education , 2nd Edition, 2012
2	Reference Books	Srivatsava TN, Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.

3	Supplementary Reading Material	N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.
4	Websites	www.mathworld.wolfram.com
5	Journals	International Indian Statistical Association http://www.intindstat.org/statmet

MBA SYLLABUS: SEMESTER IV
DEFENCE MANAGEMENT SPECIALIZATION

Learning &Resources		
1	Text Books	Chatterjee,R.K.(1978) India's Land Borders- Problems and Challenges: New Delhi, Sterling Publishers. Kumar, M., "Theoritical Aspect of International Politics" 19. Calvocoressi, P., "World Politics since 1945"

Semester	IV	Specialization	DFM
Course Code	403 DFM	Type	Generic - Core
Course Title	Defence Economics		

2	Reference Books	Nayar, V.K.(1992) Threats From Within: New Delhi, Lancer Publications. Rao, Ramakrishna and India's Borders: New Delhi, Scholars' Publishing Forum. Sharma, R.C.(ed)(1991) Chowdhury, Subrata Roy Military Alliances and Neutrality in War and Peace: New
3	Supplementary Reading Material	Economic and Political Weekly THE STRATEGIC DEFENCE INITIATIVE (SDI): STAR WARS Handbook of Defence Economics, Kenneth Arrow , Lars Peter Hansen and Robert J. Shiller
4	Websites	www.finmin.nic.in www.indiabudget.nic.in http://www.britannica.com/topic/defence-economics
5	Journals	Indian Defence Review – Editor Lt.Gen. J.S Bajwa- Quarterly ISSN No – 0970-2512 Journal of Defence Studies and Resource Management

Course Objective	
1	To know about the various defence control organizations .
2	To understand the concept of Defence Economics in detail.
3	To learn the concept of Higher defence planning with the help of the history of war

Syllabus

Unit No	Contents	Number of Sessions
1	An in depth study of the Higher Defence Control Organisation, its historical background, contribution towards National Security and its current status. An insight into the Allocation of Business Rules and Transaction Rules of the Govt of India with special reference to Ministry of Defence. Comparison of the Higher Defence Control Organisations of different countries of the World. Organisation structure of the CCS, MoD and HQ IDS with a broad understanding of the roles of various organisations.	7+2
2	Defence Economics: Meaning, Definition, Scope and Relevance; The Economic Foundation of Military Power: Theories of Adam Smith and Alexander Hamilton; War potential of a Nation (resources of war) -Natural, Physical, Industrial and Man power resources; and Economic control during war.	7+2
3	War and Peace Economy; Effect of War on National Economy(Problems of Inflation, Balance of Payment and Real Cost); Economic Impact of Defence Expenditure; and Economic Warfare-Definition,Scope and Nature; Economic Mobilization in War; and Economic Impacts of War.	7+2
4	Higher Defence Planning Process to include the vital link between National Security Strategy and National Military Strategy. Approaches to Defence planning with a focus on capability and threat based planning. The higher defence planning cycle and the perspective planning cycle to include evolution of National Military Objectives and Theatre Based Missions.	7+2
5	Nature, Scope and Development of International Relations; Theories of International Relations-Idealist, Realist, Systems, Marxist, Game Communication, Decision-Making, World System and Critical Theories.	7+2

Semester	IV	Specialization	DFM
Course Code	404 DFM	Type	Generic - Core
Course Title	National Power and Defence Policy		

Course Objective	
1	To understand the meaning of National Power in terms of Defence Management.
2	To acquaint the students with the framework of Politics of globalization.
3	To make students familiar with the Concept of Management of War and the policy planning of defence management.

Syllabus

Unit No	Contents	Number of Sessions
1	Concept of National Power- Elements and limitations; Struggle for Power; Management of Power- Balance of Power, Collective Security and Deterrence; Role of National Interest and Ideology in International Relations.	7+2
2	Politics of Globalization-Neo-Colonialism and Dependency, World Bank, WTO, IMF; Emerging Issues - NIEO, Gender Issues, Politics of Environment and Terrorism.	7+2
3	Nature, basis & sources of International Law, Origin & Development of International Law: Codification: Relationship between International Law and Municipal Law; Subjects of International Law.	7+2
4	Concept of Management of War, Campaign Planning Process, Operational Objectives and Concepts of Operations in Hills, Plains and Deserts, Concept of Operations in Maritime Environment, Concept of Aerospace Operations, Concept of Operations of Strategic Forces. Operational Art to include the concepts of Centre of Gravity, Lines of Communication and Culmination Point.	7+2
5	India's Policy on Defence Production: Department of Defence Production, Ordinance Factories and Defence Public Sector Undertakings (DPSU'S); Role of Private Sector in Defence Production; Defence Production of the following in India: Armament, Ammunition and Explosives, Tanks and Infantry Combat Vehicles, Air-Crafts, Naval Ships and Missiles; and Contemporary Trends in India's Defence Expenditure.	7+2

Learning &Resources		
1	Text Books	Venkateshwaran(1967) Defence Organisation in India: New Delhi, Ministry of Information and Broadcasting, Government of India. Buzan, Barry(1987) People Fear and State: New Delhi, Transasia Publications. Waever, Ole(eds)(2003) National Security in Perspective: Delhi, Gian Das, S.T.(1987) Publishing House. Maliwal, BN - Military science pratical
2	Reference Books	Gibbs, G., "Problem of International Relations" Northedges, "Foreign Policy and Power's Frankel, J., "Making of the Foreign Policy" Goldwin, R., "Readings in Words Politics"
3	Supplementary Reading Material	Geopolitical Shifts in West Asia: Trends and Implications BajpaiKanti and Mattoo Amitabh (ed) Securing India: Strategic Thought and Practice (New Delhi: Manohar, 1996) ParanjpeShrikant, Samarikshastra (in Marathi) (Pune: Continental, 1994)
4	Websites	www.finmin.nic.in

5	Journals	Journal of Defence Studies and Resource Management Economic and Political Weekly Peace Economic

Semester	IV	Specialization	DFM
Course Code	405 DFM	Type	Generic - Elective
Course Title	Defence Marketing Management II		

Course Objective	
1	To provide insights into all functional areas of High Technology product marketing.
2	To understand aspects of E- marketing.
3	To help the students to understand the Significance of Procedures and Documentation in International Trade.

Syllabus

Unit No	Contents	Number of Sessions
1	Introduction to Marketing Strategy: Marketing's role in formulating & implementing strategies, market oriented management, Overview of the process of formulation & implementation of marketing strategy, integrating marketing strategy with the firm's other strategies & resources, market opportunity analysis, formulating strategies for specific situations, implementation & control.	5 + 1
2	Introduction to High Technology: Common Characteristics of High Technology, Continuum of Innovations - Radical/Breakthrough Innovations - Incremental Innovations - Implications of Different Types of Innovations - Contingency Model for High-Tech Marketing - Does Marketing Need to Be Different for High-Technology Products and Innovations? - Framework for Making High-Technology Marketing Decisions.	5 + 1
3	E Marketing: Concept & scope, E Marketing and E Business interrelationship, Marketing implications of Internet technologies and convergence, Convergence and M commerce. E Marketing 7 Step Plan: Situation Analysis, E – Marketing Strategic Planning, Objectives, E- Marketing Strategies, Implementation Plan, Budget, Evaluation Plan	5 + 1
4	Mapping Players and Process: Identifying players, deciders, Informal influences that make or break a deal. Cross cultural etiquette and behavior-the basics.	5 + 1
5	Significance of Procedures and Documentation in International Trade: procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS) classification System ; Role of ICC; INCOTERMS;nature of export/trading houses.	5 + 1

Learning &Resources		
1	Text Books	Marketing Strategy by Walker, Mullins, Boyd & Larreche Marketing Strategy and Competitive Positioning by Graham Hooley, Brigitte E- Marketing by Judy Strauss, Adel Ansary, Raymond Frost, Prentice Hall Marketing of High-Technology Products and Innovations by Jakki Mohr, Sanjit Sengupta, Stanley Slater, 2nd Edition Marketing High Technology by William H. Davidow
2	Reference Books	Relationship Marketing in Cross-cultural contexts by Rugimbana and Nwankwos, Thomson Learning-S. MelbourneThe World's Business Cultures and How to Unlock Them by Barry TomalinandMike Nicks, Viva Books Pvt. Ltd.

3	Supplementary Reading Material	Collaboration And Co-Creation , Platforms For Marketing And Innovations by Gaurav Bhalla Next Generation Product Development : How to Increase Productivity, Cut Costs, and Reduce Cycle Times by Michael E. McGrath The Innovator's Dilemma by Clayton M. Christensen
4	Websites	www.finmin.nic.in www.indiabudget.nic.in http://marketinghightech.net/
5	Journals	A Study of Export and Import Problems Faced by the Mumbai Based Importers and Exporters by Shinde, Govind P, Advances in Management; Apr2012, Vol. 5 Issue 4, p44-51. Business & Industrial Marketing, 2012, Vol. 27 Issue 3 The Effects of Adaptation, Commitment and Trust In Cross-Cultural Marketing Relationships by Walton, James R.; Salazar, Ronald J.; Jifu Wang. Journal of Applied Business Research. 2008 3rd Quarter, Vol. 24 Issue 3, p29-38. Indian Journal of Marketing

Semester	IV	Specialization	DFM
Course Code	406 DFM	Type	Generic - Elective
Course Title	Economics of Organizations & Strategy		

Course Objective	
1	To understand various market structure & market power
2	To understand Micro economics & Role of Government.
3	To understand Global arms market &Defence industrial strategy.

Syllabus

Unit No	Contents	Number of Sessions
1	The firm and the creation of value : Focusing on the firm itself, its role in dealing with uncertainty and the contribution its internal structure, strategic opportunities and competitive advantage, ways for internal control and reward systems, Ways to integrate organisational and economic theory.	5 + 1
2	Capturing value from the market : strategic behavior, ways to examines the strategic behavior, Various market structures, Relation between Market structures and market power	5 + 1
3	Markets for capital and natural resources: Microeconomic models, Role of governments, Competitive Advantage	5 + 1
4	The dynamics of defence industrialization.: International arms collaboration, The global arms market, Technology transfer through defence offsets, Defence industrial strategy.	5 + 1
5	Financing a start-up: The entrepreneurial financing process: buying and selling a venture, The evolution of the venture and managing growth.	5 + 1

Learning &Resources		
1	Text Books	Behavioral Economics of Organizations by Colin F. Camrer & Ulrike Malmendier Indian Economy by Datt & Sundaram, 61st Edition, S Chand Managerial Economics by D. Salvatore, McGraw Hill, New Delhi. Managerial Economics by Pearson and Lewis, Prentice Hall, New Delhi Managerial Economics by G.S. Gupta, T M H, New Delhi.
2	Reference Books	Indian Economy by Mishra and Puri, 24th Edition, Himalaya Publishing House Managerial Economics by Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi. Managerial Economics-D.M.Mithani
3	Supplementary Reading Material	Managerial Economics by Joel Dean, Prentice Hall, USA. Managerial Economics by H L Ahuja, S Chand & Co. New Delhi. Economic Times Daily Business Standard Daily Business Today Business India Latest Monetary Policy Latest Fiscal Policy

4	Websites	www.rbi.org.in/home.aspx www.macroscan.org www.finmin.nic.in www.indiabudget.nic.in
5	Journals	Economic and Political Weekly De Figueiredo, Rui and Barry Weingast. 2005. “Self-Enforcing Federalism.” *Journal of Law, Economics, and Organization* 21: 103-35.

Semester	IV	Specialization	DFM
Course Code	407 DFM	Type	Generic - Elective
Course Title	Defence Manpower Management II		

Course Objective	
1	To understand various market structure & market power.
2	To understand various terms used to define strategy and its process.
3	To provide a balanced and comprehensive exposition or the concept of HRD Audit.

Syllabus

Unit No	Contents	Number of Sessions
1	Strategic Manpower Management: Introduction, HRM Defined/SHRM Defined, Strategic HRM- Definition , Meaning of SHRM, Aims, approaches, challenges	5 + 1
2	Introduction To Manpower Management And Manpower Information Systems: Evolution of Manpower Management and Manpower Information Systems: The Role of Information Technology, Database Concepts and Applications in Human Resource Information Systems, Systems Considerations in the Design of an HRIS: Planning for Implementation	5 + 1
3	Understanding Competency Mapping :Introduction---history and originof competency mapping-----Reasons for popularity of competency mapping---- Definitions and components of competency---Skill, knowledge and motive—traits of self-concept	5 + 1
4	Introduction on the Content and Use of the Manual Corporate Profile (History, Ownership, Products/Services/Clientele) Corporate Vision and Mission Statement Corporate Values Corporate Philosophy and Beliefs on Manpower Corporate Table of Organization Manpower Planning: Procedure and Considerations HR Requirements Assessment Worksheet Position Analysis/Job Descriptions	5 + 1
5	Introduction :Origins of HR Audit, HRD Audit Basic Concepts and Components, Elements of Good HR	5 + 1

Learning &Resources		
1	Text Books	Strategic Human Resource Management by Jeffrey Mello, Thomson South Western HRD Audit – Evaluating the Human Resource Functions for Business Improvement by T.V. Rao, Response Books Human Resource Information Systems- Basics, Application, Future and Direction by Dr. Michael Kavanagh and Dr. Mohan Thite
2	Reference Books	Strategic Human Resource Management by Jeffrey Mello, Thomson South Western HRD Audit – Evaluating the Human Resource Functions for Business Improvement by T.V. Rao, Response Books Human Resource Information Systems- Basics, Application, Future and Direction by Dr. Michael Kavanagh and Dr. Mohan Thite
3	Supplementary Reading Material	Gopalkrishnan by UpinderDhar, Excel Books HR Manuals, Handbooks available through Contacts and web sources SupplementaryUnderstanding Organizational Behavior by UdayParek, Oxford University

4	Websites	www.chillibreeze.com/articles_various/HR-policies-in-India.asp www.bodhih.com/humanresources/competencymapping.html www.competency-matrix.blogspot.in/ www.mmgindia.com/?tag=competency-mapping
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	DFM
Course Code	408 DFM	Type	Generic - Elective
Course Title	Defence –Enterprise Resource Planning		

Course Objective	
1	To give various perspectives on Quality and various contributors to Quality.
2	To provide an in-depth understanding of the various QC tools.
3	To introduce the frameworks of Global Quality Awards.

Syllabus

Unit No	Contents	Number of Sessions
1	Quality Concepts :Defined, Quality Cost perspective ,Cost of QualityQuality Function, Spiral of Progress in quality, Little q and Big Q, JuranTrilogy,Internal and external quality perspective. Goods and service quality. Cost of poorquality, internal failure cost and external failure cost, appraisal cost, Preventioncost, Analysis of quality cost, hidden quality cost, Discovering the optimum,economic models of quality of conformance-Zone of improvement, zone of highappraisal, zone of indifference.Strategic Quality management: Companywide quality culture, Organizationalvision.	5 + 1
2	Quality Gurus: Demings' 14 point philosophy, Juran, Crosby philosophy, Ishikawa, Taguchi, Feigenbaum. Comparison of quality philosophy.	5 + 1
3	QC Tools: Problem Solving Methodology - Check list, Flow Chart, Tally chartsandHistograms, Graphs, Pareto Analysis ,Cause and Effect Diagram,Brainstorming, Scatter diagram and regression analysis. Quality FunctionDeployment - Introduction, Customer needs, Customer priorities and competitivecomparisons and planned improvements, Design features or requirements,Central relationship matrix-What's versus the How's , relative weights of importance. Design features interactions, target values, Technical comparison ,service information and special requirements-Difficulties associated with QFD, Implementation of QFD	5 + 1
4	Statistical Quality Control: Necessity and Importance of SQC, Process capability, Six Sigma quality, Process control, Process control for attributes, p charts and c charts, Process control for variables, X bar R chart, acceptance sampling, OC curves, Average Outgoing Quality Limit (AOQL),Sampling plans	5 + 1
5	Quality Management Awards and frameworks: Malcolm Baldrige National quality award, Deming prize, ISO 9000-2000,CII, Ramakrishna Bajaj Awards, Tata Business Excellence Model (TBEM)	5 + 1

Learning &Resources		
1	Text Books	Operations Management: Theory and Practice by B Mahadevan, Pearson, 2nd Edition Production and Operations Management by RB Khanna, PHI Managing Quality by Dale, Blackwell Publication.
2	Reference Books	Quality Management by Howard Gitlow, Alan Oppenheim, Rosa Oppenheim and David Levine, TMGH, 3rd Edition.
3	Supplementa ry Reading Material	Operations Management: An Integrated Approach by Danny Samson and Prakash Singh, Cambridge University Press. Managing Quality Edited by Barrie G Dale, Ton van der Wiele and Jos van Iwaarden, Blackwell Publishing, 5th Edition.
4	Websites	http://managementhelp.org/quality/total-quality-management.htm www.isixsigma.com www.asq.org

5	Journals	International Journal of Reliability, Quality & Safety Engineering Journal of Quality Management Journal of Operations Management Total Quality Management & Business Excellence Quality Assurance

Semester	IV	Specialization	DFM
Course Code	409 DFM	Type	Generic - Elective
Course Title	Cyber Laws		

Course Objective	
1	To understand legal provisions of Information Technology Act, 2000
2	To know Case Law and practical ramifications of the Act
3	To know about cyber-crime and– Offences related to Digital Signature Certificate.

Syllabus

Unit No	Contents	Number of Sessions
1	Object and Scope: Genesis, Object, Scope of the Act Encryption - Symmetric Cryptography- Asymmetric Cryptography- RSA Algorithm - Public Key Encryption Digital Signature: Technology behind Digital Signature - Creating a Digital Signature - Verifying a Digital Signature - Digital Signature and PKI – Digital Signature and the Law.	5 + 1
2	E-Governance and IT Act 2000: Legal recognition of electronic records- Legal recognition of digital signature - Use of electronic records and digital signatures in Government and its gencies.Certifying Authorities: Need for Certifying Authority and Powers -Appointment, function of Controller - Who can be a Certifying Authority? -Digital Signature Certifications - Generation, Suspension and Revocation of Digital Signature Certificate.	5 + 1
3	Certifying Authorities: Need for Certifying Authority and Powers -Appointment, function of Controller - Who can be a Certifying Authority? -Digital Signature Certifications - Generation, Suspension and Revocation of Digital Signature Certificate.Cyber Regulations Appellate Tribunal: Establishment & Composition of Appellate Tribunal - Powers of Adjudicating officer to Award Compensation - Powers of adjudicating officer to Impose Penalty.	5 + 1
4	Domain Name Disputes and Trademark Law : Concept of Domain Names -New Concepts in Trademark – Jurisprudence – Cyber quitting, Reverse Hijacking, Meta tags, Framing, Spamming - Jurisdiction in Trademark Dispute.	5 + 1
5	Cyber Crimes: Tampering with Computer Source Documents - Hacking with Computer System - Publishing of Information which is obscene, in Electronic Form - Offences related to Breach of Confidentiality& Privacy – Offences related to Digital Signature Certificate.	5 + 1

Learning &Resources		
1	Text Books	Cyber Law in India by Farooq Ahmad – Pioneer Books Information Technology Law and Practice by Vakul Sharma – Universal Law Publishing Co. Pvt. Ltd.The Indian Cyber Law by Suresh T Vishwanathan –Bharat Law house New Delhi.
2	Reference Books	Guide to Cyber Laws by Rodney D. Ryder –Wadhwa and Company Nagpur. The Information Technology Act,2000 – Bare Act –Professional Book Publishers – New Delhi
3	Supplementary Reading Material	Hand book of Cyber & E-commerce Laws by P.M. Bakshi&R.K.Suri – Bharat Law house New Delhi.
4	Websites	www.cyberlawindia.net www.asianlaws.org
5	Journals	Cyber Times

Semester	IV	Specialization	DFM
Course Code	410 DFM	Type	Generic - Elective
Course Title	Defence Quality Management Standards		

Course Objective	
1	To introduce various management system standards.
2	To provide an in-depth understanding of the various QC tools.
3	To provide the concepts of Lean Manufacturing.

Syllabus

Unit No	Contents	Number of Sessions
1	Introduction to Over view of IMS – QMS, EMS, OHSAS, TS: Introduction to core tools and TS 16949, Introduction to CMMI, Introduction to EFQM, Implementation requirements for certification	5 + 1
2	Operational Excellence as a Strategic Weapon: 4 P model of the ToyotaWay. Toyota Production System (TPS) and Lean Production.DevelopmentofTPS& One Piece Flow. Waste Elimination.Traditional Process Improvementv/s Lean Improvement. TPS House14 Toyota Way Principles	5 + 1
3	Enterprise-wide Deployment Six Sigma and Lean : Brief history of performance initiatives-QualityControl, TQM, Cost of Quality, Customer quality Management, SPC,Reengineering, Six Sigma, Theory of Constraint, Lean manufacturing. Business Process Management : Introduction to Six Sigma-As a metric,As a methodology, As a management System. Six sigma Evolution andapproach Lean as a Business Management Strategy, Key elements of lean.Types of lean initiatives, Implementing lean initiativesDMAIC model for implementing Six Sigma.	5 + 1
4	History and Modern Applications of Lean Manufacturing: Popularity ofMRP systems and their impact on organizations, Pre-computer InventoryManagement tools, Rethinking the MRP Model, The search for Holy Grail ofManufacturing, Lean Manufacturing Model, Kanban Methodology, Sequencingproduction one piece at a time on the Lean Line, The benefits of embracinglean methodologies for manufacturing, Lean Manufacturing Challenges to theMRP paradigm, The continuous evolution to Lean Manufacturing, The Internetand E-commerce technologies.	5 + 1
5	Quality Concepts :Defined, Quality Cost perspective ,Cost of QualityQuality Function, Spiral of Progress in quality, Little q and Big Q, JuranTrilogy,Internal and external quality perspective. Goods and service quality. Cost of poorquality, internal failure cost and external failure cost, appraisalcost, Preventioncost, Analysis of quality cost, hidden quality cost, Discovering the optimum,economic models of quality of conformance-Zone of improvement, zone of highappraisal, zone of indifference.	5 + 1

Learning &Resources		
1	Text Books	Operations Management: Theory and Practice by B Mahadevan, Pearson, 2nd Edition Production and Operations Management by RB Khanna, PHI Managing Quality by Dale, Blackwell Publication. Quality Management by Howard Gitlow, Alan Oppenheim, Rosa Oppenheim and David Levine, TMGH, 3rd Edition. The Toyota Way by Jeffrey Liker,Tata McGraw Hill, 2004 Edition. Lean Manufacturing Implementation by Dennis P Hobbs, Cengage Learning Co-published with APICS.

2	Reference Books	Guide to Cyber Laws by Rodney D. Ryder –Wadhwa and Company Nagpur. The Information Technology Act,2000 – Bare Act –Professional Book Publishers – New Delhi Hand book of Cyber & E-commerce Laws by P.M. Bakshi&R.K.Suri – Bharat Law house New Delhi.
3	Supplementary Reading Material	Global Management Solutions Demystified by Dinesh Sheth and Subhash Rastogi, Thomson Learning Asia Lean Management – Concepts and Industry Perspectives by Mrudulla, ICFAI Books.
4	Websites	http://www.toyotawayacademy.com/index.php http://www.lean.org/
5	Journals	Evaluation of Value Stream Mapping in manufacturing system redesign by Serrano, Ibon; Ochoa, Carlos; Castro, Rodolfo De., International Journal of Production Research, Aug2008, Vol. 46 Issue 16 ERP Enabled Lean Six Sigma: A Holistic Approach for Competitive ManufacturingbyNauhria, Yugal; Wadhwa, S.; Pandey, Sunil., Global Journal of Flexible Systems Management, Jul-Sep2009, Vol. 10 Issue 3 Effect of buffer capacity and sequencing rules on single-card kanbansystem performance by Berkley, B.J., International Journal of Production Research, Dec1993, Vol. 31 Issue 12 Empowering Kanban through TPS - principles - An empirical analysis of the Toyota Production System by Thun, Jorn-Henrik; Druke, Martin; Grubner, Andre., International Journal of Production Research, Dec2010, Vol. 48 Issue 23

Semester	IV	Specialization	DFM
Course Code	411 DFM	Type	Generic - Elective
Course Title	Defence Supply Chain Management II		

Course Objective	
1	To understand the role and objectives of Strategic Supply Chain Management
2	2To help the students understand the pressures on managing the supply chain and their impact on supply chain's vulnerability to disruptions.
3	To get acquainted with global dimensions of logistics management.

Syllabus

Unit No	Contents	Number of Sessions
1	Supply Chain Strategy: Strategic objectives of SCM - customer focus, product development, market development, diversification, learning &organizationalcapability, sustainable competitive advantage through SCOperational Excellence as a Strategic Weapon: 4 P model of the ToyotaWay.	5 + 1
2	Risk Management: Risk & Management, Growth of riskManagement, defining Risk, Features of Risk. Decisions & Risk, Decisions withcertainty, uncertainty, risk, ignorance, Managing Risk.	5 + 1
3	Performance Measurement along the Supply Chain: Relationship betweenCompany Strategy & Supply Chain Metrics, Functional classification ofDecision areas in SCM – Procurement, Manufacturing, Distribution, Logistics	5 + 1
4	Supply Chain Management - Financial Perspectives:Global Logistics :International Logistics Development,International Trade Logistics Chain, Shipper's Logistics Requirements in trade,7R's of Logistics Management, 5 P's of Logistics, International CommercialTerms – Use of Incoterms in a Contract, Incoterms Laws. Logistics &Documentation: Consular Invoice, Commercial Invoice,Certificate of Origin, certificate of Value, Bill of Lading, Cargo Manifest orPacking List, Health Certificate, Import license, Insurance Certificate, ExportDeclaration Forms. Transportation: Modes of transportation, Transport and Communication,Transport activities and Land Use, Transport, Energy and the Environment.Air Cargo: Transportation of goods through Air.	5 + 1
5	Pricing & Revenue Management in Supply Chain: Role of Pricing &Revenue Management in SC, Pricing and Revenue Management for – MultipleCustomer Segments, Perishable Assets, Seasonal Demand, Bulk and SpotContracts, Role of IT in Pricing & Revenue Management, Using Pricing andRevenue Management in Practice	5 + 1

Learning &Resources		
1	Text Books	Supply Chain Management: Strategy Planning & Operation by Sunil Chopra, Peter Meindl, Kalra, Pearson, 3rd Edition. Supply Chain Risk Management by Donald Walters, Kogan Page, 1st Edition Supply Chain Management Process, System & Practice by N. Chadrasekaran, Oxford, 1st Edition Logistics Management for International Business – Text and Cases, by Sudalaimuthu and Anthony Raj, PHI, 2009 Edition.
2	Reference Books	The New Supply Chain Challenge:Risk Management in a Global Economy by Bosman R, FM Global, Johnston RI, 2006

3	Supplementary Reading Material	Risk management for executives by Kendall R, FT Prentice Hall London, 1998. New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007 Principles of Supply Chain Management : A Balanced Approach by Joel Wisner, Keong Leong, Keah-ChoonTan, Cengage Learning.
4	Websites	www.disasterplan.com www.globalcontinuity.com www.riskinfo.com http://www.supplychainmetric.com/ http://mhlnews.com/
5	Journals	Supply Chain Performance Measurement: A Literature Review by ArzuAkyuz, Goknur; ErmanErkan, Turan., International Journal of Production Research, Sep2010, Vol. 48 Issue 17 A Total Cost/Value Model For SupplyChain Competitiveness by Cavinato, Joseph L., Journal of Business Logistics, 1992, Vol. 13 Issue 2 Pricing Management for a Closed-loop Supply Chain by GuQiaolun; JiJianhua; GaoTiegang., Journal of Revenue & Pricing Management, Mar2008, Vol. 7 Issue 1 Executive Insights: Global Logistics by Bowersox, Donald J.; Calantone, Roger J.,Journal of International Marketing. 1998, Vol. 6 Issue 4, p83-93. Emerging GlobalLogistics Networks: Implications for Transport Systems and Policies by Tavasszy, L.A.; Ruijgrok, C. J.; Thissen, M. J. P. M.,Growth& Change. Fall2003, Vol. 34 Issue 4, p456-472. 17p

Semester	IV	Specialization	DFM
Course Code	412 DFM	Type	Generic - Elective
Course Title	Defence Procurement Procedure		

Course Objective	
1	To study the Procurement Procedure of defence in detail.
2	To make the students understand the Standard contract document.

Syllabus

Unit No	Contents	Number of Sessions
1	Defence& Procurement Procedure Brief of Proposal for Categorisation& Accord of AoN	5 + 1
2	Defence Procurement Procedure('Make' Category) Flow Chart, Composition of IPMT, Guidelines for Empanelment of Indian Private Industry for 'Make'Cases	5 + 1
3	Procedure for Defence Ship Building: Terms of Payment-Ships & Submarines (Fixed Price Element), Terms of Payment – Ships & Submarines, Terms of Payment – Yard Craft/Auxilaries	5 + 1
4	Defence Procurement Procedure L: Fast Track Procedure Statement of Case for Proposal under FTP	5 + 1
5	Standard Contract Document. Meaning, Integrity Pact, Post Contract Monitoring, Equipment Induction Cells (EICs), Single Vendor Situation, Inter Government Agreement, Procedure for Procurement on Strategic Considerations	5 + 1

Learning & Resources		
1	Text Books	Defence Procurement Procedure – 2016 Ministry of Defence, Government of India Defence Procurement Procedure 2013, Government of India, Ministry of Defence
2	Reference Books	Hand book of Defence Procurement Procedure
3	Supplementary Reading Material	A.L.Venkateswaran. :Defence Organization of India.
4	Websites	http://www.mod.nic.in http://www.idsa-india.org/
5	Journals	Reorganisation of Defence Outlay for 2016–17: A Tepid Affair -- AmitCowshishEquilibrium in Higher Defence Organisation and the Need for Restructuring -- Rajneesh Singh Countering the Threat of Radicalisation: Theories, Programmes and Challenges -- AdilRasheed Kautilya'sArthashastra: Restoring its Rightful Place in the Field of International Relations -- Malay Mishra

Semester	IV	Specialization	DFM
Course Code	413 DFM	Type	Generic - Elective
Course Title	Managing Strategic Innovations		

Course Objective	
1	To study Innovation in military doctrine
2	To recognize operations Innovations in military systems
3	To develop Optimistic view of the impact of defence

Syllabus

Unit No	Contents	Number of Sessions
1	Understanding innovation: Meaning, Models of innovation, New approaches to Innovation, Innovation management, Role plays within an organisation, Embedding innovation management, Developing an innovation strategy, technology management and disruptive innovation. Understanding innovation and determining suitable performance measures. Sources of innovation: internal and external.	5 + 1
2	Managing change and innovation : Meaning of Change , Change Management, Importance of process and organizational change, the relationship between defence and Change in innovation, Innovative capabilities and innovation strategy, Radical innovation.Standard Contract Document.	5 + 1
3	Innovation and Defence: Innovations in military doctrine, operations Innovations - military systems, military logistics and support, military acquisition and systems design. Optimistic view of the impact of defence R&D and many more, Dimensions of innovation: product innovation; service innovation; process innovation, Innovation in organisations and business processes. The degrees of innovation: radical, disruptive, and incremental	5 + 1
4	Auditing innovation performance: determining how innovative an organization, both in terms of its output of new products and services and its internal processes, Boosting innovation performance, designing and launching programmes, improve an organization's capability to innovate.	5 + 1
5	Innovative Opportunities In The Indian Defence Sector - Vendor development for SMEs - Maritime industry, Aquaculture/Mariculture, Fisheries, Blue Carbon, Marine and coastal tourism, Pollution and marine debris, Shipping and Port building , Energy, marine biotechnology, Submarine mining, Biological Weapons, Defence Engineering, Electronics, Aeronautics, Communication, Civil Aviation, Space, Networking, Cyber Security, Development, Production, Modification and support of military products and related systems and services.	5 + 1

Learning &Recourses		
1	Text Books	Innovation and Entrepreneurship by Peter F. Drucker The Entrepreneurial Connection by GurmeetNaroola Corporate Entrepreneurship: Entrepreneurial Development Inside Organizations by Michael H.Morris, Donald F.Kuratko

2	Reference Books	Managing Technology and Innovation for Competitive Advantage by V K Narayanan, Pearson Education Asia Innovation and Entrepreneurship – Practice and Principles, Affiliated East West Press, 1986
3	Supplementary Reading Material	Handbook on Marine Economy Defence Innovations in India: The Fault Lines Make in India' for Defence: A Roadmap Status of India's Border Trade: Strategic and Economic Significance The Imperative of Public Private Partnership in the Defence Aviation Industry Defence Reforms – Agenda for the New Government
4	Websites	www.idsa.in www.nenonline.org/
5	Journals	CBW Magazine: Journal on Chemical and Biological Weapons Journal of Defence Studies The Impact of the Corporate Mind-set on New Product Launch Strategy and Market Performance by Talke, Katrin; Hultink, Erik Jan., Journal of Product Innovation Management. Mar2010, Vol. 27 Issue 2, p220-237.

Semester	IV	Specialization	DFM
Course Code	414 DFM	Type	Generic - Elective
Course Title	International Business Economics II		

Course Objective	
1	To develop conceptual understanding of global competitiveness
2	To equip students with the knowledge and importance of culture and help them to manage International Diversity.
3	To expose students to these issues focused on India to discern their effect on the management of business.

Syllabus

Unit No	Contents	Number of Sessions
1	Introduction: Strategy making strategy implementing and strategic managing; Globalization and strategic management; Strategic flexibility and learning organization. Competitive strategy and competitive advantage in global market.	5 + 1
2	World Financial Environment: Global Foreign – Exchange Markets – Economic Theories of Exchange Rate Determination - International Regime for FDI and MNC- Do Global Corporations Pose a Threat? - Consequences of Economic Globalization	5 + 1
3	Global Competitiveness: An Overview – Macroeconomic and Business Strategy Perspective, Framework for Assessing Competitiveness – Various Approaches; International and National Competitiveness Studies.	5 + 1
4	Broad concept and definition of diversity. Historical perspective of diversity management in changing demographies	5 + 1
5	Management of Foreign Exchange with special reference to India: Meaning of the Term " Foreign Exchange", Exchange Market, Statutory basis of Foreign Exchange, Evolution of Exchange Control, Outline of Exchange Rate and Types, Introduction to International Monetary Developments : Gold standard, Bretton Woods system, Fixed-Flexible Exchange Rate Systems, Euro market.	5 + 1

Learning &Resourses		
1	Text Books	Bartlett, C.A. and S. Ghoshal, Transnational Management: Text, Cases, and Readings in Cross-Border Management, Irwin London. Bleeke, J. and D. Emst, Collaboration to Compete, John Wiley, New York. Brooke, M.Z . and M.L. Remmers, International Management and Business Policy, Houghton Miffin, Boston. Globalization of Business: Practice and Theory, Abbas, J. Ali, Jaico Publishing House, Mumbai, 2006.
2	Reference Books	International Business , 12/E, John Daniels, Lee Radebaugh, Daniel Sullivan and Prashant Salwan, Pearson

3	Supplementary Reading Material	Hamel G. and Prahlad C.K (1994). Competing for the future. Harvard Business Press. IMD, World Competitiveness Year Book, Latest issue. World Economic Forum, Global Competitiveness Report, Latest report. Global Business Review Global Journal of International Business Research International Business & Economics Research Journal
4	Websites	www.idsa.in
5	Journals	Journal of International Business Journal of International Business and Economy How to...take advantage of diversity by People Management. 3/7/2002, Vol. 8 Issue 5, p52. How multinationals can attract the talent they need by Dewhurst, Martin; Pettigrew, Matthew; Srinivasan, Ramesh; Choudhary, Vimal. McKinsey Quarterly. 2012, Issue 3, p92-99.

Semester	IV	Specialization	DFM
Course Code	415 DFM	Type	Generic - Elective
Course Title	International Law		

Course Objective	
1	To introduce about International Law
2	To explore the Laws of war.
3	To understand the Legal Mechanisms of International Business.

Syllabus

Unit No	Contents	Number of Sessions
1	Introduction a. Definition –Basis of International Law, History and Development of International Law. b. Nature, sources and codification.	5 + 1
2	Laws of War I a. War, Its legal character and effects. b. Enemy character, termination of war and post liminium Global Competitiveness: An Overview – Macroeconomic and Business Strategy	5 + 1
3	Laws of War II a. Laws of Land warfare.Belligerent occupation. b. Laws of Maritime warfare. c. Laws of Aerial Warfare.Broad concept and definition of diversity. Historical perspective of diversity	5 + 1
4	Laws of Neutrality a.The Laws of neutrality.b. Right of Angary and contraband and doctrine of continuous voyage.	5 + 1
5	Legal Mechanisms a. Blockade: Concept, establishment, kinds and penalties for breach. b. Prize courts.	5 + 1

Learning &Resources		
1	Text Books	Venkateshwaran(1967) Defence Organisation in India: New Delhi, Ministry of Information and Broadcasting, Government of India. Buzan, Barry(1987) People Fear and State: New Delhi, Transasia Publications. Waever, Ole(eds)(2003) National Security in Perspective: Delhi, Gian Das, S.T.(1987) Publishing House. Maliwal, BN - Military science pratical
2	Reference Books	Gibbs, G., “Problem of International Relations” Northedges, “Foreign Policy and Power’s Frankel, J., “Making of the Foreign Policy” Goldwin, R., “Readings in Words Politics”
3	Supplementary Reading Material	Geopolitical Shifts in West Asia: Trends and Implications BajpaiKanti and Mattoo Amitabh (ed) Securing India: Strategic Thought and Practice (New Delhi: Manohar, 1996) ParanjpeShrikant, Samarikshastra (in Marathi) (Pune: Continental, 1994)
4	Websites	www.finmin.nic.in
5	Journals	Journal of Defence Studies and Resource Management Economic and Political Weekly Peace Economic