

SCHOOL OF MANAGEMENT AND BUSINESS STUDIES

MAHATMA GANDHI UNIVERSITY, KOTTAYAM

MASTER OF BUSINESS ADMINISTRATION (Full-time)

REGULATIONS, SCHEME AND SYLLABUS

Under CSS w.e.f 2017-19 ADMISSION ONWARDS

Introduction

The MBA (Full-time) Degree programme of the School of Management and Business Studies, Mahatma Gandhi University is designed to meet the demand for trained and professional people at the top level management of business organizations; to attract talented young people to business management; and to nurture entrepreneurial capabilities.

Course Duration

The duration of the MBA (Full-time) programme of the School of Management and Business Studies will be two years consisting of four semesters. Each semester shall consist of 16 instructional weeks of five days each of five hours per day.

Eligibility for Admission

A pass in any Bachelor's Degree Examination of Mahatma Gandhi University or an equivalent degree of any other universities duly recognized by Mahatma Gandhi University with not less than 50% marks in the aggregate for all parts of examination OR a Masters Degree in any subject. Only a pass in the qualifying exam is required for SC/ST candidates. Those who are awaiting final semester results of qualifying exam can also apply provided that they should produce certificates and mark list of qualifying exam before the commencement of their first semester MBA examination.

Candidates should have valid CMAT/CAT/ KMAT score.

Relaxation of marks and Reservation of seats are based on University/ Government Rules.

Admission Procedure

Admission to MBA (Full-time) Degree programme of the School is based on the score obtained in CMAT/CAT/KMAT, Group Discussion, and Personal Interview in the ratio 80:10:10. Based on the performance on the Entrance Test, Group Discussion and Interview, the Rank list for MBA admission will be prepared. While preparing the rank list, if there is same index marks for more than one candidate, he/she will be ranked on the basis of actual marks obtained in the qualifying exam. Even after this, if there is a tie; they will be ranked on the basis of date of birth that is the elder person is to be ranked higher.

Scheme of the Programme

The duration of the MBA (Full-time) programme of the School of Management and Business Studies will be two years consisting of four semesters. Each semester shall comprise of a minimum of 16 instructional weeks. Every semester will be adjusted to have at least 90 working days. Continuous Internal Assessment based evaluation during the course period and End Semester Examination at the end of each semester shall be conducted.

Semester I and Semester II: The first and second semesters will have eight courses each. All these courses are core courses which carries 100 marks each. In addition to this, at the end of each semester a comprehensive viva-voce will be conducted for 100 marks.

Semester III: The third semester will have eight (8) courses, and an Organization centered study. Out of the eight (8) courses two are core and the other six (6) are electives. In addition to this, at the end of the semester a comprehensive viva-voce will be conducted for 100 marks. Every student has to undergo one month duration Organization Centered Study in a national or international reputed (preferably listed companies in NSE/BSE) organization. The objective is to provide an exposure to the students to the real life business situations. The organizations selected for this purpose can have more than one functional department like production, marketing, finance, human resources, information systems etc; and the students should prepare a comprehensive study report about the organization. This study report shall be carried out under the supervision of a faculty in the School, and it will be treated as full course carrying 100 marks. The internal assessment marks for the Organization Centered Study will be awarded by means of seminar presentation cum viva-voce conducted by a board appointed for this purpose by the faculty council of the School.

Semester IV: For the Fourth semester, there are five (5) full courses of which one course is core, and the other four (4) are electives. In addition, the students are required to do their problem centered study in a national or international reputed (preferably listed companies in NSE/BSE) organization for a period not less than eight (8) full weeks. The Project work shall be carried out under the supervision of a faculty in the School. The report of problem centered project work is to be submitted on or before the commencement of the end semester examination/ date fixed by the faculty council. A total of 100 marks are granted for the project report. Further, a comprehensive viva-voce will be conducted for 100 marks along with the project report.

Details of the Scheme:

Course Code	Course Title	IA	ESA	Total	Credit	Type
	First Semester					
SMBSMIC 201701	Principles and Practice of Management	50	50	100	3	Core
SMBSMIC 201702	Business Economics	50	50	100	3	Core
SMBSMIC 201703	Business Communication and Soft Skills	50	50	100	3	Core
SMBSMIC 201704	Accounting for Managers	50	50	100	3	Core
SMBSMIC 201705	Quantitative Methods	50	50	100	3	Core
SMBSMIC 201706	Environment Management	50	50	100	3	Core
SMBSMIC 201707	Business Law	50	50	100	3	Core
SMBSMIC 201708	Corporate Governance and Ethics	50	50	100	3	Core
SMBSMIC 201709	Comprehensive viva-voce-I	-	100	100	3	Core
	Total	400	500	900	27	
	Second Semester					
SMBSMIIC2 01701	Human Resources Management	50	50	100	3	Core
SMBSMIIC2 01702	Financial Management	50	50	100	3	Core
SMBSMIIC2 01703	Marketing Management	50	50	100	3	Core
SMBSMIIC2 01704	Operations Management	50	50	100	3	Core
SMBSMIIC2 01705	Management Information System	50	50	100	3	Core
SMBSMIIC2 01706	Organisational Behaviour	50	50	100	3	Core
SMBSMIIC2 01707	Management Science	50	50	100	3	Core
SMBSMIIC2 01708	Entrepreneurship Development and Project Management	50	50	100	3	Core
SMBSMIIC2 01709	Comprehensive viva-voce-II	-	100	100	3	Core
	Total	400	500	900	27	

(IA- Internal Assessment in Marks, ESA- End Semester Assessment in Marks, Total in Marks)

Course Code	Course Title	IA	ESA	Total	Credit	Type
	Third Semester					
SMBSMIIC 201701	Research Methodology	50	50	100	3	Core
SMBSMIIC 201702	Enterprise Resource Planning and Business Analytics	50	50	100	3	Core
	Elective -I	50	50	100	2	Elective
	Elective -II	50	50	100	2	Elective
	Elective-III	50	50	100	2	Elective
	Elective-IV	50	50	100	2	Elective
	Elective -V	50	50	100	2	Elective
	Elective -VI	50	50	100	2	Elective
SMBSMIIC 201703	Organisation Centered Study	50	50	100	4	Core
SMBSMIIC 201704	Comprehensive viva-voce-III	-	100	100	3	Core
	Total	450	550	1000	25	
	Fourth Semester					
SMBSMIVC 201701	Strategic Management	50	50	100	3	Core
	Elective -I	50	50	100	2	Elective
	Elective -II	50	50	100	2	Elective
	Elective-III	50	50	100	2	Elective
	Elective-IV	50	50	100	2	Elective
SMBSMIVC 201702	Problem Centered Project Work	50	50	100	7	Core
SMBSMIVC 201703	Comprehensive viva-voce-IV	-	100	100	3	Core
	Total	300	400	700	21	
	Grand Total (I+II+III+IV Semesters)	1550	1950	3500	100	

(IA- Internal Assessment in Marks, ESA- End Semester Assessment in Marks, Total in Marks)

List of Elective Courses

Electives Courses offered under Finance	
Course Code	Courses
SMBSM III/IV E201701	MANAGEMENT OF BANKS AND FINANCIAL INSTITUTIONS
SMBSM III/IV E201702	FINANCIAL ANALYSIS AND BUSINESS VALUATION
SMBSM III/IV E201703	FINANCIAL DERIVATIVES AND RISK MANAGEMENT
SMBSM III/IV E201704	INTERNATIONAL FINANCIAL MANAGEMENT
SMBSM III/IV E201705	PERSONAL FINANCIAL PLANNING
SMBSM III/IV E201706	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
SMBSM III/IV E201707	MODERN BANKING AND FINANCIAL SERVICES
SMBSM III/IV E201708	BEHAVIOURAL FINANCE
SMBSM III/IV E201709	CORPORATE TAXATION
SMBSM III/IV E201710	MANAGEMENT CONTROL SYSTEM
SMBSM III/IV E201711	STRATEGIC FINANCIAL MANAGEMENT
SMBSM III/IV E201712	FINANCIAL ENGINEERING AND MODELING

Electives Courses offered under Marketing	
Course Code	Courses
SMBSM III/IV E201713	Consumer Behaviour
SMBSM III/IV E201714	Marketing Research
SMBSM III/IV E201715	Sales Management
SMBSM III/IV E201716	Product and Brand Management
SMBSM III/IV E201717	Marketing Analytics
SMBSM III/IV E201718	Retail Management
SMBSM III/IV E201719	Services Marketing

SMBSM III/IV E201720	Strategic Marketing
SMBSM III/IV E201721	Advertising and Sales Promotion Management
SMBSM III/IV E201722	Rural Marketing
SMBSM III/IV E201723	Digital Marketing
SMBSM III/IV E201724	Global Marketing

Electives Courses offered under HRM	
Course Code	Courses
SMBSM III/IV E201725	Human Resource Planning
SMBSM III/IV E201726	Industrial Relations
SMBSM III/IV E201727	Managing of Interpersonal and Group Process
SMBSM III/IV E201728	Performance Management
SMBSM III/IV E201729	Participative Management
SMBSM III/IV E201730	Managerial Counseling
SMBSM III/IV E201731	Training and Development
SMBSM III/IV E201732	Organisational Change and Transformation
SMBSM III/IV E201733	Talent Management
SMBSM III/IV E201734	Mentoring, Coaching and Management Consulting
SMBSM III/IV E201735	Organizational Effectiveness and Development
SMBSM III/IV E201736	Leadership for Managerial Performance

Electives Courses offered under Operations Management	
Course Code	Courses
SMBSM III/IV E201737	Total Quality Management
SMBSM III/IV E201738	Supply Chain Management
SMBSM III/IV	Maintenance Management

E201739	
SMBSM III/IV E201740	Technology Management
SMBSM III/IV E201741	Advanced Operations Research
SMBSM III/IV E201742	Service Operations Management
SMBSM III/IV E201743	Innovation Management and R&D
SMBSM III/IV E201744	Work Study and Ergonomics
SMBSM III/IV E201745	World Class Manufacturing
SMBSM III/IV E201746	Business Forecasting
SMBSM III/IV E201747	Production Planning and Control
SMBSM III/IV E201748	Materials and Purchase Management

Electives Courses offered under System Management	
Course Code	Courses
SMBSM III/IV E201749	IT Consulting
SMBSM III/IV E201750	Planning and Implementation of IT Strategies
SMBSM III/IV E201751	Internet Programming For E-Business
SMBSM III/IV E201752	Software Project Management
SMBSM III/IV E201753	Software Quality Assurances
SMBSM III/IV E201754	Cloud Computing Applications In Business
SMBSM III/IV E201755	E-CRM
SMBSM III/IV E201756	E-Governance
SMBSM III/IV E201757	Social Media Analytics
SMBSM III/IV E201758	Database Management System
SMBSM III/IV E201759	Mobile Commerce
SMBSM III/IV E201760	Knowledge Management

Evaluation

External & Internal Evaluation: Evaluation of the MBA programmes for the first and third semester examinations will be done by the faculty members themselves on the basis of continuous internal assessment and end semester examinations. Evaluation for all the courses of the second and the fourth semester examinations will be conducted both externally and internally. The performance of a student in each course is evaluated in terms of percentage of marks with a provision for conversion to grade points. Students who secure a minimum attendance of 75% and above in a semester, and who pass the internal examinations of all the courses of the semester, alone, will be allowed to appear for the end semester examination and continue in the programme to the next higher semester

Internal Assessment: The student's attendance and classroom performance as well as the feedback received from tests, tutorials, assignments and term papers shall form the basis for internal assessment. The internal assessment will be a continuous assessment (CA) that accounts for 50% of the evaluation in both theory and practical.

8.4.1. Continuous Assessment (CA): This assessment shall be based on a predetermined transparent system involving periodic written tests, assignments and seminars in respect of theory courses and based on tests, lab skill, records/viva and attendance in respect of practical courses. The percentage of marks assigned to various components for internal evaluation is as follows:

Sl. No	Components	% of internal marks
1	Two test papers	60%
2	Assignments/Book review/G.D	20%
3	Seminars/Presentation of case study	20%

Tests: For each course there shall be at least two class tests during a semester. Best/average of the marks obtained in the two tests will be counted as the internal test component of CAS.

Assignments: Each student shall be required to do two assignments/book reviews for each course. Assignments includes homework, problem solving, group discussions, quiz, term project, spot test, software exercises etc. The teacher shall define the expected quality of the above in terms of structure, content, presentation and the like, and inform the same to the students.

Punctuality in submission of assignments/records is to be given a weightage in the internal evaluation.

Seminar: Every student shall deliver one seminar as an internal component of every course and must be evaluated by the respective course teacher in terms of structure, content, presentation and interaction.

End-Semester Examination

The end semester examination will account for the remaining 50% of the evaluation which will be done by the School in accordance with the CSS provisions in Section 8.1.

Pattern of Question papers for the End- Semester Written Examination

The question papers set for the end-semester written examination will have three sections and carry 50 marks as detailed below:

Section A – Five short answer questions, one from each module. Students will have to answer all the five. Each question will carry three marks (Total **15** marks).

Section B – Seven short essay questions, minimum one from each module. Students will have to answer any five. Each question will carry 5 marks (Total **25** marks).

Section C – One compulsory application oriented question/ case study/numerical problem of 10 marks (Total **10** marks).

Grading System

The performance of a student in each course is evaluated in terms of percentage of marks with a provision for conversion to grade points. The grading system followed is that of relative grading on a ten-point scale. The following table indicates the performance range and the relative value of the grades (grade points) on the scale.

Range of % of Marks	Grade Letter	Grade Point
95 - ≤100	O	10
85 - <95	A plus	9
75 - <85	A only	8
65 - <75	B plus	7
55 - <65	B only	6
45 - <55	C	5
40 - <45	P	4
<40	F	0
Absent	Ab	0

Letter grade	Performance	Grade point
O	Outstanding	10
A plus	Excellent	9
A only	Very good	8
B plus	Good	7
B only	Above Average	6
C	Average	5
P	Pass	4
F	Fail	0
Ab	Absent	0

Minimum grade for passing in a course or programme: The minimum for a pass in a course is 'P' grade. The minimum credit point requirement (CGPA) for the programme is five.

Revaluation: The answer scripts of examinations under CSS shall have provisions for revaluation. The application for scrutiny and revaluation of answer scripts shall be submitted to the Director of the concerned School within 15 days from the date of publication of the results. However, there is no provision for revaluation or scrutiny of answer scripts in the end semester examinations of 2nd and 4th Semesters as these have already been valued twice

Reappearance and improvement Examinations

Candidates in the 1st and 2nd semesters, who have secured the SGPA letter grade of 'C' or 'P' in the end-semester examination can improve their grade by reappearing for all the semester courses together along with the next immediate batch provided the candidate has applied for the same and paid the required fee; in such cases a candidate will be awarded a new grade only if

there is an improvement in grade in the new examination; otherwise, the candidate is eligible to retain the grade obtained in the previous examination before improvement.

Candidates in the 1st or 2nd semesters who have secured a letter grade of 'P', 'F' or 'Ab' in any of the courses can reappear for exams course-wise along with the next immediate batch provided the candidate has applied for the same and paid the required fee. Candidates in the 3rd semester, who have secured the SGPA letter grade of 'C' or 'P' in the end-semester examination can improve their grade by reappearing for all the semester courses together, along with the next immediate batch provided the candidate has applied for the same and paid the required fee; in such cases a candidate will be awarded a new grade only if there is an improvement in grade in the new examination; otherwise, the candidate is eligible to retain the grade obtained in the previous examination before improvement.

Candidates in the 3rd semester who has obtained letter grade of 'P', 'F' or 'Ab' in any of the courses can reappear for exams course-wise in a supplementary examination along with the 4th semester examinations provided the candidate has applied for the same and paid the required fee (fee for supplementary examination of any course shall be full semester examination fee irrespective of number of courses involved). After completing a semester programme (all courses with 'P' or above grade) students will not have the facility of course-wise improvement and they will now have to reappear for all the courses constituting the entire semester. 1st and 2nd semester SGPA cannot be improved after the completion of the 4th semester. Only 3rd and 4th semester SGPA can be improved after the completion of a programme. The marks/grades awarded for internal assessment and that for the project/dissertation cannot be improved. Improvement of the 3rd or 4th semester must be done within a period of one year, that is, by reappearing for the third semester examinations at the following semester and the fourth semester examinations along with the immediate lower batch. If the improvement is meant to obtain minimum CGPA requirement, a candidate has the option to decide which semester (3rd or 4th) is to be improved; however, the grade given to the candidate shall be that obtained for the entire semester improvement examination.

Candidates who could secure the grade of only 'F' or 'Ab' in a course in the 3rd /4th semester examinations will be given two additional chances for course-wise reappearance even after the completion of the programme; but it has to be done within a period of two years after the completion. In such cases a candidate has to apply for the same as a supplementary exam and pay the required fee (Fee for supplementary examination of any course shall be full semester examination fee irrespective of number of courses involved). In the case of students who discontinued studies during a semester or on completion of a semester of the programme for genuine reasons, with the prior permission of the director of the School, he/she can be permitted to complete the programme by taking the required number of courses within a maximum period of eight continuous semesters including the period of his/her programme, provided an amount equivalent to the semester fees for all the intervening semesters have been regularly paid and provided he/she has not been removed from the rolls by issuing a Transfer Certificate. In all cases of discontinuation and readmissions, candidates must submit applications countersigned by the HOD to the CSS section and obtain the required statutory order for the same. Candidates who are readmitted to repeat a course must follow the then existing syllabus for the said programme and will have no assurance to do the repeat course in the same syllabus which he/she had attempted initially for the course. They need to attend classes along with new batch of students and should obtain the required percentage of attendance as usual.

DETAILED SYLLABUS

- **CORE COURSES**

- **ELECTIVE COURSES**

First Semester: Core Courses

PRINCIPLES AND PRACTICE OF MANAGEMENT

Course Objectives: The objective of this course is to impart knowledge on the need and importance of the profession of management and help the students gain understanding of the functions and responsibilities of the manager, provide them tools and techniques to be used in the performance of the managerial job, and enable them to analyze and understand the environment of the organization.

Module 1: Management - Meaning, Definition and Nature; Evolution of Management – Management Thoughts - Early - Modern - Post modern; Contributions of F.W. Taylor - Henry Fayol – Hawthorne Studies- Behavioral School of Management Approach. Levels of management, Skills required for a manager, managerial roles. Management Lessons from Bhagavad Geetha: - Vision, Effectiveness, Efficiency and Teamwork.

Module II: Functions of Management: POSDCORB; Characteristics of Management; **Planning:** - meaning – nature – importance -levels of planning. Objectives – setting objectives – policies – planning premises, types of plans - process of planning - Decision Making; MBO; Principles in Planning.

Module III: Organising: - nature-purpose-principles-organisational structure and types. Departmentation - centralization vs. decentralization - span of control- delegation- - - principles in Organising **Staffing:** - Meaning, Nature - HR Planning – Recruitment – Selection – Placement, Induction and Orientation- Training and Development - Performance Management - Collective Bargaining-Promotion; principles in Staffing.

Module IV: Directing: - Motivation – motivation theories – motivational techniques – job satisfaction – job enrichment; Leadership – types and theories of leadership; Communication – process of communication – barriers in communication – effective communication-Grapevine; Principles in Directing.

Module V: Control:- System and process of Controlling - Requirements for effective control - The Budget as Control Technique - Information Technology in Controlling – Control Techniques- Control and planning- Types of Control– Reporting - Co-ordination; Principles in Control and Co ordination.

Suggested Readings:

1. Decenzo David, Robbin Stephen A, "Personnel and Human Resources Management", Prentice Hall.
2. K.Aswathapa, "Essential of Business Administration", Himalaya Publishing House
3. Fraidoon Mazda, "Engineering Management", Addison Wesley,-2000.
4. Harold Koontz & Heinz Weihrich, "Essentials of Management", Tata McGraw-Hill,1998
5. Hellriegel, Slocum & Jackson,"Management - A Competency Based Approach", Thomson South Western, 10th edition, 2007.
6. JAF Stomer, Freeman R. E and Daniel R Gilbert, "Management", Pearson Education, Sixth Edition, 2004.
7. Stephen P. Robbins and Mary Coulter, "Management", Prentice Hall of India, 8th edition.
8. Tripathy PC and Reddy PN, "Principles of Management", Tata McGraw-Hill, 1999.
9. Y.K. Bhusan, "Fundamentals of Business Organisation & Management"; Sultan Chand & Co., New Delhi.

BUSINESS ECONOMICS

Course Objectives: To provide a foundation for other business streams with the concepts and tools of economic analysis as relevant for managerial decision making and to provide an understanding of the aggregate economic system within which a firm operates.

Unit-I : General Foundations of Managerial Economics: Meaning, Nature and scope of managerial economics - fundamental concepts – micro and macro environments, basic technique of managerial decision-making - application of economic theories in decision making. Nature of the firm - Forms of organizations – Structure and Sectors of Indian economy.

Unit-II: Demand analysis and estimation: Utility analysis and the demand curve - Equilibrium of the consumer, indifference curve, meaning and determinants of demand - types of demand - individual, market and firm demand, indifference curve analysis, price effect, income effect and substitution effect - Elasticity measures- law of demand - elasticity of demand - demand forecasting - methods of forecasting demand - essentials of good forecasting.

Unit-III: Production and Cost Analysis: Production function - Laws of production – Economies and diseconomies of scale -laws of returns - Various concepts of cost - cost output

relationship - Break Even Analysis- Application of marginal costing in business decisions - Cost control and cost reduction.

Unit-IV: Pricing Concepts: determination – price determination under different market structures-perfect competition, monopoly, monopolistic competition, oligopoly – pricing policies and practices – price cartels, profit concepts & analysis .

Unit-V : National Income Analysis: National Income Concepts, National Income Accounting, Determination, Macro Economic Problems, Unemployment, Inflation, stagflation, Business Cycles, Factors influencing International Trade, Balance of Payments – Budgeting, Fiscal and monetary tools- Globalization and emerging India, Global recession and Indian Economy.

Suggested Readings

1. Yogesh, Maheswari ,*Management Economics* , PHI learning, NewDelhi, 2012.
2. D.M. Mithanil , *Money and Banking – International Trade and Public Finance* ,Himalaya Publishing House,Mumbai,1992.
3. Uma Kapila ,*Indian Economy since Independence* , Accademic Foundation, Gaziabadh,2011.
4. Peterson, Craig H., Lewis, Chris and Sudhir Jain, *Managerial Economics*, Pearson Education, 2006.
5. Mark Hirshey, *Economics for Managers*, 2007, Thomson Learning.
6. Samuelson, Paul , *Economics*, 18th edition, 2005, Tata-McGraw Hill.
7. Gupta, G., *Managerial Economics*, 2004, Tata-McGraw Hill.
8. Rangarajan and Dholkia, *Macroeconomics*, Tata-McGraw Hill.

BUSINESS COMMUNICATION AND SOFT SKILLS

Course Objectives: The objective of this course is to make the students understand the principles and develop the skills necessary for effective oral and written communication in today’s workplace and develop/adopt strategies to suit the objectives. The course also seeks to hone the oral, written and interpersonal skills of the students and make them proficient in applying the concepts of communication to a business environment.

Module–I: Principles of Business Communication-Types of Business Communication-Methods and media of Communication- Process of Business Communication - Barriers to poor Organizational Communication- Strategies for improving Business Communication effectiveness.

Module –II: Types of Organizational Communication- Communication for interpersonal influences - Effective Leadership Communication - Cross Culture Communication

Module –III: Verbal and non verbal Communication in business -Public Speaking Skills- Business presentations – Role of audio visual aids and computers in oral presentations- Interviewing- Art of negotiation- Listening skills -Mannerisms -Body language

Module –IV: Written communication- Structures and methods of written communication - Letter for different kinds of situations – Enquiries-Customers’ complaints-Collection letters – Sales promotion letters.- Memoranda- Directives and instructions- Notices -Reports-Memo - Agenda - Proposals -Minutes -Professional papers - Agreement documents -Press releases - Preparation of resumes

Module –V: Conducting meetings-Procedure – Preparing agenda, minutes and resolutions- Conducting seminars and conferences- Group discussion-Drafting speech-Report writing - Structure of reports - Long & short reports -Formal & Informal reports –Technical Reports- Norms for including Exhibits & Appendices.

Suggested Readings

1. Boyce Courtland L and Thrill John V. *Business Communication Today*, Prentice Hall International.
2. Guffey Mary Ellen, *Business Communication*, South-Western Collage publishing.
3. Apai and Rhoda, *Principles and Practice of Business Communication*, Sheth Publishers, Mumbai.
4. Argenti Paul A, Irwin, *Corporate Communication*, McGraw Hill.
5. Atkinson, *Business Writing & Procedures*, Reynolds American Book Co
6. Mary Ellen Guffey, *Business Communication: Process and Product*, 5e, South- Western Thomson Publishing, Mason, OH, 2005
7. Namita Gopal, *Business Communication*, New Age International Publishers, New Delhi, 2009
8. Penrose and Rasberry, *Business Communication for Managers: An advanced approach*, 5e, South-Western College Pub, 2007
9. Asha Kaul, *Business Communication*, Prentice Hall of India, New Delhi, 2007
10. *Harvard Business Essentials: Business Communication*, Harvard Business School Publishing, 2003.

ACCOUNTING FOR MANAGERS

Course Objectives: The Objective of the course is to develop an insight of postulates, principles and techniques of accounting and utilization of accounting information for planning, and decision-making.

Module I: Accounting – Branches of accounting – Financial Accounting – Importance and Functions – Book Keeping – Systems of Book Keeping- Double Entry Book Keeping - Journal – Ledger– Cash Book – Bank Reconciliation Statement- Trial Balance- Generally Accepted Accounting Principles (GAAP) - Accounting concepts and conventions- International Accounting Standards – IFRS

Module II: Final Accounts: Capital and Revenue – Depreciation – Methods of charging depreciation – Final Accounts-Trading and Profit and Loss Account- Balance sheet- Understanding Corporate Financial Statements and Reports

Module III: Financial Statement Analysis – tools – comparative financial statements, common-size financial statements, trend analysis, Ratio Analysis – Du pont analysis- Funds Flow Analysis – Schedule of Changes in Working Capital – Funds Flow Statement- Cash Flow Analysis – Cash Flow Statement.

Module IV: Elements of Cost–Cost Sheet Preparation – Absorption Vs Marginal Costing –Cost –Volume – Profit Analysis – Cost Behaviour – Breakeven Analysis – Contribution Approach – Profit Planning-Cost Concepts for Decision making – Decision Making Process – Decision Situations-Sales Volume Decisions – Pricing and Special Order Pricing – Make / Buy Decisions – Product Decisions- Addition, Deletion and Alteration of Mix – Plant Shutdown Decision.

Module IV: Cost Control – Types of Budgets –Flexible Budget – Master Budget – Management Control and Budgeting – Performance Budgeting and Zero Based Budgeting-Cost Control-Standard Costs - Cost Variances Analysis - Revenue and Profit Variance Analysis.

Suggested Readings

1. Jain, S.P. and Narang K.L. : *Advanced Accountancy*, Kalyani Publishers, Lacknow
2. Anthony, R.L. *Accounting Principles*, Richard D. Irwin, Ine Home road, Illinois.
3. Pandey I.M. *Financial Management*, Vikas Publishing House, New Delhi.
4. Horngren, C.T., *Introduction of Management Accounting*, Prentice Hall of India.
5. Khan and Jain, *Management Accounting*, Tata Mc Graw Hill, Delhi.
6. Blocher, Chen, Cokins and Lin, *Cost Management- A Strategic Emphasis*, TMH, ND
7. Maheswari, S.N. *Financial Management*, Sultan Chand & Sons, New Delhi.
8. Gupta, R.L & Gupta, V.K, *Principles and Practice of Accountancy*, Sultan Chand & Sons, New Delhi,

QUANTITATIVE METHODS

Course Objectives: This course deals with the use of Mathematical and Statistical concepts in the resolution of managerial decision making problems. Also the students should familiarize to solve statistical problems for summarizing, analyzing and interpreting of data using computer packages like MS-Excel & SPSS.

Unit-I: Functions- Set Theory: Basic set operations, Addition Theorem, Applications of set theory in business; Matrices -Basic operations, Solving System of Linear Equations with Matrix Methods; Differentiation of Simple Algebraic Functions(Linear, Quadratic, Polynomial) and their Applications in Business-Maxima & Minima- Solving Linear Equations on two variables with constraints; Applications of Ratio & Percentages, Simple Interest & Compound Interest in Finance.

Unit-II: Statistics and its Applications in Business - Frequency Tables – Data Presentation using Charts& Graphs - Measures of Central Tendencies: Mean, Median, Mode, Combined and Weighted Averages, Percentile – Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficients of Variation.

Unit-III: Correlation and Regression Analysis – Karl Pearson's coefficient of correlation, Spearman's rank correlation coefficient, Coefficient of Determination ; Prediction using Regression Equations and related problems, Concept and Applications of Multiple Regressions.

Unit-IV: Probability Distribution & Time Series Analysis- Concept of Probability theory and Simple Business Problems using Standard Distributions, Binomial Distribution, Poisson Distribution, Normal Distribution. Time Series Analysis – Components of time series, Smoothing techniques - Moving average, Exponential smoothing, Trend analysis. Application of Time series in Business forecasting.

Unit-V: Spread sheet Applications: Features of MS Excel – managing data – all basic excel operations - conditional if function – sorting - filters - functions in Excel: Financial functions – NPV, IRR, PMT, IPMT – Statistical functions: MEAN, MEDIAN, AVERAGE, AVEDEV, CORREL, STDEV and RANK. Database functions – DMAX, DMIN, DSUM, DAVERAGE, DCOUNT- Date & Time Functions-Lookup & Reference Functions-Text Functions-Engineering Functions; Goal seek – pivot table and scenario management for decision making – Charts & Graphics in Excel- Printing and page formatting of excel sheets, Managing multiple sheets, Using Macros.

Necessary methods of solving business problems using software packages like MS-Excel and SPSS have to be discussed in the class.

Suggested Readings

1. K.B.Akhilesh & S. Balasubramanyam , *Mathematics and Statistics for Management* , Vikas Publishing House Pvt Ltd
2. Richard L.Levin and David S.Rubin, *Statistics for Management*, Prentice Hall of India, New Delhi.
3. Qazi Zameeruddin, Khanna, *Business Mathematics*, Vikas Publications, 2004.
4. Edward C.Willet, *MS Office*, Wiley Publishing Co, New Delhi
5. S.P. Gupta, *Statistical Methods*, Sultan Chand & Sons, New Delhi
6. Levine, Stephen, Krehbiel and Berenson , *Statistics for Managers*, Indian Edition PHI learning private ltd.
7. Martin Anthony and Normanbiggs , *Mathematics for Economics and finance* , Low price Edition – Cambridge University press.
8. Anderson, *Quantitative Methods for Business*, South Western Educational Publishing
9. N.D.Vora, *Quantitative Techniques in Management*, Tata McGraw Hill, New Delhi.
10. S.P. Gupta, *Statistical Methods*, Sultan Chand & Sons, New Delhi.
11. Martin Anthony and Normanbiggs , *Mathematics for Economics and finance*, Low price Edition – Cambridge University press.
12. BM. Aggarwal , *Business mathematics and statistics*, Ane books Pvt Ltd

ENVIRONMENTAL MANAGEMENT

Course Objective: The course acquaints the students with the environmental issues surrounding business and helps them to develop a perspective for effectively managing these issues.

Unit-I: Environment: Components of environment: Lithosphere, hydrosphere, Atmosphere, Biosphere, Ecology, Ecosystem: components- Biotic and abiotic components, Biodiversity: Definition, principles, Biodiversity in India.

Unit-II: Natural resources and energy management: Depletion of natural resources, Fossil fuels, Energy sources: Conventional sources, Renewable sources, Energy Management: Definition, Energy management techniques, Energy Audit, Population growth, global warming, climate change.

Unit-III: Impact of industrial and business activities on the environment: Environmental degradation, Industrial pollution – Types and impacts, Managing industrial pollution, Waste management, Developing recycling technologies.

Unit-IV: Sustainable Development: Definition, elements, indicators, principles, Guidelines for sustainable development, Concern for environment: Eco-friendly manufacturing, packaging, Green marketing, Green funding, Institutional support for establishing and maintaining environment friendly business.

Unit-V: Environment impact assessment: Environment impact studies and assessment, Environment management system, ISO 14000, Environmental legislations, Governmental institution for environmental Management, International initiatives for environment management.

Suggested Readings

1. N K Uberoi, *Environmental Management*, Excel Books, 2004.
2. Pandey G.N, *Environmental Management*, Vikas publishing house, 2009.
3. Alasdair Blair, David Hitchcock, *Environment and Business*, Routledge, 2004.
4. Bruce. W. Piasecki, Kevin. A. Fletcher, Frank. J. Mendelson, *Environmental Management and Business strategy*, John Wiley & Sons, 1999.
5. Michael V. Russo, *Environmental Management: Readings and Cases*, Sage Publications, 2008.
6. Kiran. B. Chhokar, Mamta Pandya, Meena Raghunathan, *Understanding Environment*, Sage Publications, 2008.
7. Aloka Debi, *Environmental Science & Engineering*, Universities Press, 2008.
8. Bala Krishnamurthy, *Environmental Management: Text and Cases*, PHI, 2008
9. Arindita Basak, *Environmental Studies*, Pearson Education, 2009
10. Kaushik, Anubha, *Principles of Environmental Studies*, New Age International, 2010

BUSINESS LAW

Course Objectives: To familiarize the students with important features of law relating to business like Administrative Law, Contract Law, Company Law etc. It will also give them an exposure to laws like Civil and Criminal Procedure, and their relationship to business.

Module-I: Introduction of legal System; Sources of Law, Classification of law, Natural Justice, History of Indian judicial system; Fundamental Rights, Fundamental Duties, Directive Principles.

Module--II : Contract Act 1872; Nature and Classification of contracts ,Essential elements of a valid contract, Offer and Acceptance, Consideration, Capacity of Parties, Provisions relating to free consent, void agreements, Provisions Relating to Performance and Discharge of Contracts , Quai contracts, Breach of Contract and its remedies, Indemnity and Guarantee.

Module--III : Negotiate instruments Act 1881; Cheques, Bills of exchange, Promissory Notes- Characteristics, Dishonor and Discharge of negotiable instruments, Sale of goods Act 1930; Conditions, Provisions relating to Conditions and Warranties Indian Partnership Act, 1932; Important features - Formation of partnership firms, Kinds of partners - Rights and duties of partners - Dissolution of partnership

Module-IV :Company Law 1956 & 2013; types of companies, interpretation of Memorandum, Articles of Association, Prospectus, Share Capital, Management and Meetings ,winding up of Companies

Module-V: Consumer Protection Act 1986, Foreign Exchange Management Act 1999, Competition Act 2002, Cyber laws, Intellectual Property Rights, GST

Suggested Readings:

1. M.C Shukla , *Mercantile Law*, Sultan Chand & Sons.
2. Avathar Sing, *Company Law*, Eastern book Company
3. B.S.Moshal, *Mercantile Law* ,Ane Books,India
4. Gulshan S. S. & Kapoor G. K. (2006), *Business Law Including Company Law*, Twelfth Edn., New Age International (P) Ltd.
5. Kuchchal M. C. (2009), *Business Law*, Fifth Edn., Vikas Publishing House, New Delhi.
6. Pylee M V (2007), *An Introduction to the Constitution of India*, Fifth Edn., Vikas Publishing House, New Delhi.

CORPORATE GOVERNANCE AND ETHICS

Course Objectives: The objective of the course is to create a mindset of Value and Ethics among the students and to familiarize them with the theory and practice of managing ethics in organizations and also to help them implement the learned principles in their work place and personal life. The course also makes the students to learn the role of Corporate Governance and its increasing impact in the management of organizations.

Module I: Corporate governance an overview: Public governance system- different views- different systems- Public governance structure- Meaning and definition of corporate governance- Historical perspective- CG in various countries- 4 P's of CG

Module II: Theoretical base of corporate governance Models- Anglo saxon model, German model, Japanese model, control model, Indian model- Principles of corporate governance- OECD principles- Stake holders obligations- Essentials of a good Corporate governance system. Growth of Corporate governance in India- Agent –principle relationship- share holders and CG- investors problem and protection- Legal frame work of CG- Stakeholders of CG

Module III: Corporate governance in Indian scenario- emergence of CG issues in India- Implementation of Birla committee recommendations- Need for standardization of CG rating system- Pioneers in CG practices. Land mark cases in corporate frauds in recent years, Enron fraud, world com fraud, AIG insurance case, Baring bank case, Lehman Brother case, Sathyam case, Tata finance case, Sahara case.

Module –IV: Ethics – Objectives of ethics – Business ethics – Characteristics of business ethics – Need for business ethics- Business ethics and profits – The Unitarian – The separatist view - the integration view – Arguments against business ethics – Evolution of business ethics as a field of study in East and West.

Module –V: Indian ethos for management – Quality of work life in Indian philosophy – The concept of ethics in work life according to Bhagavat Gita- Value oriented Holistic management - Need of value based holism in management in India - Ethics for transnational business in view of globalization- Relationship between ethics & corporate governance

Suggested Readings

1. SK Bhatia, *Business Ethics and Managerial Values*, Deep and Deep.
2. CVS Murthy, *Business Ethics And Corporate Governance*, Himalaya.
3. SK Mandal, *Ethics in Business and Corporate Governance*, Tata Mc Graw Hill
4. Manisha Paliwal, *Business Ethics*, Newage International press. New Delhi.
5. Patyrick J. A. & Quinn J. F. *Management Ethics*, Response Publishing, New Delhi.
6. Sherlekar, *Ethics in Management*, Himalaya Publishing, New Delhi.

Second Semester: Core Courses

HUMAN RESOURCES MANAGEMENT

Course Objectives: To become a successful manager of people, students need to understand behaviour of human resources in various organisational situations. In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the human resources of the organization. The objective of this course is to sensitize students to various facets of managing people and to create an understanding of the various practices of human resource management. This will be the prerequisite for enabling students to take elective courses offered in HRM area.

Unit-1 : Introduction to Human Resource Management: Human Resource Management - Definition, nature, scope and features, Functions of HRM- HRM and Personnel Management, Role of HR Manager, Human Resource Planning: Concept, Objectives and Process; Demand and Supply Forecasting; Job Analysis- Job Description, Job Specification, Job evaluation.

Unit-II: Employment, Training and Development: Employment - Recruitment: Recruitment process, Sources of recruitment, Selection Process- types of Tests and Interviews. Assessment Centers, Placement and Induction, Training and Development- Objectives and Needs-Training Process-Methods of Training –Tools and Aids- Evaluation of Training Programs, Executive development programmes.

Unit-III: Performance and Career Management: Performance Management- Definition, Purpose and Principles, Performance Appraisal: Concept, Need, Objectives, Uses and Process of Performance Appraisal, Different methods of PA, Career Management: Career Planning, Career Path, Career Anchors, Career Development, Succession planning

Unit-IV: Compensation Management and HR Maintenance : Compensation Management- purpose and importance, Wage & salary administration, incentive plans & fringe Benefits, Executive Compensation, Performance Linked Compensation, Performance incentives and Gain sharing, Participative Management, Employee welfare programmes, Employee mobility- Promotion, Transfer and Separation.

Unit-V: Industrial Relations : Industrial Relations- Philosophy and Concept, Trade Unions: Concept, Objectives, Functions, Collective Bargaining- Process, Trends and Practices of Employee discipline, Employee Grievance handling and redressal, Employee counseling, Industrial Disputes-Causes, Unfair Labour Practices, Dispute Settlement Machinery-Conciliation, Voluntary Arbitration and Adjudication.

Suggested Readings

1. Gary Dessler, Biju Varkkey, *Fundamentals Of Human Resource Management*, Pearson Education, 2010.
2. K. Ashwathappa, *Human Resource Management - Text & Cases*, Tata McGraw Hill, 2013.
3. V.S.P.Rao, *Human Resource Management - Text & Cases*, Excel Books, 2010
4. Lawrence. S. Kleiman, *Human Resource Management – A Managerial tool for competitive advantage*, Biztantra, 2003.
5. Robert. L. Mathis, John.H. Jackson, *Human Resource Management*, Thomson South-Western, 2006.
6. Angelo. S. DeNisi, Ricki.W. Griffin, *Human Resource Management*, Biztantra, 2009
7. Mizra S. Saiyadain, *Human Resources Management*, Tata McGraw Hill, 2009
8. R. Wayne Mondy, *Human Resource Management*, Pearson, 2013

FINANCIAL MANAGEMENT

Course Objectives: This course has the objective of creating an understanding of the basic issues involved in raising of funds for investments, evaluation of investment projects and proper management of funds.

Module I: Nature and Scope of Financial Management: Meaning and Definition of Business Finance and Financial Management; Finance Functions; Aims of Finance Functions; Scope of finance Function: Objectives of Financial Management; Financial Decisions; Role and Functions of Finance Manager.

Module II: Financing and Capital Structure Decisions: Sources of Finance: Security financing, Internal financing, Loan financing. Cost of Different Sources of Capital: Concept of cost of capital, Significance of cost of capital, Computation of Component costs of capital: Cost of Debt; Cost of Preference Share Capital, Cost of Equity, Cost of Retained Earnings, Computation of Composite Cost of Capital. Capital Structure Decision – Meaning and Patterns of Capital Structure; Theories of Capital Structure: Net Income Approach; Net Operating Income

Approach; Traditional Approach and M-M Approach; Concept of Optimum Capital Structure; Factors affecting Capital Structure. Operating and Financial Leverages: Meaning of leverage, Types of Leverages; Operating, Financial and Composite Leverages.

Module III: Investment decisions: Time Value of Money – Concept, Future Value of a single amount; Present Value of a single amount; Future Value of an Annuity; Present Value of an Annuity. Capital Budgeting Decisions: Concept of capital budgeting, Need, types and importance of capital investment decisions; Capital budgeting appraisal methods: Pay back period method, Net Present Value Method, Internal Rate of Return method, and Present Value Index Method.

Module IV: Management of Working Capital: Management of Working Capital – Concept, types, importance and factors affecting working capital, Sources of working capital

Module V: Dividend Decision: Dividend Policy: Dividend and its forms, Objectives of Dividend Policy, Relevance and Irrelevance Theories of Dividend Decision: Walter's Approach; Gordon's Approach and MM Approach.

Suggested Readings

1. James C. Van Horne, John M. Wachowicz Jr. *Fundamentals of Financial Management*, Prentice Hall of India, New Delhi.
2. Richard A. Brealey, Stewart C. Myers, Franklin Allen, Pitabas Mohanty, *Principles of Corporate Finance*, Tata Mc-Graw Hill Publishing Company Ltd. New Delhi.
3. Pandey I. M.: *Financial Management*, Vikas Publishing House Pvt. Ltd., New Delhi.
4. Prasanna Chandra, *Financial Management – Theory and Practice*, Tata McGraw Hill Publishing Company Ltd. New Delhi.
5. Khan M. Y., Jain P. K. *Financial Management – Text and Problems*, Tata McGraw Hill Publishing Company Ltd. New Delhi.
6. Lawrence D. Schall, Charles W. Haley, *Introduction to Financial Management*, McGraw Hill, Inc., New York.

MARKETING MANAGEMENT

Course Objectives: Objective of this course is to facilitate understanding of the conceptual framework, tools and techniques relevant to marketing management. It may help the student to develop the skill for solving the strategic marketing problems faced by marketing managers.

Module I: Introduction to Marketing: Meaning and Scope of Marketing; Marketing Philosophies and corporate orientation towards market place; Marketing Management Process- An Overview; Concept of Marketing Mix; Understanding Marketing Environment; Marketing information system and Fundamentals of Marketing Research.

Module II: Consumer markets and business markets - Buyer Behavior; Demand Forecasting; Market Segmentation, Targeting and Positioning. Market oriented strategic planning, formulation of marketing strategy and key drivers of marketing strategy. Preparation of a marketing plan.

Module III: Product and Pricing Decisions: Product Concept; Types of Products; Product Levels; Major Product Decisions; Product Life Cycle, New Product Development Process; Branding and packaging decisions; Pricing Decisions: Determinants of Price; Pricing Process, Policies and Strategies.

Module IV: Promotion and Distribution decisions: Integrated Communication process; Promotional tools: Advertising, personal selling, publicity and sales promotion; Distribution channel decisions: Types and functions of intermediaries, Selection and management of intermediaries; Logistics decisions: Introduction to Inventory management, warehousing, transportation and insurance.

Module V: Marketing Organization and Control; Building customer satisfaction, value and retention. Consumerism. Emerging trends and issues in marketing: Social marketing; direct and online marketing; digital marketing, Green Marketing, Introduction to Marketing analytics

Suggested Readings:

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, MithileswarJha; “*Marketing Management – A South Asian Perspective*”, Pearson Education India Limited, New Delhi,
2. KS Chandrasekar, “*Marketing management-Text and Cases*”, Tata McGrawHill
3. Etzel, M., Walker, B., Stanton, W. and Pandit, A (2009) *Marketing Management*, Tata McGrawHill, New Delhi
4. Ramaswamy, V.S and Namakumari, S. (2009) *Marketing Management: Global Perspective Indian Context*, 4th Edition, Macmillan Publishers India Ltd., New Delhi
5. Saxena, Rajan (2009), *Marketing Management*, Fourth Edition, Tata McGraw Hill Education Pvt. Ltd. New Delhi.
6. Louis E. Boone and David L. Kurtz (2007). *Principles of Marketing*, 12 th Edition, Cengage Learning.

7. Pride, William, M., and O.C. Ferrell (2010). *Marketing Planning, Implementation and Control*, Cengage Learning, New Delhi.
8. Greg W. Marshall, Mark Johnston, *Marketing Management*, McGraw-Hill Education

OPERATIONS MANAGEMENT

Course Objectives: To understand the process of inventory management and maintenance in organizations; and Operations planning tools to be applied in various types of organizations.

Module I: Production as an organisation function - Importance of Production Function - Scope of Production and Operations Management, Types of Production Systems, Strategic Operations Management, Operations Strategies, Elements of Operations Strategy, 5 P^s of Operations.

Module II: Plant location & Layout: Nature - Location Theories, Steps in Location, Location Models, Plant Layout, Factors influencing lay out, Principles of lay out, Lay out Tools and Techniques, Materials Handling, Material Handling Principles, Types, Selection and Design of Handling System.

Module III: Materials Management: Vendor rating, Inventory Models, EOQ, Reorder point, EOQ with Discounts, MRP-I, MRP-II, Selective Inventory Control (SIC), Just In Time (JIT), Basics of Kanban, VMI and ERP, Work Study, Work Measurement.

Module IV: Production /Operations Planning & Control: Role of production planning & control in Operations Management, Factors determining production planning, Aggregate Planning, Master Production Schedule, Scheduling, Loading, Routing, Product Planning for Various Production Systems, Line Balancing and sequencing, EBQ, Capacity Planning, Basics of Maintenance management, Maintenance Decisions, overview of FMS and Robotics.

Module V: Quality Management: Statistical Quality Control (SQC), Total Quality Management (TQM), Kaizen, Six sigma, ISO Systems, Supply chain management basic Concepts.

Suggested Readings

1. Starr. Martin K., *Production Management - Systems and Synthesis*
2. Senthil, M., *New Production Operations Management*
3. Pannerselvam, *Production and Operations Management*
4. Elwood, S. Buffa & Rakesh K. Sarin *Modern Production/Operations Management*
5. Norman Gaither, *Production and Operations Management*
6. Kanishka Bedi, *Production and Operations Management*

7. Joseph G. Monks, Operations Management
8. W. Grant Ireson & Engene L. Grant, Handbook of Industrial Engineering and Management.
9. Everette Adam Jr., Ronald Ebert, Production and Operations Management
10. Schniederjans, Production and Operations Management
11. S.C. Sharma, Prodcution and Operations Management.

MANAGEMENT INFORMATION SYSTEMS

Course Objectives: The objective of this course is to acquaint the students with the role, functions and development of information systems at different levels and functional areas of the organization.

Unit-I: Foundation of information systems ; Evolution of MIS: Concepts; framework for understanding and designing MIS in an organization; Concept of information; definition, features, types, process of generation and communication; quality and value of information; information overload; System concept; definition, types and characteristics of system-control in systems : feedback: positive and negative; negative feedback control system, input, process and output control; law of requisite variety.

Unit- II: Types of Information systems: Classification based on Levels of Management, Transaction Processing Systems, Office Automation Systems, Information Reporting Systems, Decision Support Systems: DSS models and software, the decision making process - Structured ,semi structured and Unstructured problems, What if analysis, sensitivity analysis, Goal seeking Analysis and Optimizing Analysis- Executive Support Systems, Expert Systems and Enterprise Resource Planning Systems.

Unit –III: Information Systems Development and Implementation: System development methodologies; SDLC approach; spiral model, prototyping approach and user development approach- Systems Analysis in Life Cycle Approach: Fact Finding, Feasibility study, Cost-Benefit Analysis, Structured Analysis-Data Flow diagram- systems Design; Concepts of Input, output and database design- system implementation: Concepts of Testing, Training and Conversion - system documentation – information system audit.

Unit-IV: Business Information Systems in Functional Domain – Marketing Information Systems – Manufacturing –Information Systems –Human Resource Information Systems – Accounting Information Systems, Financial Information Systems. Strategic roles of IS-Breaking Business Barriers – Reengineering Business Processes-Improving Business Quality – Creating Virtual Company – Challenges of Strategic IS

Unit-V: Managing Information Systems -Enterprise Management – Enterprise Collaboration System IS planning methodologies – Critical Success Factors, Security & Ethical Challenges- Backup & Recovery Process - Computer Crime – Privacy Issues.

Suggested Readings

1. O'Brien, James A, *Management Information Systems*, Tata McGraw Hill, New Delhi, 2004.
2. Marvin Gore, *Elements of Systems Analysis & Design*, Galgota Publications.
3. S.A. Kelkar, *Management of Information systems*, PHI Learning
4. Alexis Leon and Mathews Leon , *Introduction to Information Systems*, Tata Mcgraw Hill
5. Waman S. Jawadekar , *Management of Information Systems* , Tata Mcgraw Hill
6. Robert Schultheis and Mary Summer , *Management Information System –The Managers view* , Tata Mcgraw Hill
7. S. Sadagopan , *Management Information Systems*, PHI Learning
8. Ralph Stair and George Reynolds, *Principles of Information Systems*, Thomson/Course Technology, 2003

ORGANISATIONAL BEHAVIOUR

Course Objectives: The objective of this course is to impart knowledge on the need and importance of individual, group and organisational behaviour in organisations to achieve individual, group and organizational goals

MODULE 1: Introduction of Organizational Behaviour and Individual Behaviours

Definitions of OB- Nature & Scope-Importance of OB in modern organizations-Organizational Behaviour Models; Individual Behaviours-: Personality, Belief, Values, Attitudes, Perception and Attribution; Theories of Personality, Perception, Attitude and Learning.

MODULE 2: Motivation- Theories of Motivation; Application of Motivation at work place; QWL, Job Enlargement, Job Enrichment, Job Rotation, Job re-engineering; Motivation, Job Satisfaction and Morale

MODULE 3: Leadership & Power- Leader vs. Manager, Leadership Styles, Concepts and Theories- Trait, Behavioural and Situational; Transactional and Transformational Leaderships; Leadership Effectiveness; Tools for measuring Leadership; Power; Power and Authority, Sources of Power.

MODULE 4 : Group Behaviour- Group Formation and Development; Group Dynamics; Team Building, Structure of Groups; Group Efficiency; Group Norms; Cohesiveness; Group Effectiveness; Group Decision Techniques; Application of Fundamental Interpersonal Orientation Behaviour (FIRO-B)

MODULE 5: Culture, Stress, Change, Climate, Conflict and E.Q-Creating and Sustaining Organisational Culture; Change Management; Work Stress; Sources and Consequences, Organisational Role Stress; Emotional Intelligence & EQ; Conflict; T.A & JOHARI Window; Work Stress; Organizational Role Stress; Organisational Climate.

Suggested Readings:

1. Fred Luthans: *Organisational Behaviour*, Mc Graw Hill International Edition.
2. Koontz & Weirich: *Essentials of Management*, Tata McGraw Hill Publishing Company, New Delhi.
3. Prasad, L.M.: *Organisational Behaviour*, Sultan Chand and Co , New Delhi, 2002
4. Rao,VSP and Krishna, V. Hari , *Management: Text and Cases*, Excel Books,1st edn. 2004.
5. Robbins,S: *Organisational Behaviour*, X edn., Prentice-Hall India, New Delhi.
6. Robbins,S.P: *Fundamentals of Management*, Pearson, 2003.
7. Robbins, Stephen R : *Organizational Behaviour*, Prentice Hall of India, New Delhi, 1990.
8. Stoner, Freeman & Gilbert: *Management*, PHI, 6th Edition.

MANAGEMENT SCIENCE

Course Objectives: The objectives of the course is to acquaint the student with the applications of Operations Research to business and industry and help them to grasp the significance of resource optimization and analytical techniques in decision making with familiarization of relevant software packages for optimization.

Unit-I: Introduction to Operations Research: evolution, scope, Applications, merits and limitations – concept of optimization,– Decision making through operation research – Nature & Significance of operation research –Models and modeling in OR – General methods for solving OR models – methodology of OR.

Unit-II: Linear programming Problem and its applications(LPP) – Solving LPP by graphical methods – Simplex methods- maximization problems – minimization problems and problems involving artificial variables(Big M Method) – Sensitivity Analysis.

Unit-III: Transportation problem – North West corner method (NWCM) – least cost method (LCM) – Vogels approximation method (VAM) – Modi method – Degeneracy in transportation problem, Maximization in TP. Assignment problem – Solution to assignment problem – Hungarian method, Impossible Assignment.

Unit –IV: Network Analysis – PERT & CPM, time estimation, critical path, Basic concepts of crashing, Resource leveling, Resources Smoothing, Familiarization of Project Management Software Packages.

Unit-V: Inventory and waiting line models – Inventory control: Deterministic models, EOQ-Queuing models – Simulation: Basic Concept of Simulation, Monte-Carlo simulation - Sequencing Problems - Game Theory: Saddle point, Mixed Strategy, Dominance Rule.

Suggested Readings

1. Fredrick S. Hiller and Gerald J. Lie Berman, *Operations Research concepts and cases* , TATA Mcgraw Hill company.
2. R. Panneer Selvam , *Operations Research* , PHI Learning
3. J K Sharma , *Operations Research*, Macmillan India Limited, 2006
4. G.Srinivasan , *Operations Research principles and Applications*, PHI Learning
5. S. Kalavathy , *Operation Research with C programs* , Vikas Publishing House
6. Rathindra P. Sen, *Operation Research* , PHI Learning
7. Billy E. Gillett , *Introduction to operations Research* , MC-Graw Hill

ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT

Course Objectives: To provide a basic understanding to the students of the significance and role of Entrepreneurship and small business in an economy and to impart practical tips to set up and manage micro, small, medium enterprises. This course will also enable the students to learn the various aspects of project formulation and implementation.

Unit-I: Entrepreneur: Definition and functions; characteristics of entrepreneur; Types of entrepreneurs; role of entrepreneur in economic development, Entrepreneur and Professional manager, Entrepreneurial Skills: creativity, problem solving, decision making, communication, leadership quality, Entrepreneurial motivation- Intrapreneurship.

Unit-II : Entrepreneurship Theories and Development: Entrepreneurship theories, - Entrepreneurship development, issues and prospects; Women Entrepreneurship: Concept and functions, Problems and prospects of women entrepreneurs, Recent developments- Types of ventures- Family businesses issues, Innovation- Process and techniques, Innovation and invention; Idea development- significance and process of Patents and IPR

Unit-III: Identification of Business Opportunities: Procedure for floating of Micro, Small and Medium Enterprises: features and advantages of MSME; government regulatory framework for MSMEs; Entrepreneurial Development Programmes (EDPs): Need and objectives of EDP, Government Policy for small scale industries (SSIs). Institutional Support systems for small entrepreneurs, Role of DIC, SFCs, Commercial Banks, SIDBI, Entrepreneurship Development

Institutes (EDIs)- Startups- skill development-Incubation, Source of funds, venture capital, seed funds and angel investors.

Unit-IV : Concept of a Project and Project Management: Characteristic features of a project-types; project management organizations- Project life cycle and its different phases, Project feasibility study, Market feasibility, Technical feasibility, Financial feasibility, cost benefit analysis, social cost benefit analysis-Environmental appraisal of projects- Evaluation and appraisal of projects, techniques- selection- Business plan and project report preparation

Unit- V : Project Implementation and Control: project planning and scheduling , MIS for project management -CPM and PERT- Project Control- Reasons for ineffective project control, Technique of project control- Use of Project Management Software- Prerequisites for successful implementation of projects, Risk analysis and utility theory, Computer based project management, Recent advances in project management.

Suggested Readings

1. Gupta C . B. & Srinivasan, *Entrepreneurship Development in India*, Sultan Chand. 2010
2. Robin Lowe and Sue Marriott, *Enterprise: Entrepreneurship and Innovation: Concepts, Contexts and Commercialization*, Butterworth-Heinemann, 2006 .
3. John Bessant and Joe Tidd , *Innovation and Entrepreneurship*, John Wiley and Sons, U.K, 2011
4. Vasant Desai, *Project Management and Entrepreneurship*, Himalayan Publications, 2011
5. Vasant Desai, *Entrepreneurship and Management of Small and Medium Enterprises*, Himalayan Publications, 2011
6. Gupta A., *Indian Entrepreneurial Culture*, New Age International, 2011
7. Aruna Kaulgud, *Entrepreneurship Management*, Vikas Publishing House, 2003
8. Peter F. Drucker, *Innovation and Entrepreneurship*, Peter Drucker Hillier Publications.
9. Michael H. Morris, Donald F. Kuratko, and Jeffery, *Corporate Entrepreneurship & Innovation*, Cenage Learning, 2011
10. Sudipto Dutta ,*Family Business in India*, Sage Publications, 2010
11. Prasana Chandra, *Project Management*, McGraw Hill, 2009
12. Rao P. C. K. *Project Management and Control*, Sultan and Chand, 2008
13. Bhavesh M. Patel, *Project Management*, Vikas Publishing House, 2000
14. K.Nagarajan, *Project Management*, New Age Publishing, 2005

Third Semester: Core Courses

RESEARCH METHODOLOGY

Course Objectives: To equip the students with the basic understanding of the research methodology and to provide insight into the application of major research tools and techniques for the purpose of management decision making.

Unit-I: Nature and Scope of Research Methodology- Meaning and Applications of - Importance of research in managerial decision making - The Research Process and types of Research- Defining the Research Problem - Problem Formulation and Statement of Research Problem-Hypothesis of research.

Unit-II: Research Design- Types of Research Design - Exploratory, Descriptive, Diagnostic/Conclusive and Experimental Researches - Details and applications- Operational and Administrative structure for research - Sampling and Sampling Designs.

Unit-III: Methods & Techniques of data collection- Observational and other survey methods, Development and designing of tools of data collection - Attitude measurement scales - Levels of measurement and questions of Validity and reliability.

Unit-IV: Fieldwork in research and data processing - Analysis and Interpretation of Data- Univariate analysis, Bivariate analysis - Correlation and Regression - Testing of Hypothesis – Applications -Parametric and Non-parametric tests - ‘t’ test, One way ANOVA, two way ANOVA and Chi square statistic – Essential ideas of Multivariate analysis of data, Factor Analysis, Discriminant Analysis – Cluster Analysis- Use of Statistical Software Package SPSS.

Unit-V: Reporting of research work – Types of Reports – Substance of Reports – Format of Report-Presentation of Reports.

Suggested Readings

1. Mathew David & Carole D. Sutton, *Social Research: The Basics*, Sage Publications, NewDelhi
2. O.R. Krishnaswami, *Methodology of Research in Social Sciences*, Himalaya Publishing House, Mumbai.
3. Ajai S. Gaur and Sanjaya S. Gaur: *Statistical methods for practice and Research*, Sage Publishers.
4. Deepak Chawla & Neena Sondhi, *Research Methodology*, Vikas Publishers, 2011
5. Naval Bajpai, *Business Research Methods*, Pearson, 2013
6. CR Kothari, *Research Methods and Techniques*, New Age International, New Delhi

ENTERPRISE RESOURCE PLANNING AND BUSINESS ANALYTICS

Course Objectives: To understand the need for integration of business functions and processes, and, to gain a practical insight into the implementation of ERP package. To introduce the trends in business analytics for effective information decision making.

Unit-I: Enterprise Resource Planning an Overview: Evolution of ERP- MRP and MRP II; Need for system integration; Benefits of ERP, Risk Factors of ERP Implementation, ERP and related technologies – Data Warehousing, Data Mining, OLAP, SCM, CRM, GIS, ERP products and markets.

Unit-II: ERP Functional Modules: Functional Modules in ERP Package: Finance, Manufacturing, Human Resources, ABAP, Materials Management, Plant Maintenance, Quality Management, Sales and Distribution Management. ERP Software: SAP ERP, PeopleSoft, Oracle Financials, Baan, and QAD – Distinguishing features of each.

Unit- III: ERP implementation: ERP Implementation Challenges; ERP Implementation Life Cycle, ERP Package Selection, ERP (Implementation) Transition Strategies, ERP Implementation Process, ERP Project Team, Consultant intervention; Contracts with Vendors, Consultants and Employees, Project Management and Monitoring, Managing Changes in ERP implementation. Customizing and configuration; Maximizing ERP System.

Unit- IV: Business Analytics: Definition, Evolution, Architecture, Benefits, Future; Business Analytics as Solution for Business Challenges, Effective Predictive Analytics, Integrating Analytics in Business Processes, Unstructured Data Analytics, Balanced Scorecard, Dashboards, KPI based on Dashboard and Scorecard, LOFT effect, Data Quality, Master Data Management, Data Profiling, Business Analytics in functional domain.

Unit- V: Data Modelling Concepts: Data Modelling Types and Techniques, Multidimensional modelling: measures, dimensions, attributes and hierarchies, Schemas, Data Marts, Data Integration: Extraction, Transformation and Load Processes, Data Warehouse: Definition, Architecture, Development and Implementation issues, Introduction to OLTP and OLAP, Data Mining: Definition, Concepts, Applications and Methods.

Suggested Readings

1. Leon, Alexis, *Enterprise Resources Planning*, Tata McGraw Hill, New Delhi.
2. RN Prasad and Seema Acharya, *Fundamentals of Business Analytics*, Wiley India.
3. Ptak, Carol and Eli Schragenheim, *ERP*, St Lucie Press, New York, 2000.
4. Vinod Kumar Garg and Venkitakrishnan N.K, *Enterprise Resource Planning-Concepts and Practice*, PHI, New Delhi 2003.
5. Jean Paul Isson and Jesse S. Harroitt, *Win With Advanced Business Analytics*, Wiley Publication, 2013
6. Cindi Howson, *Successful Business Intelligence: Secrets to Making BI a Killer App*, Tata McGraw Hill Edition 2012

Fourth Semester: Core Courses

STRATEGIC MANAGEMENT

Course Objectives: This course is aimed at providing the students with framework across Strategic Analysis, Strategy Formulation, and Strategy Implementation and Control. This Course will Nurture the ability of students to identify strategic issues and develop appropriate courses of action.

Module I: Overview of Strategic Management –Business Policy and Strategic Management – Corporate, SBU and Divisional Strategies - Strategic Management Model – Business Ethics and Strategic Management.

Module II: Business Vision, Mission, Objectives- Strategic Intent-Characteristics of Vision, Mission, Business Models, Objectives, Core Competency; Types of Strategies- Generic and grand Strategies- Integration Strategies-Intensive Strategies-Diversification Strategies-Michael Porter Generic Strategies.

Module III: Strategic formulation; Environmental analysis; External, Organisational and Industry analysis, OCP & SAP, Scenario Analysis, SWOT, PESTEL, ETOP,QUEST; Strategic Analysis and Strategic Alternatives, Balanced Score Card.

Module IV: Strategy Implementation-The Nature of Strategy Implementation – Project, Behavioural, Structural, Functional and Procedural; Strategy and Structure-Strategy and Culture.

Module V: Strategy Evaluation and Control -Characteristics of Effective Evaluation Systems –Criteria for Strategy Control –Mechanism for Strategic Control- Du Pont's control model Concept of Value Chain, Strategic Surveillance, Michael Porter's approach for Globalisation, Strategy Audit, Future of Strategic Management.

Suggested Readings:

1. Hamel G and Prahalad C K, *Competing for the future*, Harvard Business Press Review, 1994
2. Huge McMillan, *Strategic Management*, Oxford University Press, 2000
3. P.S Rao, *Business Policy & Strategic Management*, Himalaya publications, New Delhi
4. Azhar Kazmi, *Strategic management*, , Tata McGraw Hill

5. Charles W.L. Hill and Gareth R. Jones, *Strategic management: An integrated approach*, Cengage
6. Srivastava RM, *Strategic management: Concepts, Skills and Practices*, Prentice Hall of India.
7. Jauch.L.,Rajive Gupta & William.F.Glueck, *Business Policy and Strategic Management*, Frank Bros & Co
8. Gregory G.Dess and Alex Miller, *Strategic Management*, McGraw Hill.

SYLLABUS OF ELECTIVES - FINANCE

MANAGEMENT OF BANKS AND FINANCIAL INSTITUTIONS

Course Objectives: The candidates would be able to acquire knowledge in various functions associated with banking, practice and procedures relating to deposit and credit, documentation, monitoring, control; and an insight into banking related laws.

Module I: Introduction: Classification of banks, Types of banking, Banking system in India, Central bank, functions, method of credit control, RBI, Functions of NBFIs-Recent trends in Indian Banking Sector.

Module II : Deposits- Banker and-Customer relations - Know your Customer [KYC], types of accounts - services rendered by Banks - Banker's lien - right of set off - Payment and collection of Cheque, responsibilities of customer and banker, endorsements, bouncing of cheques, Types of customers; NOSTRO and VOSTRO accounts – SWIFT, CHIPS, CHAPS, FEDWIRE, NRI Bank accounts

Module III : Credit- Principles of lending - various credit Products/ Facilities - working capital and term loans - Credit Appraisal Techniques, credit management, Different types of documents; Documentation Procedures, Different modes of charging - types of collaterals and their characteristics, Priority Sector Lending - sectors - recent developments - Financial Inclusion- Correspondent Banking

Module IV: Financial Management of Banks- Bank Balance Sheet Structure - Components- Asset Liability Management (ALM) in Commercial banks; Gap method; Value at Risk method. - NPA Management- Calculation of provisions for NPA and risk weights for Basel Norms- Interest calculation, Evaluating bank performance – Profitability Analysis, Balanced Scorecard.

Module V: Banking related laws- Recovery of Debts due to Banks and Financial Institutions Act, 1993(DRT Act)- Objective of the Act, Constitution of Tribunal, Procedure to be followed, Enforcement process. Securitisation and Reconstruction of Financial Assets and Enforcement of Securities Interest Act (SARFAESI)-Constitutional Validity; Definitions; Regulation &

Reconstruction; Enforcement of Security Interest; Central Registry; Offences & Penalties; Miscellaneous Provisions. Banking Ombudsmen Scheme- Purpose; Extent; Definitions; Establishment; Powers; Procedure for Redressal Grievance

Suggested Readings

1. Peter S Rose and Sylvia C Hudgins, *Bank Management and Financial Services*, Tata McGraw-Hills, 7th Ed, 2010.
2. Indian Institute of Banking and Finance, *Bank Financial management*, Taxmann Publication, ND, 2004.
3. Muraleedharan.D, *Modern banking: Theory and Practice*, PHI Learning, 2010.
4. Jha SM, *Bank Marketing*, Himalya PH ,2011
5. Vasant Desai, *Bank Management*, Himalya P H , 2010.
6. Raghu Palat, *Retail Banking*, Cortlandt Rand Consultancy Private Ltd, Mumbai, 2010.
7. Bhattacharya KM and Agarwal, *Basics of Banking and Finance*. Himalya PH, 2011.
8. Shekhar KC, and Lekshmy shekhar, *Banking Theory and Practice*, Vikas PH, ND, 2010.
9. Hempel, George H and Yawitz Jess B, *Financial Management of Financial Institutions*, New Jersey, PHI.
10. Vij, Madhu, *Management of Financial Institutions in India*, ND, Anmol Publication.

Financial Analysis and Business Valuation

Course Objectives: To understand how to use financial statements & related data to derive estimates; and its inferences useful in business analysis and valuation.

Module I: Financial Statement Analysis: Link between financial statements and decision makers, Mechanics of FSA- Financial ratio Analysis; ratio classification and structure; Empirical basis of financial ratios; Inter-firm and intra-firm analysis; Univariate and multivariate approach; Weakness of ratio Analysis.

Module II: Fund and Cash Flow Analysis : Decomposition Analysis: Assets, liabilities and income statements; Fund Flow Analysis. Cash Flow Analysis- Analyzing Investing Activities, Analyzing Financial Activities, Analyzing Operating Activities. Free Cash Flow: Measuring the Cash Produced by the Business - Using the Free Cash Flow to Value the Firm and Its Equity

Module III: Application of FSA: FSA as an information processing system; Assessment of corporate solvency and performance; prediction of corporate earnings and growth; credit valuation. Corporate Distress Analysis- Corporate Distress Prediction Models: Edward Altmans Model, NCAER Models Financial analysis and planning: Financial models, Forecasting Financial Statements, Cross sectional analysis of financial statement information, Control, governance and financial architecture.

Module IV: Meaning of Value- Valuation and Business Valuation- Principles of Valuation- Types of Values- Role of Business Valuation in Corporate Finance and Business Acquisitions-. Valuation Models- Non-Discounted Cash Flow Method (DCF) – Accounting based, Earnings based, Cash flow based.-Discounted Cash Flow Method-Other methods of valuation- Value Drivers.

Module V: Approaches to Value Based Management – Marakon Approach, Alcar Approach, Mc Kinsey Approach, EVA Approach, BCG HOLT Approach. Metrics for Measurement of Performance – EPS, ROI, EBIT, EBITDA, RONA, ROCE, TSR, TBR, MVA, CVA, CFROI

Suggested Readings

1. Bhattacharyya and John Dearden, *Accounting for Management-Text and Cases*, Vikas PH, 2009.
2. Global Data Services of India Ltd, *Accounting and Analysis-The Indian Experience*, Taxmann Publications Pvt Ltd, ND, 2007.
3. Subramanyam, KR and John J. Wild, *Financial Statement Analysis*, Tata McGraw Hill Publishing Ltd, ND.
4. Debarshi and Bhattacharyya, *Financial Statement Analysis*: Pearson Education, 2011.
5. George Foster, *Financial Statement Analysis*, , Pearson Education.
6. Simon Benninga, *Financial Modeling*, MIT Press (2008) (SB).
7. Alaister L day, *Mastering Financial Modeling In Excel: a Practitioner's Guide to Applied Corporate Finance*. Financial times/ Prentice hall, 2007.

FINANCIAL DERIVATIVES AND RISK MANAGEMENT

Course Objectives: To impart an understanding of the characteristics of the financial derivatives such as options, futures and swaps; to develop familiarity with the different pricing models of financial derivatives and to hone skills in application of derivatives for risk management.

Module I: Introduction to Financial Derivatives -An overview of derivative contracts: Forward, Futures, swaps and options; Importance of derivatives in risk management; Derivative markets in India: exchange-traded and over the counter; Trading mechanism of derivatives in India

Module II: Forwards and Futures -Quantitative foundations for derivative analysis; Mechanics of futures and forward contract; hedging strategies using futures and forward; Pricing forward and futures contract

Module III: Interest and Index Futures and Options -Interest rate futures and pricing; Stock index futures and pricing; Swaps: mechanics use and valuation; Options: The basics, Credit derivatives; Exotic options

Module IV: Option Pricing Models -Binomial options pricing model; The Black and Scholes Model; Options hedging strategies; estimating volatilities

Module V: Business Risk -Source and types of business risk, implications of business risk, risk perceptions of individuals and institutions, Generic alternatives for managing financial risk , diversification, Reinsurance, Contingent contracts.

Suggested Readings

1. Madhumathi. R and Ranganathan M, *Derivatives and Risk Management*, Pearson Education, Chennai 2012.
2. Gupta SL, *Financial Derivatives (Theory, Concepts and Problems)*, Tata MC Graw Hills, ND, 2005.
3. Kumar, S.S.S, *Financial Derivatives*, Prentice Hall of India, ND, 2010.
4. Rene , M., Stulz, *Risk Management and derivatives*, Thomson –South Western, 2003.
5. John C Hull, *Options, Futures and other derivatives*, Sixth edit, Pearson Education, 2010.
6. John C Hull, *Student Solutions Manual for Options, Futures and Other Derivatives*, Middle East, Asia, Africa, Eastern Europe Edition, 7/e, Pearson Education, 2008.
7. Vijaya Bhaskar, P and Mahapatra, B, *Derivatives Simplified*, Sage publication, 2002.

INTERNATIONAL FINANCIAL MANAGEMENT

Course Objectives: To provide students with a conceptual framework of how financial decisions are undertaken in a multinational company. To familiarize students with unique economic factors that challenges a financial manager in the international context.

Module 1 :International Financial Environment -The Finance Function in Global Context, Distinguishing Features of International Finance, International Monetary System, International Financial Flows, Balance of Payments Framework, International Financial System - Markets and Institutions.

Module II :Foreign Exchange Markets - Introduction, Structure of Foreign Exchange Market, Mechanics of Currency Trading, Types of Transactions and Settlement Dates, Exchange Rate Quotations and Arbitrage, Exchange Rate Determination and Forecasting, Purchasing power parity theory; Interest rate parity theory; Introduction to Currency Futures, Currency Options, Forwards and Swaps.

Module III: Forex Risk Management- Management of Foreign Exchange Risk – Translation Exposure, Transaction Exposure and Economic Exposure, Hedging – Managing operating exposure

Module IV: Financial Management of Multinational Corporations: Foreign Direct Investment Cost of Capital and Capital Structure of Multinational Firms, The international Financing Decision, Funding Avenues in Global Capital Markets, Multinational Capital Budgeting,

Multinational Working Capital Management, Control and Performance, Evaluation of Multinational Companies.

Module V : International Taxation: Tax Principles, Double Taxation relief, bilateral relief, unilateral relief, Special provisions relating to avoidance of tax & Tax haven subsidiaries & International offshore financial centers.

Suggested Readings

1. Apte, P.G., *International Financial Management*, Tata McGraw Hill Publishing Limited.2009.
2. Sharan, Vyuptakesh, *International Financial Management*, Prentice Hall of India, 2010.
3. . Eitman, David K., Stonehill, Arthur, Moffet, Michael H., *Multinational Business Finance*, Pearson Education, 2007.
4. Clarle, Ephrain, *International Financial Management*, Cengage learning, Australia, 2011.
5. Madura, Jeff, *International Corporate Finance*, Cengage (Thomson) Learning, 2007.
6. Madhu Vij, *International Financial management*, Excel Books, 2010.
7. David K Eiteman; Arthur I. Stonehill; Michael H Moffett, *Multinational Business Finance*, 10ed, Pearsons education, 2009.

PERSONAL FINANCIAL PLANNING

Course objectives: To provide the competencies required to act as an Independent Financial Advisor and design appropriate finance planning strategies suitable to individual clients to meet the client's wealth creation and wealth protection needs.

Module I: Introduction to financial planning: meaning-Importance- Steps or Process - Types of Investment Risks - Product Profiling in terms of inherent Risk and Tenure -Risk Profiling of Investors -Asset Allocation- Financial Assets -Types of Asset Allocation Strategies -Fixed Income Instruments -Equity Market -Mutual Fund Products -Derivatives and Commodities - Foreign Exchange Market -Real Estate and other Investments .

Module II: Analysis of Return -Nominal Rate of Return- Effective Rate of Return - Compounded Annual Growth Rate (CAGR) - Real Rate of Return - Holding Period Return (HPR) -Power of Compounding - Time Weighted Return vs. Rupee Weighted Return -Future Value- Present Value -Net Present Value - EMI calculation - Loan Repayment Schedules - Repayment Schedules with Varying Interest Rates -Amortization - Home Equity -Refinancing Cost - Fixed EMI vs. Fixed Tenure -Net Worth and its Components - Liquidity Ratios - Debt to Income Ratio, Debt to Financial Assets, Debt to Total Assets -Savings Ratio.

Module III: Life Insurance- Analysis of Life Cover, Strategies and Products: Identifying clients life insurance needs - Provision in the life cover of certain financial goals and financial liabilities -Types of Life Insurance Policies -Term Insurance - Whole Life Policy - Endowment Policy - Investment Linked Insurance -Insurance Linked Annuities -Life insurance policy riders- Individual Health Insurance - Family floater policy - Critical illness policy - Group health insurance policies - Personal and group accident insurance - Personal Disability Insurance . Disability- Permanent and Temporary - Disability- Partial and Total - Taxation aspects of various life insurance policies

Module IV: Retirement Planning: Purpose and need of Retirement Planning- Role of Financial Planner in Retirement Planning –Retirement Planning Process -Pre-retirement Strategies -Post-retirement Strategies - Analysis of Client’s Life Cycle -Analysis of Client’s Life Cycle -Analysis of Client’s Retirement Needs -Wealth Creation- Factors and Principles -Features of Public Provident Fund (PPF) scheme - Tax advantage of PPF scheme -Features of New Pension System (NPS) - Tax benefits under NPS - -Functions of Pension Funds managers and NPS Trust - Pension plans from insurance companies: Unit Linked Pension Plans - Pension plans from Mutual Funds: Systematic investment/withdrawal -Immediate annuities vs. Deferred annuities - Annuities- Taxation of annuities.

Module V: Tax Planning-Need and Importance - Tax Planning vs. Tax Evasion and Avoidance - Tax Planning vs. Tax Management - Deferral of tax liability - Residential status of an individual -Maximizations of exclusions and credits - Managing loss limitations -Taxability of Various Financial Products -Taxation of Various Financial Transactions.- Income from salary, HP, Capital gain, and other sources, Deduction -Clubbing of Income - Deductions under Chapter VIA - Taxable income - Tax liability of Individual assesses - - Tax Compliance Matters

Suggested Readings

1. *Introduction to Financial Planning*, Taxmann Publication Pvt. Ltd.
2. *Insurance Products (including Pension Products)*, Taxmann Publication Pvt. Ltd.
3. *Mutual Funds (Products & Services)*, Taxmann Publication Pvt. Ltd.
4. Prasanna Chandra, *Investment Analysis and Portfolio management*, Tata Mc-GraHill.
5. Alexander, Sharpe, Bailey, *Fundamentals of Investment*, Pearson, PHI.
6. Reilly & Brown, *Investment Analysis & Portfolio Management*, Thomson Learning.

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objectives: The objective of this course is to give the students an in-depth knowledge of the Securities market and to familiarize students with portfolio management techniques.

Module I: Financial markets – primary and secondary markets – major players and instruments in Secondary market – “Securities” and “Securities Market”- Structure of Securities Market- market participants and their activities-Kinds of transactions-Dematerialization and Re-materialization of securities.

Module II: Primary market- Types of Issues-IPO-FPO- Book Building, OFS, Rights Issue, Bonus Issue & Preferential Issue. Secondary Market- Functioning of stock exchanges, listing of securities-Trading Procedure, Margin System, Settlement process- Market capitalization and its classification- Market Indices, Types of indices- Role of Stock Brokers, & SEBI.

Module III: Analysis of risk & return, concept of total risk, factors contributing to total risk, systematic and unsystematic risk, default risk, interest rate risk, market risk, management risk, purchasing power risk. Risk & risk aversion. Equity Market- Debt Market-Types of Bonds- Valuation of securities – bond and fixed income instruments valuation –bond pricing theorems, duration of bond and immunization of interest risk, term structure of interest rate, determination of yield curves, valuation of equity and preference shares (Dividend capitalization & CAPM).

Module IV: Research on businesses/stocks- Fundamental Analysis - Top down approach and Bottom up approach- Economic Analysis- various macroeconomic variables- Industry Analysis- Michael Porter’s five force model -PESTLE Analysis-BCG Analysis-SCP Analysis- Key Industry Drivers-Company Analysis – Qualitative Dimensions-Business and Business Models- Competitive Advantages –SWOT Analysis-Quality of management/governance-Pricing power and sustainability-Organization structure- Critical business drivers/success factors- Risks in the business-Compliance orientation - Company Analysis – History of Business Vs. Future of Business- Basics of Cash Flows- Contingent Liabilities, Off-balance sheet items, Accounting Policies- Basics of Taxation-Financial performance-Peer Comparison- Dividend and earnings history- Corporate actions- Technical Analysis- Market indicators, Support and resistance level, Patterns in stock price– Moving Average- Efficient market theory, random walk, comparison of random walk, technical & fundamental

Module V: Portfolio Management- Asset Mix- Risk Return Relationship- Asset allocation decision. Dominant & Efficient portfolio – Diversification portfolio- simple diversification, Markowitz diversification model, selecting an optimal portfolio – Sharpe single index model. Determination of corner portfolio. Process of portfolio management – International Diversification. Portfolio revision- Portfolio performance evaluation – Sharp & Treynor & Jensen’s measure. & evaluation. Portfolio strategy- Active and passive electing best strategy.

Suggested Readings

1. Prasanna Chandra, *Investment Analysis and Portfolio management*, Tata McGraHill,.
2. Zvi Bodie, & Mohanty, *Investments*, TMH.
3. K Bhalla , *Investment Management* , S.Chand & Co., New Delhi.
4. S.Bhat, *Security Analysis & Portfolio Management*, Excel Books.
5. Fisher and Jordan, *Security Analysis & Portfolio Management*, Pearson, PHI.
6. David G.Luenberger, *Investment science*, Oxford.
7. Alexander, Sharpe, Bailey, *Fundamentals of Investment*, Pearson, PHI.
8. S. Kevin, *Portfolio Management*, Prentice Hall India, New Delhi.
9. Reilly & Brown, *Investment Analysis & Portfolio Management*, Thomson Learning.

MODERN BANKING AND FINANCIAL SERVICES

Course Objectives: The course is intended to provide a sound foundation in the modern banking products and financial services.

Module I: DIGITAL BANKING PRODUCTS-Introduction-Need for Digital Banking Products-Concept of e-Galleries- Branchless Banking: Objectives- Business Correspondents / Business facilitators-Digital Banking Products for Financial Inclusion. ATMs: -Product Features-Instant Money Transfer Systems-Variou s Value-Added Services-Proprietary, Brown Label and White Label ATMs--Back End Operations and Technology- CDM: Product Features- Back End Operations and Technology. MOBILE BANKING: - Product Features and Diversity-IMPS--Back End Operations and Technology. INTERNET BANKING: -Product Features-Corporate and Individual Internet Banking- Integration with e-Commerce Merchant sites- Back End Operations and Technology.

Module II: CARDS: Various types of cards-Product features-New Technologies – Approval Processes for Cards-Profitability of Cards- Back End operations-Recovery and Follow up.POS TERMINALS: Product Features-Approval processes for POS Terminals-Profitability of POS business-Back End Operations and Technology. PAYMENT SYSTEMS: Overview of global AND domestic Payment systems-RuPay and RuPay Secure-Immediate Payment Service (IMPS)-National Unified USSD Platform (NUUP)-National Automated Clearing House (NACH)-Aadhaar Enabled Payment System (AEPS)-e-KYC-Cheque truncation System (CTS)-National Financial Switch (NFS)-RTGS-NEFT-Forex settlements-Innovative Banking & Payment Systems.

Module III: Financial Services: Concept, Nature and Scope of Financial Services – Growth of Financial Services in India –Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India. Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture

Capital – Legal Aspects and Guidelines for Venture Capital- Housing finance-Consumer Finance.

Module IV: Leasing - concept and development of leasing- leasing Vs hire purchase, types of leasing - advantages - Legal & Tax aspects leasing, Lease evaluation, International leasing. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context.

Module V: Mutual Funds – Concept and Objectives, Functions and types/portfolio classification, Organization and Management, Working of Public and Private Mutual Funds in India-SEBI regulation of AMCs – Evaluating mutual fund performance. ebt Securitisation – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL. Credit rating - various credit rating agencies in India -International credit rating agencies, factors affecting credit rating & procedural aspects

Suggested Readings

1. Uppal RK, *Banking with Technology*, New Century Publications, New Delhi
2. Kaptan SS, *Indian Banking in Electronic Era*, New Century Publications, New Delhi
3. Khan M.Y., *Indian Financial System*, Tata McGraw Hill Publishing Company Ltd., New Delhi
4. Bhole & Mahakud, *Financial Institutions and Market*, TMH, New Delhi
5. V.A.Avadhani, *Marketing of Financial Services*, Himalayas Publishers, Mumbai
6. DK Murthy, and Venugopal, *Indian Financial System*, IK Int Pub House
7. Anthony Saunders and MM Cornett, *Financial Markets & Institutions*, TMH, New Delhi
8. Punithavathy Pandian, *Financial Markets and Services*, Vikas, New Delhi
9. Vasanth Desai, *Financial Markets & Financial Services*, Himalaya, Mumbai
10. Meir Khan, *Financial Institutions and Markets*, Oxford Press.
11. Madura, *Financial Markets & Institutions*, Cengage, New Delhi

STRATEGIC FINANCIAL MANAGEMENT

Course Objectives: The focus of the course is on the core functions of strategic financial management, and to acquire knowledge of the legal, procedural and practical aspects of Corporate Restructuring.

Module I: Introduction to Strategic Financial Management: Overview of Strategic Financial Management; Corporate Strategy and Financial Policy; Strategic Investment decisions- Evaluation of Risky Proposals for Investment decisions-Investment decisions under uncertainties- Effect of Inflation on Capital Budgeting Decisions- Sensitivity Analysis, Certainty Equivalent Approach, Decision Tree Analysis, Standard Deviation in Capital Budgeting, Risk Adjusted Discount Rate, Options in Capital Budgeting

Module II: Strategic Financing Decisions: Capital Structure and Value in a Perfect World; Modigliani and Miller Theorem on Capital Structure; Arbitrage Mechanism; Imperfections and Capital Structure; Cost of Financial Distress; Agency Costs; Signaling Theory. Numerical Problems: Modigliani and Miller Model.

Module III: Meaning of Corporate Restructuring -Need, Scope and Modes of Restructuring- Historical Background -Emerging Trends-Planning, Formulation and Execution of Various Corporate Restructuring Strategies - Mergers and Acquisitions: Types of Mergers; Motives for Mergers; Mergers and Acquisition Process; Valuation for Mergers and Acquisitions; Reverse Mergers. Takeovers: Methods of Takeovers; Takeover Tactics for Hostile Takeover; Takeover Tactics for Friendly Takeover; Defensive Strategies for Hostile Takeover. Numerical Problems: Mergers and Acquisitions.

Module IV: Corporate Restructuring: Reasons for Corporate Restructuring; Major Forms and Techniques of Corporate Restructuring; Expansion Techniques: Strategic Alliances; Joint Ventures; Foreign Franchises; Disinvestment Techniques: Sell-off; De-Merger (Spin-off); Divestiture; Equity- Carve-outs Management Buyout; Leveraged Buyout (LBO); Going Private.

Module V: Leasing Decisions- Lease Financing – Evaluation of Lease vs Buy options- Break-Even Lease rental determination- Cross Boarder leasing, Sale and Lease back.

Suggested Readings

1. Prasanna Chandra. *Strategic Financial Management*. New Delhi: McGraw Education(India) Private Limited.
2. Prasanna Chandra. *Corporate Valuation and Value Creation*. New Delhi: Tata McGraw Hill Education Private Limited.
3. Aswath Damodaran. *Investment Valuation: Tools and Techniques*. New Delhi: Wiley India Pvt. Ltd.
4. Frank J. Fabozzi. *Bond Markets, Analysis and Strategies*. New Delhi: Pearson Education India.
5. Jakhotiya, G.P., *Strategic Financial Management*, 2nd Revised Ed, Vikas Publishing House Private Limited, 2008.
6. Pandey I. M.: *Financial Management*, Vikas Publishing House Pvt. Ltd., New Delhi.

CORPORATE TAXATION

Course Objectives: To acquaint the students with the corporate taxation laws in the country, and gain enough knowledge to manage corporate taxes.

Module I: Introduction: Tax System in India: Direct Tax- Indirect Tax- concepts of Income, Person, Assessment Year, Previous Year, Gross Total Income & Total Income, Residential status, Tax deductions and exemptions, Income tax Rates.

Module II: Tax on business or profession: Computation of tax, Chargeable incomes; Allowable expenses, disallowed expenses; General deductions; Maintenance of Accounts, Tax Audit, Computation of taxable income as profit and gain from business or profession.

Module III: Taxation of Companies: Domestic Company and Foreign Company–Deductions available from Gross Total Income, Assessment in special cases, (retail, transport, exploration of mineral oil)- Deductions and Exemption available for Companies- Carry Forward and Set off of Losses-Tax on undistributed Profits of Domestic Companies- Problems on Computation of Taxable Income of Corporate Assesseees. Payment of tax, Filing of Returns, Advance Tax, Tax Deduction and Tax Collection at Source, PAN and TAN requirements, tax assessment and Penalty -Avoidance of Double Taxation Agreements, Inter-company transfer and tax implications.

Module IV: Tax planning: Concepts relating to tax avoidance, tax evasion- MAT, Tax Consideration in Special Areas- Foreign Collaboration Agreements, Mergers, Amalgamation, Reconstructions, Acquisition, Capital Structure, Dividend Policy-Depreciation and Other Allowances- Tax benefits for New Industrial Undertakings and Start-ups.

Module V: Goods and Service Tax: Evolution - Concept of GST: Important Definitions, Incidence of tax under GST, Tax Administration under GST, Goods exempted, Registration, Rates of GST, Collection of tax, Remittance of tax to government, Filing of Returns, penalty and Prosecution.

Suggested Readings

1. Vinod K. Singhania, *Direct Taxes: Law and Practice*, Taxmann Publications, New Delhi.
2. Mehrotra, HC and Goyal, SP, *Corporate Tax Planning and Management*, Edition for the relevant A .Y, Sahitya Bhawan Punlication, Agra.
3. Singhania V.K., *Corporate Tax Planning*, Edition for the relevant A .Y, TMH.
4. Gupta and Gupta, *Corporate Taxation in India*, Edition for the relevant A .Y Himalya Publishing House, New Delhi.
5. Sreenivas, E.A.: *Handbook of Corporate Tax Planning*, Relevant A.Y, Tata McGraw Hill, New Delhi.
6. Lakhotia, R. N., and S. Lakhotia, *Corporate Tax Planning Hand Book*, Vision Books, New Delhi.

7. Palkivala, N.A., and Palkivala B. A., Kanga and Palkivila's Law and Practice of Income Tax, N.M. Tripathi.
8. Bhagwati Prasad, Direct Taxes Law and Practice, Wishwa Prakash, New Delhi.

BEHAVIOURAL FINANCE

Course Objectives: To help students appreciate the limitations of 'rational' models of investment decision making and identify persistent or systematic behavioural factors that influence investment behaviour.

Module I: Standard Finance – Modern Portfolio Theory, MM Theory, Capital Asset Pricing Model (CAPM), Random walk hypothesis, Expected Utility Theory – Efficient Market Hypothesis –Investor rationality and market efficiency – Introduction to Behavioural Finance – Evolution and History of Behavioural Finance, Main contributors.

Module II: Behaviour and its formation, models – Cognition, Cognitive dissonance, Cognitive bias – Emotions – Perception, Errors of perception – Decision making, Herbert Simon and bounded rationality –Heuristics and its relevance – Basis and the various Theories of Decision Making, Personality traits and risk attitudes.

Module III: Building blocks of Behavioural Finance – The psychology of investor behaviour – Theories of Behavioural Finance – Noise-trader; Professional arbitrage – Biases, Outcomes of biases, Various Biases – Cognitive, Affective and Conative biases – Dealing with biases – De-biasing strategies – Market anomalies – Heard behaviour – Bubbles, formation and effects, Behavioural explanation of Bubbles –Prospect theory – Models of investor behaviour.

Module IV: Behavioural Corporate Finance – Approaches – Mergers and Acquisitions – CEO overconfidence and Biases, Approaches and dealing with biases – De-biasing, strategies – Value investing – Behavioural investing – Uses and Approaches of Behavioural Finance in corporate decision-making.

Module V: Neuro-finance – Neural process and decision making –Contribution of Neuro-finance in Behavioural finance – Frauds and the Psychology behind it – Theories of fraud – Prevention of fraud – Institutions that deal with frauds – Forensic accounting, need and its importance in the present situation.

Suggested Readings

1. Ackert L and R Daves, *Behavioural finance: Psychology decision making and Markets*, South western, Centage learning, Mason, Ohio.
2. Bisen, Pandey: *Learning Behavioural Finance*, Excel Books.

3. Montier, James: *Behavioural Finance*, John Wiley & Sons, New York.
4. Sheiter A, *Inefficient Markets: An Introduction to behavioural finance*, Oxford University press, Oxford.

MANAGEMENT CONTROL SYSTEM

Course Objectives: The main objective of the course is to appraise the students the about the concept of management control system as well as its role in efficient management of organizations.

Module I: Management Control System: Basic concepts, nature and scope of MCS, Control environment – Concept of goals and strategies. Management control process, Behavioural considerations.

Module II: Responsibility Centers: Revenue and expense centers, Profit centers, Investment centers. Relevant Cost Analysis : Relevant Cost, Irrelevant Costs - Sunk or Historical Cost, Committed Cost, Absorbed Cost, Situations where Fixed Costs become relevant for decision – making and its related implications- Profitability Analysis – Product wise / Segment Wise / Customer wise-Transfer Pricing: Objectives and methods.

Module III: Budgeting and Variance Analysis: Budget preparation, Types of budgets, Behavioural aspects of budgets, budgetary control, Variance analysis and reporting. Variance Analysis - Investigation of Variances, Planning and Operating Variances, Controllable / Non-controllable Variances, Relevant Cost Approach to Variance Analysis; Variance analysis under marginal costing and absorption costing; Activity Ratios; Application of budgetary control and Standard Costing in Profit planning, Standard Costing Vs Budgetary Control, Reconciliation of Actual Profit with Standard Profit and /or Budgeted Profit.

Module IV: Control Methods: Cost Control and Cost Reduction – Basics, Process, Methods and Techniques of Cost Reduction programme. Activity Based Cost Management - Concept , purpose, benefits, stages, relevance in decision-making and its application in Budgeting, Responsibility accounting, Traditional Vs. ABC System – comparative analysis- JIT – introduction, Benefits, Use of JIT in measuring the Performance-) ERP and its applications in strategic cost management- Bench Marking-Life cycle costing, Target costing, Kaizen Costing- Value Analysis and Value Engineering- Throughput Costing-Business Process Re-engineering- Back-flush Accounting-Lean Accounting- Socio Economic Costing-Control in service organizations, Control in multinational corporations.

Module V: Performance Analysis and Measurement :Performance Management- concept, components -Performance analysis and measurement-quantitative and qualitative, divisional performance- Performance, Productivity and Efficiency- Financial performance analysis- Performance Evaluation & Improvement Tools- Balanced Score Card- Du-Pont Analysis- Bench marking & Bench trending- Six Sigma- Statistical Quality Control (SQL)- Plan- Do- Check- Action (PDCA)-Management Information System-Online Analytical processing tools- Tools to Improve Productivity and Profitability – MRP I, MRP II and ERP-) Total Productivity Management- Total Quality Management

Suggested Readings

1. Robert N. Anthony & Vijay Govindraján, *Management Control Systems*, TMH.
2. Kenneth A. Merchant, *Modern Management Control systems: Text & Cases*, Pearson Education
3. Drury, Colin, *Management Accounting and Control*, Thomson Learning.
4. Kaplan, Atkinson and Young, *Management Accounting*, Pearson Education

FINANCIAL ENGINEERING AND MODELING

Course Objectives: The main purpose is to make students aware of the important concepts and issues in the field of financial engineering and modeling. The course is balance as it covers theoretical and empirical aspects of financial economics. The basics of data handling tools and techniques, quantitative modeling in the area of market microstructure, and asset pricing are incorporated. In addition, the students are expected to gain real experience to work on a modeling tool using real data.

Module I: Introduction to Financial Engineering and Modeling: Meaning, scope and significance- Decision areas using modeling- portfolio construction and asset management- risk-return profile of asset classes , fixed income securities, modeling volatility, spot and forward rates, fixed income derivatives and credit derivatives; Valuation and corporate financial decisions, Forecasting cash flows. Tools for modeling – Financial Time series

Module II: Simple Market Models- Basic Notions and Assumptions- No-Arbitrage Principle; One-Step Binomial Model -Risk and Return; Forward Contracts- Call and Put Options- Managing Risk with Options; Delta Hedging, Hedging with Futures

Module III :Volatility Modeling in Finance: Modeling seasonal volatility – seasonal patterns of volatility and presence of markets, realized volatility dynamics- conditional heteroscedasticity and heterogeneous market hypothesis; volatility processes – intraday volatility and GARCH models and their extensions, modeling heterogeneous volatilities, The Dynamic Conditional Correlations (DCC) model, BEKK.

Module IV: Value at risk (VaR) and Switching Models: Value at Risk, Econometric Approach to VaR calculation, Stochastic Volatility Models, New Approach to SV Estimation, Markov Switching Models

Module V: Practical Case: Understanding Modeling software and packages –Financial databases- A Mini project using real market data with Simulation, R Software or Spreadsheet package.

Suggested Readings

1. Brooks, C. (2014): “Introductory Econometrics of Finance”, 3rd ed., Cambridge University Press.
2. Campbell, J. Y., A. W. Lo, and A. C. MacKinlay (1997): “The Econometrics of Financial Markets”, Princeton University Press.
3. Cochrane, J. H. (2005): “Asset Pricing”, revised edition, Princeton University Press.
4. A.J. McNeil, R.Frey, and P.Embrechts (2005): “Quantitative Risk Management: Concepts, Techniques, and Tools”, Princeton Press.
5. Marek Capinski and Tomasz Zastawniak (2003), “Mathematics for Finance: An Introduction to Financial Engineering”, Springer.
6. David Ruppert (2011): “Statistics and Data Analysis for Financial Engineering”, Springer.
7. Tsay, R. S. (2010): “Analysis of Financial Time Series: Financial Econometrics”, Wiley, 3rd edition.
8. John C Hull (2010): “Options, Futures and other derivatives”, sixth edit, Pearson Education.

SYLLABUS OF ELECTIVES - MARKETING

CONSUMER BEHAVIOUR

Course Objectives: To understand the basics of consumer decision-making processes and to understand the information needs for helping the consumer in decision making.

Module I : Consumer Behaviour: Introduction and key foundations- Methods of consumer research, Applications of consumer behaviour knowledge in marketing; Consumer Decision Process-Determinants of Buyer Behaviour and Framework of Buyer Behaviour- Factors influencing Buyer Behaviour-Joint Decision making process, Members involved in the buying process, -Role of opinion leaders in purchase process- Types of Buying Behaviour -Cultural Influences on Consumer Behaviour.

Module II : Information Gathering and Evaluation: Perceptual Mapping & Positioning; Value perception-Information Search-Defining criterion for choice - Evaluation rules used by consumer-comparison of brands- positioning options-Perceived value components- Generating attribute lists- Mapping methods. Consumer Expectations and Perceptions- Satisfaction and Value- Post-purchase Processes- Cognitive Dissonance -Measuring satisfaction and value- Value/Satisfaction delivery process and programs ; Diffusion of Innovation and Opinion Leadership.

Module III : Individual Determinants of Buyer Behaviour and Internal Processes-Self Concept- Needs & Brand Choice-Need recognition process- Gaps in self image and ideal image; FLC.

Module IV: Models of Consumer Behavior- Introduction and their need- Howard and Sheth Model-Engel, Kollat and Blackwell Model- Kerby Model- Nicosia Model.

Module V: Understanding Indian market: Diversity and evolving consumer behavior-changing Indian consumer- Consumerism-Consumer movement in India- Government Policy and Consumer Protection

Suggested Readings

1. Schiffman, Leon G., & Kanuk, Leslie Lazar; *Consumer Behaviour*; Pearson Education; New Delhi.
2. Leon G Schiffman, Leslie Lazar Kanuk, *Consumer Behaviour*, 7th Edition, Pearson
3. Blackwell, Roger, Miniard, Paul & Engel, James; *Consumer Behaviour*; Thomson Learning; New Delhi.
4. Loudon, David L. & Dellabitta, Albert; *Consumer Behaviour*; Tata McGraw Hill; New Delhi
5. Schiffman, Leon G., & Kanuk, Leslie Lazar; *Consumer Behaviour*; Pearson Education; New Delhi.
6. Soloman, Michael R., *Consumer Behaviour – Buying Having and Being*; Pearson Education; New Delhi.
7. Nair, Suja R., *Consumer Behaviour in Indian Perspective*; Himalaya Publishing House, New Delhi.
8. Henry Assael: *Consumer Behaviour and Marketing action*, Kent Publishing Co.
9. Berkman & Gilson: *Consumer Behaviour: Concepts and Strategies*, Kent Publishing Co.
10. Bennet and Kassarjian: *Consumer Behaviour*, Prentice Hall of India .
11. Schiffman and Kanuck: *Consumer Behaviour*, Pearson Education Asia, 7th Edition,
12. Hawkins, Best & Coney: *Consumer Behaviour*, Tata McGraw Hill

MARKETING RESEARCH

Course Objectives: The students will be able to write a management decision problem and a marketing research problem, Plan, conduct, and interpret a small survey, applying a wide range of survey, scale, and questionnaire techniques and apply basic statistical analysis on the data, and summarize the results in clear language and submit a report.

Module I: Introduction, Definition, Need, Relevance and Scope of Marketing Research, Types of Market Research, Marketing Research process. Decision making in marketing and the role of MR to provide relevant information. Different phases in the development of MR. Contemporary trends in Marketing Research.

Module II: Research Problem Identification, Translation of Marketing Problem to Statement of research problem, Review of Literature, Identification of Research gap, Formulating Research Objectives, Identification of Variables, and Hypothesis Formulation.

Module III: Research Design and its classification, Heuristics for Best Research Design Measurement Scales, Concept of scales and property of scales- reliability and validity. Design of questionnaires and Schedules. Specific type of measurement instruments- attitude scales, measures of emotion, perceptual scales. Qualitative research methods. FGDs, Depth interviews, Content analysis, Projective techniques, Observation and Physiological measures.

Module IV: Sampling Sample size determination, sampling plans and methods; Field work planning and control; Data analysis- Data Editing, Coding and tabulation. Use of software. Data screening and purification. Frequency tables, Cross tabulation, measures of central tendency and variation. Tests of hypothesis- Uni and multivariate tests Z test, T test, Chi Square tests and ANOVA uni-variate and multi-variate. Analysis of Experimental designs. Marketing Applications of Experimentation. Non parametric tests.

Module V: Measures of association, Correlation and regression, advanced methods of analysis in MR-Cluster analysis, factor analysis, Multi-dimensional scaling, conjoint analysis, Multiple Discriminant analysis, Analysis to Marketing Insights. Report writing.

Suggested Readings:

1. G.C.Beri, *Market Research*, Pearson Education, New Delhi.
2. Naresh K. Malhotra, *Marketing Research: An Applied Orientation*, Pearson Education
3. Cooper & Schindler, *Marketing Research, Concept & Cases*. Tata McGraw Hill, India
4. Tull & Hawkins, *Marketing Research: Measurement and Method*, PHI.
5. Luck & Rubin: *Marketing Research*, Prentice Hall India.
6. Dawn Iacobucci, Gilbert A. Churchill, *Marketing Research: Methodological Foundations*, Cengage.
7. Dawn Iacobucci, Gilbert A. Churchill, *Multivariate statistics and Marketing Analytics* Cengage.

SALES MANAGEMENT

Course Objectives: To enable a student in understanding the sales process, the relationship between sales and marketing Sales force structure, customer relationship management (CRM), use of technology to improve sales force effectiveness, and issues in recruiting, selecting, training, motivating, compensating and retaining salespeople

Module I: Objectives of sales management – Sales Function and the Sales Organisation. Concept of Personal selling, Stages in the personal selling process, Salesmanship Fundamentals – Nature of selling, Salesmanship, Theories of salesmanship – AIDAS Theory, Right set of circumstances theory, Buying formula theory and Behavioral equation theory, Qualities of salesmen, –Sales organisations and its purposes, setting up of sales organisation, Basic types of sales organisations.

Module II: Sales Planning; Forecasting; Qualitative and Quantitative Methods (Overview of Linear Regression, Time Series Analysis, Moving Averages); Sales Territories – Concept of Sales territory – Procedures for setting up Sales territories – Deciding assignment of sales personnel to territories – Sales Budget and Sales Quota – Sales budget – Purpose, form and content of sales budgets, Sales Quota – Concept, Types of quota, Quota setting procedures, Administering the quota system.

Module III: Sales Force Management: Estimation of Sales Force; Workload, Breakdown and Incremental Analysis, Selection and Training – Sales job analysis, Sales job description, Recruiting Sales persons. Selection – Screening, Interviewing/Testing, Induction and placement – Building Sales training programmes, Deciding Training Contents, Selecting training methods, Execution and evaluation of training programmes

Module IV: Motivating Salesmen – Concept of motivation, Need for motivating sales persons, Motivation and morale of sales persons, Application of different motivation theories in sales management – Compensating Salesmen – Requirement of a good sales compensation plan, Types of compensation plans, Steps in devising a sales compensation plan.

Module V: Performance Evaluation for Salesmen – Standards of performance, Relation of performance, standard to personal selling objectives, Recording actual performance, Evaluation – Sales Meetings and Field Sales Control – Sales meetings - Planning and staging sales meetings, Sales contests, Sales Control – The sales audit, Sales analysis Marketing cost analysis.

Suggested Readings:

1. William L. Cron, Thomas E. Decarlo, Sales Management: Concepts and Cases, 10ed, Wiley.
2. Stanton, Buskirk and Spiro: *Management of a Sales Force*, Irwin Publishers.
3. Pradip Mallik, *Sales Management*, Oxford University Press.

4. Charles Futrell : *ABC's of Selling*, Irwin Publishers.
5. Anderson, Hair and Bush : *Professional Sales Management*, Mc-Grav Hill International editions.
6. Still, R. R. & Cundiff, E. W., Govoni, N. A. P. (2007). *Sales Management*. Pearson Education, New Delhi.
7. Jobber, David and Lancaster, Geoffery (2006), *Selling and Sales Management*, Pearson
8. N K Sharma, *Sales Management*, A B D Publishers 2001
9. Ingren La Forze Arsla, *Sales Management, 5th Edition*, Thomson Southwest (2004)
10. Ruston S Danar, Sohrab R Danar, Nusli R Danar, *Salesman Ship & Publicity, 16th Edition* Vikas Publishers, 1996

PRODUCT AND BRAND MANAGEMENT

Course Objectives: The course aims to develop the necessary knowledge and skills needed to attain and maintain strong brand equity in a competitive marketplace. The course build the capability to work with the appropriate theories, models and other tools to ensure better branding decisions, and to make these concepts relevant for any type of organisation.

Module I: Product- Introduction to Product- Meaning & Classification, Product Management – Definition, Scope and Importance, levels of Product hierarchy, Classification of Product, Product Management, Product Mix and Line Decisions – Managing Line Extensions. Product portfolio management.

Module II: Product Life cycle, Strategies adopted at each stage of PLC, New Product Development –Process and Challenges, New Product Launches; New Product Failure and Revitalization of New Products. digital products, Consumer Adoption Process.

Module III: Understanding the role of branding: Concept of Brand -Brand functions, brand elements, Types of Brand, Objective of Branding, Brand and Life Cycle, Brand Equity, Brand Equity models.

Module IV: Brand Identity, Brand Identity models, Brand Loyalty, Brand Awareness, and Brand Equity, Brand Evaluation, Inter-brand's brand valuation methodology. Perceived Quality, Brand Associations, Brand Personality and Brand Image, Role of Brand Ambassadors, brand audit.

Module V: Launching New Brands, Developing and Managing Brands, Sustaining a Brand, Handling Name Changes and Brand Transfers, Brand Extension and Strategies, Globalizing Brands, Decline, Ageing and Revitalization of Brands. Strategic brand management, brand management in digital world, luxury brand management. Role and challenges of Product and Brand Manager.

Suggested Readings:

1. Aaker, David A: *Managing Brand Equity*, Free Press, New York.
2. Sen Gupta, Subrato: *Brand Positioning*, Tata McGraw Hill, Delhi 2004.
3. Chaturvedi, M: *New Product Development*, Wheeler Publications, New Delhi.
4. Kapferer, J.N.: *Strategic Brand Management*, Kogan Page, New Delhi, 2012.
5. Kuller, K.L.: *Strategic Brand Management*, Prentice Hall, New Delhi.
6. Moorthy, Y.L.R.: *Brand Management*, Vikas Publication House, New Delhi. 2012
7. Aaker, David A: *Building Strong Brands*, Free Press, New York 1996
8. Keller, Kevin Lane; *Strategic Brand Management*; Pearson Education; New Delhi.
9. Kapferer, Jean Noel; *Strategic Brand Management*; Kogan Page; New Delhi.
10. Kumar, S. Ramesh; *Marketing and Branding –The Indian Scenario*; Pearson Education; New Delhi.
11. Kapoor, Jagdeep; *24 Brand Mantras*; Sage Publications; New Delhi.
12. Sengupta Subroto; *Brand Positioning; Strategies for competitive advantage*; Tat McGraw Hill; New Delhi

MARKETING ANALYTICS

Course Objectives: This course will familiarise a student to the processes and technologies that enable marketers to evaluate the success of their marketing initiatives. The course provides conceptual skills to focus on developing marketing strategies and resource allocation decisions driven by quantitative analysis.

Module I: Introduction to Marketing Analytics, marketing database analytical process, Data Collection, Coding, Screening and Purification, Digital Marketing Measurement Metrics. Market/Product Analysis Methods; Market Entry and Exit Decisions; Product Portfolio Models.

Module II: New Product decision Models, Marketing Decisions: Product Design Ratings Based Conjoint models, forecasting the sales of New Products. Measurement of association ,Covariance and Correlation , Regression Analysis : Simple and Multiple Regression, Logistic regression, Cluster analysis ,Conjoint Design, Multidimensional Scaling , Multiple Discriminant Analysis

Module III: Data Visualization, Customer Profiling, Data mining, Behavioral predictions & predictive analytics, Factor analysis and perceptual mapping , Customer Lifetime Value Assessment and Loyalty data and customer Value model and techniques.

Module IV: Text analytics, Search Engine Optimization Campaigns, Google Analytics, Display Advertising Analytics. Customer Retention, Cross-Selling, Up-selling and optimization. Social Media Measurement, Social Media Analytics, Retargeting, Content Marketing. Trust, Privacy, and Ethics in Marketing Analytics.

Module V: Resource Allocation Promotional Analysis Planning promotional budget optimal level of promotional spending. Price planning measuring price promotion effects. Advertising budgeting with a linear response function, estimating nonlinear response models, Profit Models. Resource Allocation-Sales Force Allocation Multiplicative Models sales force size and allocation.

Suggested Readings:

1. Field, Andy (AF) (2012), *Discovering Statistics Using R*, 1st ed., London et al.: Sage
2. Hair, Joseph F. Jr.; Black, William C.; Babin, Barry J. & Anderson, Rolph E. (HBBA) (2010), *Multivariate Data Analysis. A Global Perspective*, 7th ed., Upper Saddle River et al.: Pearson.
3. Stock, James H, Watson, Mark W (2007), *Introduction to Econometrics*, 2nd ed., Boston: Pearson.
4. Banasiewicz, Andrew D., *Marketing Database Analytics: Transforming Data for Competitive Advantage*. 2013, Routledge, New York, NY and London, UK
5. Dawn Iacobucci, *Marketing Models: Multivariate Statistics and Marketing Analytics*
6. Mike Grigsby, *Marketing Analytics: A Practical Guide to Real Marketing Science*, Kogan page
7. Rajkumar Venkatesan, *Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands On Learning*, Pearson Education

RETAIL MANAGEMENT

Course Objectives: To introduce the basic concepts practices retail management and the latest developments in retailing in the Indian context.

Module I : Introduction to Retailing – Meaning of retailing- Significance of retail industry- retailing in a changing environment- Indian retail scenario and its future prospects- Retail management functions- Theories of retail development- Concept of retail life cycle- Retail marketing mix.

Module II : Retail Formats and Consumers- Classification of retail stores- ownership based- store and non-store retailing- franchising- Understanding the Retail Consumers- The factors influencing retail shopper- Consumer decision making process- changes in the Indian consumer- the use of marketing research tools in retail settings- Role of PoP.

Module III : Store Location Analysis- The importance of store locations- types of locations- factors affecting location decisions-steps in choosing location- regional analysis- trade areas and their evaluation- Malls- Measuring Financial Performance- measures of retail performance

Module IV : Retail Merchandising and Pricing - The concept of merchandising- The process of merchandising buying- the procedure for selecting vendors and building

partnerships- the concept of private labels and manufacturers' brand- the concept of category management- The concept of retail pricing and the factors affecting price- elements of retail price- developing a pricing strategy- adjustment to retail price- GMROI. Store audit.

Module V: Store Design and Visual Merchandising- The relationship between store image and store design- components of exterior and interior- consideration for selecting layout- visual merchandising in retail- RFID and Bar codes- safety and security measures.

Suggested Readings

1. Chetan bajaj, Rajnish Tuli, Nidhi Srivasthava, *Retail Management*, oxford
2. David Gilbert, *Retailing Management*, 2nd Edition, Pearson
3. K V S Madaan, *Fundamentals of Retailing*, Tata Mc Graw Hill .
4. Newman A.J. and Cullen P - *Retailing: Environment and Operations* ,Vikas, .
5. Berman B and Evans J.R - *Retail Management*, Pearson Education,
6. Levy and Weitz- *Retailing Management*, , 9th ed., McGraw Hill-Irwin

SERVICES MARKETING

Course Objectives: To enable students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.

Module I: Fundamentals of Services Marketing: Meaning and Nature of Services- Important features of Services and Marketing Implications - Growing Importance of Services-Sector; Classification of Services; Services Marketing Management Process -The Seven Ps in Services Marketing.

Module II: Consumer Behavior in Services: Consumer Decision Making in Services, Customer-Expectations and Perceptions; Defining and Measuring Service Quality and Customer Satisfaction, GAPS Model- Servqual, Service Recovery.

Module III : Design and Development: Services Design and Development; Service Blue print; Service Process; Service Positioning, Managing the Integrated Services-Communication Mix; Physical Evidence and Service scape; Demand capacity management.

Module IV : Value Delivery of Services: Pricing of services; Services Distribution Management, New Channel formats- Automated services- Managing Service Personnel; Employee and Customer Role in Service Delivery, Emotional Labor

Module V: Marketing Applications in Select Service Industries: Hospitality Services, Airlines, Tourism Services, Health Care and Wellness: Banking and Financial Services; Current Developments in service sector.

Suggested Readings

1. Zeithaml, Valarie A. & Bitner, Mary Jo; *Services Marketing – Integrating Customer Focus Across the Firm*; Tata McGraw Hill; New Delhi 6th Ed .

2. Rao, K., Rama Mohana; *Services marketing*; Pearson Education; New Delhi 1st edition.
3. Hoffman & Bateson; *Essentials of Service Marketing*; Thomson Asia Ptc. Ltd., New Delhi.
4. Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta; *Services Marketing-People, Technology, Strategy*; Pearson Education; New Delhi 5th Ed.)
5. Rampal, M.K. & Gupta, S.L.; *Services marketing*; Galgotia Publications; New Delhi.
6. Shanker Ravi; *Services Marketing – The Indian Perspective*; Excel Books, New Delhi.
7. Baron S and Harrisk - *Services Marketing: Text and Cases* ,Palgrave, 2nd Ed.
8. Woodruff Helen - *Service Marketing* ,Macmillian, 1st Ed.
9. Payne Adrian - *The Essence of Service Marketing* ,Prentice Hall of India
10. Govind Apte - *Services Marketing*,Oxford University Press

STRATEGIC MARKETING

Course Objectives: The basic objective of this course is to develop skills for analyzing market competition and design appropriate competitive marketing strategies for higher market share.

Module I: Strategic Environment: Nature and scope of market oriented strategic planning; Corporate and division planning- SBUS, Business strategic planning, the marketing process- Portfolio Models.

Module II: Market Situation Analysis: Analysis of Competitors Strategies and Estimating their Reaction-Pattern and Competitive Position; Market Leader Strategies. Expanding the Total market-Protecting market Share, Expanding market Share, Role of Marketing Intelligence

Module III: Developing and Implementing Strategies: Generic Strategies-Market Challenger Strategies. Choosing and Attack Strategy, Market Follower Strategies; Market Nicher Strategies; Competitive Market Strategy for Emerging Industries, Declining Industries and Fragmented Industries; Balancing Customer and Competitor Orientations, Industry Segmentation and competitive Advantage.

Module IV: Marketing Strategy Evaluation – Marketing Audits and their scope – Measurement of Marketing Performance- Strategic control- Tools and Techniques of strategic evaluation and control.

Module V: Formulating strategies for sustainable competitive advantage- Cases and Discussions- Recent Developments

Suggested Readings

1. J. Timmons, S. Spinelli, *New Venture Creation*, 7th Edition. McGraw Hill;
2. Kaplan, Robert S. and David P. Norton (2004), *Strategy Maps: Converting Intangible Assets into Tangible Outcomes*, Harvard Business School Press.
3. O.C. Ferrel, *Strategic Marketing*, Cengage Learning, 2008.

4. Porter M E, *Competitive Strategy: Techniques for Analysing Industries Competitors*, New York, Free Press
5. M.J. Xavier, *Strategic Marketing*, Response Books. A division of Sage Publications.
6. Richard M.S and Colin G. *Strategic Marketing Management- Planning , Implementation and Control*, Viva Books

ADVERTISING AND SALES PROMOTION MANAGEMENT

Course Objectives: To provide an understanding of the basic principles of advertising and sales promotion management and to develop an understanding of process involved in creating an effective promotion strategy.

Module I : Advertising: Definition- Nature and Scope- Objectives and Types of advertising and sales promotion; Social and Economic Aspect of Advertising, Legal and ethical aspects; relationship with product life cycle. Advertising as a communication process; Concept of Integrated Marketing communication; other promotion tools.

Module II : Promotional objectives - Advertising and Consumer Behavior; Setting Advertising Objectives- DAGMAR- problems in setting objectives; Determining Advertising Budgets- establishment and allocation; Advertising Strategy and Planning- Creative Strategy Development and Implementation.

Module III : Media Planning- Setting Media Objectives- Developing Media Strategies- Evaluation of Different Media and Media Selection- Media strategies, Media mix, Reach Vs. Frequency, Creative aspects, budget considerations, Evaluation of Broadcast media, Print media, Support media, Internet and interactive media etc, Ad appeals.

Module IV : Advertising Organization and Effectiveness - Types of advertising organization- Various roles of individuals in an advertising organization- Ad copy and layout- Advertising Research, Market testing, Pre testing, Post testing, Laboratory Tests, Field tests, PACT (Positioning Advertising Copy Testing); Measuring communication effect and sales effect.

Module V : Designing Promotional Mix- Appropriateness of different tools- samples point of purchase, displays and demonstrations, exhibitions and fashion shows, sales contests and games of chance and skill, lotteries gifts offers, premium and free goods, price packs, rebates patronage rewards- budgets, timing and frequency- measuring their effectiveness.

Suggested Readings

1. S.A. Chunawalla, *Foundation of Advertisement Theory and Practices*, Himalaya Publishing House, Mumbai.
2. Aaker, David A. etc., *Advertising Management*, PHI.

3. Belch, George E. and Belch, Michael A.; *Advertising and promotion*, Tata McGraw Hill, New Delhi
4. Ogilvy David, *Ogilvy on Advertising*, London, Longman.
5. Kruti and D'Souza, Alan, *Advertising and Promotions An IMC Perspective*: Shah
6. Batra Myers and Aker , *Advertising Management* ,Pearson/ Prentice Hall, 5th Ed.
7. Don S, *Sales Promotion Essentials*, McGraw-Hill
8. Belch MA and Belch GE, *Advertising and Promotion- An Integrated Marketing Communication Perspective*, Tata Mc Graw Hill, 6th Ed.
9. Clow and Baack, *Integrated Advertising, Promotion and Marketing Communication*. Pearson Education, 3rd Ed.
10. Semenik Richard J, *Promotion & Integrated Marketing Communications*, Thomson

RURAL MARKETING

Course Objectives: The objective of the course is to provide conceptual understanding on the Rural Marketing and to understand the opportunities and challenges in rural marketing. It should develop skills required for planning and implementation of marketing of rural products.

Module I: OVERVIEW OF RURAL MARKETING: Introduction of Rural marketing – Evolution of Rural Marketing in Indian and Global Context- Definition- Nature – Importance of Rural Marketing -Characteristics and potential of Rural Marketing -Rural marketing environment: Socio-cultural factors, population, occupation, literacy level, land distribution & use, development programmes, infrastructure, communication media, credit availability, local requirements. -A comparative analysis of Rural Vs Urban Marketing. Role of Government and NGOs in Rural Marketing.

Module II: RURAL MARKETS & DECISION: Rural Marketing Research- Profile of Rural Consumer - behavior of rural consumers, Rural Market Mapping- Rural Market Index: Thompson index.- Classification of Rural Marketing – Regulated- Non Regulated- Marketing Mix-Segmentation- Targeting- Positioning- Rural Marketing Strategies- Integrated Marketing Communication in Rural Marketing.

Module III: PRODUCT & DISTRIBUTION: Product Planning- New Product Development in Rural Marketing- Brand Management in Rural Marketing- Rural Distribution in channel management- Managing Physical distribution in Rural Marketing- - Sales force Management in Rural Marketing.

Module IV: RURAL MARKETING STRATEGIES & TACTICS: Marketing Strategies & Tactics with reference to rural markets: FMCGs, Consumer Durables, Services, Agricultural Inputs, Rural Artisans' Products, Rural Industry: Marketing of rural industry, cottage industry, artisan products. Cases of successful rural marketing initiatives. Source of financing and credit agencies-Co-operative rural marketing & processing societies - Micro Credit Marketing- Public Private Partnership Model in Rural Marketing. Methods in promoting rural products- Advertisement & Media role in rural marketing promotion methods.

Module V: TRENDS IN RURAL MARKETING: Advancement of Technology in Rural Marketing, e- Rural Marketing-CRM & e-CRM in Rural Marketing- Advanced Practices in Rural Marketing- Social Marketing-Network Marketing- Green Marketing in Indian and Global Context - The Future of Rural Marketing, Concept and working of contract farming in India. CSR and marketing ethics in rural marketing.

Suggested Readings:

1. Awadhesh Kumar Singh Satyaprakashpandey, *Rural Marketing: Indian Perspective*, New age publishers.
2. C G Krishnamacharyulu, Lalitha Ramakrishnan, *Rural Marketing*, Pearson Education.
3. Rajagopal, *Indian Rural Marketing*, Rawat Publishers
4. Pradeep Kashyap & Siddhartha Raut, *Rural Marketing*, Biztantra
5. P. Gopal Swamy, *Rural Marketing*, Vikas Publishing House, 2/e.
6. Balam Dogra and Karminder Ghuman, *Rural Marketing*, TMH, 1/e.
7. Sanal Kumar Velayudhan, *Rural Marketing*, 2/e, Response, SAGE Publication.
8. Krishnamacharyulu and Lalitha Ramakrishnan. *Rural Marketing*, Pearson Education India.
9. C. Mathur, *Rural Marketing*, Excel Books.
10. Ruchika Ramakrishnan, *Rural Marketing*; New Century.

DIGITAL MARKETING

Course Objectives: The objective of the course is to provide the student with the basics of digital marketing and develop the capability to form digital marketing strategy and be able to use new media such as search engine and social networking.

Module I: Introduction -Introduction to marketing in the digital environment, Types of web presence, website development and management issues, common e-commerce business models, pure play, hybrid and multi-channel options. Media options online, Fulfilment options and strategies, Introduction to payment gateways and PayPal.

Module II: Website Analytics- Audience profiling and segmentation, Internet usage patterns, Post Internet consumer behaviour and understanding buyer behaviour online, pillars of direct

marketing, Online research and behaviour tracking methods, Introduction to behavioural targeting. Online surveys, blog mining, data mining, Building customer profiles using navigation and sales data, Competitor analysis online, Integrating online and offline strategies

Module III: Search Engine Marketing- Email campaign creation and management, Google Ad-words, search and display on search engines, pricing models online, Introduction to page rankings, google Adwords analytics, Search Engine Optimization, Process and methodology, Long tail in SEO, Link building, Key word analysis, process and optimization. Search Engine Marketing – Paid versus natural Search, SEM landscape, Landing pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo. Search Methodology.

Module IV: Social Media and e-PR- Social Media Platforms - Facebook, LinkedIn, twitter, Youtube, Content guidelines for online communications, Social Media measuring, monitoring & reporting, Tracking & Monitoring platforms. Content seeding, How to use blogs, forums and discussion boards, Blogs, forums and communities, Viral campaigns and the social graph. Online PR and Reputation Management.

Module V: Digital B2B Marketing- Developing B2B online process, Integrated Retailing, B2B websites, Online auctions and tendering

Suggested Readings:

1. Ted Schadler, Josh Bernoff, and Julie Ask, *The Mobile Mind Shift: Engineer Your Business to Win in the Mobile Moment* (ISBN 978-0991361007)
2. Jeff Hasen, *The Art of Mobile Persuasion: How the World's Most Influential Brands are Transforming the Customer Relationship Through Courageous Mobile Marketing* .
3. Deepak Bansal , *A Complete Guide To Search Engine Optimization* , B.R Publishing Corporation, Ist Edition, 2009
4. Grienstein and Feinman. *E-commerce –Security, Risk Management and Control* (TMH,The Consumer Decision Journey, McKinsey Quarterly, No3, 2009
5. Strauss.J and Frost. R , “*E- Marketing*”, Pearson Education, 5th Edition, 2009
6. Ramsey , *Seven Guidelines for Achieving ROI from Social Media*, eMarketer , 2010
7. Godfrey Parkin , *Digital Marketing: Strategies for Online Success* ,New Holland Publishers Ltd, 2009
8. Damian Ryan , *Understanding Digital Marketing : Marketing Strategies for Engaging the Digital Generation*, Kogan Page, 3rd Edition, 2014
9. Jonah Berger , *Contagious Why Things Catch On* , Simon & Schuster, 2013
10. Dave Chaffey and PR Smith *E marketing excellence planning and optimizing your digital marketing* : Butterworth-Heinemann , Elsevier
11. Damian Ryan and Calvin Jones, *Understanding digital marketing: marketing strategies for engaging the digital generation*, KOGAN PAGE, London.
12. Damian Ryan and Calvin Jones, *The best digital marketing campaigns in the world: mastering the art of customer engagement*, KOGAN PAGE London.
13. Alan Charles Worth , *Internet Marketing a practical approach* Butterworth- Heinemann Elsevier

GLOBAL MARKETING

Course Objectives: This course exposes students to the global marketing theory and concepts. It provides an understanding of the Global Marketing Environment and its application in an in-depth industry specific analysis for evaluating and selecting markets in other parts of the globe.

Module I: Introduction to Global business; why corporations expand to markets in other countries? Special problems/features of global marketing vis-a-vis domestic marketing; Basis of international trade, Theories of international trade, Protectionism, Different Methods and Mechanisms used to Protect Interests of native business, Managing Protectionist threats

Module II: Global Marketing Environment: economic, Political, Legal, Socio-cultural and Demographic environment. Trade Groups, international regulations, Global trade bodies & organizations like IMF, World Bank & Conferences eg. GATT, UNCTAD, their impact on global trade Euro-dollar & Petro Dollar Market. Exchange rate fluctuations

Module III: Global marketing research; market profiling' analysis and selection; International market segmentation and market coverage strategies -differentiated marketing; undifferentiated marketing; concentrated marketing; niche marketing. Product strategies; international marketing and PLC; pricing strategies; promotion strategies; distribution strategies.

Module IV: Global market entry and operating strategies ; exporting; licensing; contract manufacturing; foreign assembly, foreign production; joint ventures; production in free areas; third country location; counter trade; strategic alliance. Dumping and its legal implications

Module V: Export Planning: export finance, Letter of credit, Export licensing, Export houses, Export risk and insurance, Export promotion and Export Documentation. Trends, problems and prospects of globalisation of Indian business.

Suggested Readings

1. Keegan, Warren : *Global Marketing*, Pearson Education
2. Onkvisit, Sak and Shaw *International Marketing-Analysis and strategy* , TMH
3. Philip Cateora and John Graham and Mary Gilly: *International Marketing*, TMH
4. Albaum, Duer & Strandskov *International Marketing and Export Management* , Pearson
5. Johansson, J. K. *Global Marketing: Foreign Entry, Local Marketing, and Global Management*, McGraw-Hill, 5th Edition, 2008.
6. Rakesh Mohan Joshi, *International Marketing*, Oxford University Press.

SYLLABUS OF ELECTIVES – HRM

HUMAN RESOURCE PLANNING

Course Objective: To provide basic understanding about how planning of human resource is done in an organisation.

Unit-I: Human Resource Planning: Concept and Objectives, Human Resource Planning Process; Demand forecasting and Supply forecasting techniques; Labor wastage: Absenteeism- causes and effects, Labor turn over, Employee retention.

Unit-II :Job Analysis: Job Analysis: Process, sources of job analysis data, Methods of data collection, Uses of job analysis, Job Descriptions, Job Specification - Human Resource Inventory - Career Management; Career Planning, Career Paths, Career Anchors, Career Development.

Unit-III : Recruitment and Selection: Sources of Recruitment, e-Recruitment, Selection: Concept and Process of Selection; Application blank, Weighted Application Blank, Resume, Resume Scanning, Different Types of Tests – Psychological Tests – definition, Purpose, Characteristics and Developing Psychological Tests.

Unit-IV: Interviewing: Purpose; Types of Interviews; Interview Techniques; Interviewing skills ; Advantages and Limitations of Interviews; Do's and don'ts of selection Interviewing, Medical Checkups, Reference and back ground check, Choice of selection methods, Assessment Centers, Reliability and validity of selection tools.

Unit-V: Employment offers: Service conditions, contract of employment, Psychological contract - Induction: Importance, Socializing the new employee, Different types of Socialization - Placement, Probation and Confirmation, Promotion and Transfer; Policies and Procedures, Retraining, HR outsourcing.

Suggested Readings

1. Gary Dessler, Biju Varkkey, *Fundamentals of Human Resource Management*, Pearson Education, 2010.
2. K. Ashwathappa, *Human Resource Management - Text & Cases*, Tata McGraw Hill, 2010.
3. John Bramham, *Human Resource Planning*, Universities Press, 2000
4. M.Sudhir Reddy, *Human Resource Planning*, Discovery Publishing House, 2005.
5. Robert. L. Mathis, John.H. Jackson, *Human Resource Management*, Thomson South-Western, 2003.
6. Angelo. S. DeNisi, Ricki.W. Griffin, *Human Resource Management*, Biztantra, 2009
7. Mizra S. Saiyadain, *Human Resources Management*, Tata McGraw Hill, 2009

INDUSTRIAL RELATIONS

Course Objective: The purpose of this course is to sensitise the students to the tasks of industrial relations and to familiarize them with the current IR practices.

Unit I: Evolution of Industrial Relations: Introduction-definition-nature-evolution of industrial relations-Actors and their roles in IR: Approaches to IR-HR Relations approach-Gandhian approach-Marxian approach and Dunlop's Systems approach.

Unit-II: Trade Unions; concept and objectives- functions, Union leadership, Indian Trade Unions Act 1926- Industrial democracy, Participative management-forms and levels of participation-Process of negotiation- Employee empowerment.

Unit-III : Collective Bargaining: Concept and development ; Pre- requisites for effective collective bargaining, Process of collective bargaining, Collective Bargaining Approaches and Techniques , Trends and practice of Collective Bargaining in India.

Unit – IV: Discipline: Nature and concept, Approaches to Discipline; Statutory and non statutory measures for discipline, .Service Rules, Code of discipline; Grievance - concept, significance, methods of redressal, Remedial counselling.

Unit V: Industrial Disputes: Causes and effects, Trends in Industrial Disputes in India, Instruments of Economic coercion: Strike, Lockout, Lay-off; Retrenchment and closure; Unfair Labour practices, Dispute settlement machinery: Industrial Disputes Act, 1947; Collective Bargaining, conciliation, Voluntary Arbitration, Adjudication

Suggested Readings

1. C B Marmoria, *Dynamics of Industrial Relations in India*, Himalaya Publishing House, 2010
2. B.D.Singh, *Industrial Relations and Labour Laws*, Excel Books, 2010
3. PR.N.Sinha, *Industrial Relations Trade Unions and Labour Legislation*, Pearson, 2011
4. P.L.Rao, PRK Raju, *Industrial Relations in India*, Excel Books, 2010
5. Paul. R. Sparrow, Larry L.Cooper, *The Employment Relationship – Key challenges for HR*, Elsevier, 2008.
6. K. Ashwatappa, *Human Resource Management - Text & Cases*, Tata McGraw Hill, 2010.
7. V.S.P. Rao, *Human Resource Management - Text & Cases*, Excel Books, 2010

MANAGING OF INTERPERSONAL AND GROUP PROCESS

Course Objective: This course aims at providing an understanding on the importance of group process in an organisational set up.

Unit-I: Intrapersonal process- Understanding human behavior: Self concept, Perception, Attention, Distraction, Attitude, Occupational stress, Spill over and coping, Impression management.

Unit-II: Nature of Groups at work: Definition, Types of groups, Dynamics of group formation, structure and dynamics of work groups, group cohesiveness.

Unit –III: Group Vs Teams: Concept of Teams, Distinguishing Team from groups, types of teams – Dysfunctions of groups and Teams, Dynamics of Informal groups

Unit-IV: Organizational process- An overview of major concepts on emerging trends-power, politics, authority, Integration and control, Organizational climate and culture, Organizational effectiveness.

Unit-V: Intervention Techniques: Counselling Techniques, Transactional Analysis, Johari window, Conflict, collaboration and competition, Sensitivity Training, Process Consultancy

Suggested Readings

1. R.K.Sahu, *Group Dynamics & Team Building*, Excel Books, 2010.
2. Stephen. P. Robbins, *Organisational Behaviour*, Pearson, 2010.
3. VSP Rao, *Management and Organizational Behaviour*, Excel Books, 2010
4. P. Subba Rao, *Management and Organizational Behaviour*, Himalaya Publishing House, 2011.
5. Clifford T Morgan, Richard A King, John R Weiz, John Schopler, *Introduction to Psychology*, Tata MC Graw Hill, 2010.
6. K. Aswathappa, *Organizational Behaviour*, Himalaya Publishing House, 2016

PERFORMANCE MANAGEMENT

Course Objectives: The objective of the course is to provide an understanding of the performance management process as well as the ability to manage performance in real world business scenario.

Unit-I: Foundations of Performance Management: Definition concerns and scope, Significance, Objectives, Pre-Requisites, and Characteristics of Effective Performance Management; Performance Management Process-Conceptual Model, Performance Management Cycle, Performance-Potential Matrix

Unit-II : Planning and Implementation of Performance Management: Overview of Performance Planning, Defining Performance and Selecting a Measurement Approach, Developing Job Descriptions, Defining Performance Standards, Key Result Areas, Competencies and Skills.

Unit-III: Performance Appraisal and Monitoring: Characteristics of effective Appraisals; Methods of Performance Appraisal; Designing Appraisal Forms; Implementing Performance Appraisal Process, Performance Review Discussions; Improving Quality of Performance Ratings; Performance Monitoring.

Unit-IV : Performance Management Tools: Competency Mapping and Management, Core Competencies, Work place competencies, Competency framework, People Competency Maturity Model (PCMM), Talent management, Balanced Score card

Unit-V: Other Performance Management and Development Issues: Coaching, Counselling and Mentoring; Potential Appraisal; Performance Related Pay; Implementing Performance Management System- Strategies and Challenges; Role of HR Professionals in Performance Management; Ethical and Legal Issues.

Suggested Readings

1. Suri G. K. C., Venkataraman S., Gupta N. K., *Performance measurement and management*, Excel Books Pvt Ltd, 2009.
2. Sahu R .K, *Performance Management System*, Excel Books Pvt Ltd, 2009.
3. Udai Perekh and Rao T. V., *Designing and managing Human Resource Systems*, Oxford Publications, 2007.
4. Rao T. V., *HRD Score card*, Sage Publications, 2009.
5. Herman Aguinis, *Performance measurement*, Pearson education, 2013.
6. Seema Sanghvi, *Competency Mapping*, Response books, 2010.

PARTICIPATIVE MANAGEMENT

Course Objectives: Employee participation is getting more relevance in organisations. The purpose of this course is to provide students an understanding about the basics of participative management, types and structural arrangements.

Unit-I: Participative Management Concept and Need: Different Schools of Thought, Economical, Psychological, Social, political; origin and growth of Participative Management; Need for Participative Management, the objectives of Participative Management, Participative Management styles

Unit-II: Types of Participation Management: Informative Participation, consultative Participation, Associative Participation, Administrative Participation and Decisive Participation; Bipartite forums in PSUs and Private sectors to promote WPM, WCS, JMC, Shop Councils, joint Councils, Workers representatives on the Board of Directors and other forums like QCS, TQM, Employee Stock option

Unit- III: Structural arrangements for Participative Management: National, corporate, plant, zonal and shop level, Role of external and internal factors in influencing the levels of WPM

Unit-IV: WPM in India and abroad: Experiences of PSUS and private sectors, the participation of workers in management bill 1990, suggestions for improving the WPM in Indian Companies, WPM in abroad, Evaluation of WPM in abroad, Comparison of WPM in India and abroad, Selected studies on working of Participative Management in Indian Companies.

Unit-V: Issues and future of Participative Management: Training and Development methods for Participative Management, current trends in Management, Issues and future of participative Management

Suggested Readings

1. Stephen. P. Robbins, *Organisational Behaviour*, Pearson, 2017.
2. John Newstrom, Keith Davis, *Organizational Behavior: Human Behavior at Work*, McGraw Hill, 2015
3. VSP Rao, *Organizational Behaviour*, Excel Books, 2012
4. Neil Anderson, Deniz S Ones, Handan Kepir Sinangil, Chockalingam Viswesvaran, *Handbook of Industrial, Work & Organizational Psychology*, Volumes 1 & 2, SAGE Publications Ltd, 2001
5. A.K. Kedia, *Workers Ownership and Participative Management*, Deep and Deep Publications, 1992.
6. P Venkata Ramana, *Workers Participation In Management*, APH Publishing Corporation, 2015

MANAGERIAL COUNSELING

Course Objectives: To aid the students in having a clear understanding about the concepts, methods, techniques and issues involved in counseling and comprehensive learning of using various strategies and skills in counseling to deal with employees.

MODULE – I: Introduction: Meaning, Functions and Type of Counseling, Goals of Counseling, Emergence and Growth of Counseling Services; Approaches to counseling; Counseling Skills, Verbal & Non- Verbal communication, Listening Barriers, Counselor Qualities.

MODULE-II: Counseling Process: Beginning, Developing and terminating a counseling relationship and follow up; Counseling Procedures, The Counseling Environment, Referral procedures; Guidelines for effective counseling, Barriers in Counseling

MODULE-III: Counselor's Attitude and Skills: Counselors Skills; social, learning, communication, empathy, probing exploration , problem Client Relationship, Understanding Client's Behavior, Assessing Clients problems, Counseling Therapies; Insight Oriented Therapy, Behavior Therapy.

MODULE-IV: Selecting Counseling Strategies and Interventions: Adaptive Strategies; Changing Behaviour through Counseling; Cognitive, affective, behavioural

MODULE-V: Counseling Applications: Special problems in counseling; Application of Counseling Performance, career, stress, Counseling for Narcotics and Alcohol abusers; Special Areas in Counseling, Handling Situations of Strikes, Disputes through Counseling.

Suggested Readings:

- 1.Kavita Singh, *Counseling skill for managers*, Pears Education,2007.
- 2.Robert S Feldman, *Understanding psychology*. McGrew Hill, 2007.
- 3.Narayan Rao S., *Counseling & Guidance*, Tata McGrew Hill, 1997.
- 4.JeffreyKotter A., *Counseling theories and practices*, Cengage Learning, 2011.
- 5.Robert Carson C., *Abnormal psychology*, Tata McGrew Hill, 2007..

TRAINING AND DEVELOPMENT

Course Objective: To understand the concept and practice of training and development in the modern organizational setting.

Module I: Introduction: Rationale and Concepts of Training and Development; Overview of Training and Development systems; Principles of Training; Organizing Training Department; Training and Development Policies; Linking Training and Development to Company's Strategy; Requisites of Effective Training ; A Systematic Approach to Training & Development- Assessment phase, Training and Development phase, Evaluation Phase, Training administrations; Role of External agencies in Training and Development.

Module II : Identification of Training Needs: Concepts of Training Needs Assessment; Determination of Training Needs, Meaning, Approaches and Methods to Training Needs Assessment; Training Needs Assessment at different levels; Organizational Support for need assessment; Learning theories, stages of learning, learning principles, challenges to become learning organization; Trainee Readiness; Trainee Motivation to Learn, Motivational Theories.

Module III : Designing Training and Methodologies of Training and Development: Designing Training Programs- Concepts and Process; Types of Training and Development Programs- Competence Based and Role Based Training; Orientation and Socialization; Diversity Training; Team Training; Trainer Identification; Preparation of trainers; Skills of an Effective Trainer; Budgeting of Training; Internal Training Vs External Training; Training Methods- On the job- Apprenticeship, counseling, mentoring; Off the job- Case studies, lectures, vestibule, sensitivity, in-basket, role plays, audiovisual & other contemporary methods; Development Techniques for enhancing interpersonal skills and decision-making - Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counseling, Position Rotation, Team Building, and Sensitivity Training .

Module IV: Training and Development Evaluation: Introduction to Evaluation Process; Introduction to Criteria Development; Choosing and Evaluation Criteria Measures; Different Evaluation Frameworks, Problems of Measurement and Evaluation; Costing of Training, Measuring Costs and Benefits of Training Program, Obtaining Feedback of Trainees; Methods of evaluating effectiveness of Training Efforts; Kirkpatrick Model of Training Effectiveness; Training and its relationship with Organizational Performance.

Module V: Recent Trends in Training and Development: Training Trends Worldwide; Team Training and Six Sigma Training; Electronic Enabled Training Systems – Types and Concepts, Benefits and Challenges in using Electronic Enabled Training Systems; Concerns in

Implementation of Electronic Training; Training and Empowerment for Customer Satisfaction; Service Failure and Customer Recovery – the Role of Communication and Training; Training and Development Initiatives of selected MNCs.

Suggested Readings:

1. Noe, Raymond A., and Amitabh Deo Kodwani, *Employee Training and Development*, Tata McGrawHill.
2. Rolf, P., and Udai Pareek, *Training for Development*, Sage Publications Pvt. Ltd.
3. Jack J. Phillips, *Hand book of Training Evaluation and Measurement Methods*, Routledge.
4. Dayal, Ishwar, *Management Training in Organisations*, Prentice Hall.
5. Goldstein Irwin L, *Training In Organizations - Needs Assessment, Development & Evaluation*, Wordsworth Publication
6. P. Nick Blanchard, James W. Thacker; *Effective Training;: Systems, Strategies & Practices*, Second Edition; Pearson Education

ORGNISATIONAL CHANGE AND TRANSFORMATION

Course Objectives: This course is aimed at providing the students with a frame work of what change and organisation Transformation is, how it works, its change techniques and what the future of Organization Transformation might be.

Module I: Nature of Change: Necessity for Change, factors affecting change, organisational factors affected by change, impact of change on structure, communicative patterns and human relations; Human Resources Development (HRD).

Module II: Change perspectives: Different perspectives related to change; changes as a strategic management tool; change for internal re-organisation; impact of change on Human Resources Planning; Global perspectives related to change; quality consciousness as an emerging catalyst for change; Determinants of Change, Types of change

Module III: Team intervention strategies: Team and groups; Team building interventions; leadership skills for team building; sensitivity training (T - groups); Transactional analysis; communicating skills and group dynamics; developmental activities based on simulations, role-plays and games

Module IV: Organisational Development for planned change: Introduction, definition, historical Development and nature of OD; OD and MD, Diagnosis, Diagnosis Models; OD

intervention strategies; - Grid O.D, Liker's System Training, T-Group/Sensitivity Training, Survey Feedback, Process Consultation

Module V: Organisational transformation: Transaction and transformation; First Degree and second Degree Changes; Transformation Leadership styles; Change cycles; leadership patterns and transformational strategies; resistance to change; Forces for change-overcoming resistance-, Model of Organizational Change; Kurt Lewin Model and Force Field Analysis, 7 Stage models, Burke-Litwin model, Porras and Robbortson, Kubler roos, Growth model, Kotter Model; Managing Change, Role of Consultants in Change Management; Strategic Change Management; Structural Interventions and Restructuring Organisation, BPR Vs TQM, Competitive and collaborative strategies, Organization transformational strategies

Suggested Readings:

1. Wendell L. French, Cecil H. Bell, Jr., Robert A. Zawacki; (2012); *Organization Development & Transformation – Managing Effective Change*; 4th Edition; Tata McGraw –Hill Publishing Company Ltd, New Delhi.
2. Cummings & Worley: (2011); *Organization Development & Change*; 7th Edition; Thomson; South Western Publication.
3. Gareth R. Jones, 'Organisational Theory', *Design & Change*, Pearson Education.
4. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders, 'Managing Change: A Human Resource Strategy Approach', Wiley.
5. Robert A Paton, James McCalman, 'Change Management; A guide to effective implementation', Response books
6. Kavita Singh, *Organisational Change and Development*, Excel Books, 2006
7. Cummings, Thomas G. and Christopher G. Worley, *Organisation Development and Change*, Cengage Learning, 2007
8. W Warner Bruke, *Organizational Change: Theory and Practice*, Sage Publications, 2008
9. Ramnarayan S., T.V. Rao and Kuldeep Singh, *Organisation Development Interventions and Strategies*, response Books, New Delhi, 1998

TALENT MANAGEMENT

Course Objectives: To determine talent management strategies to support an organization's objectives and goals, identify how to build a talent pipeline to meet an organization's human capital needs and understand the critical issues facing organizations in creating a diverse talent pool.

MODULE 1: Introduction: Introduction, Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Tools for Managing Talent

MODULE II: Talent Management- Definition, Define talent, Identify types of talent, Define skills and knowledge, Differentiate between talent, skill, and knowledge.

MODULE III: Understanding Talent Management: Key phases for implementing a talent management program, Guidelines for managing talent, The importance of talent management, Benefits of talent management, Compare talent management with replacement planning, Challenges in managing talent, Key elements in developing a winning talent strategy.

MODULE IV: Talent Planning: Talent Planning, Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership.

MODULE V: Talent Acquisition: Recruiting Process, Strategic Trends in Talent Acquisition, Talent Engagement and Retention: Concept of Talent Engagement, Retention, Employee Engagement and Retention, the Race for Talent: Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention. Role of Information Technology in effective Talent Management Systems, Role of HR in Talent Management, Compensation and reward strategies for Effective Talent Management, Talent Management and Corporate Restructuring, Contemporary Talent Management Issues, Challenges, Best Practices

Suggested Readings:

1. Lance A. Berger and Dorothy Berger, *The Talent Management Handbook*, , McGraw Hill Professional, 2003
2. Marc Effron, Miriam Ort, *One Page Talent Management: Eliminating Complexity, Adding Value* , Harvard Business Review Press, 2010
3. Masood Hasan, Anil Kumar Singh, Somesh Dhamija , *Talent Management in India: Challenges and Opportunities*, Atlantic; Edition, 2009
4. Ravinder Shukla, *TALENT MANAGEMENT: Process of Developing and Integrating Skilled Workers*, Global India Publications, 2009

MENTORING, COACHING AND MANAGEMENT CONSULTING

Course Objectives: The objective of this course is to provide the students an idea about the concept of mentoring, coaching and consultancy such as to equip them with the strategies to handle the organizational changes.

Module I: Mentoring-Definition of Mentoring; Formal mentoring; Informal Mentoring; Historical perspective of Mentoring; Mentor; Protégé; Characteristics of mentor; Characteristics of Mentee; Functions of Mentoring- Career function ,Psychosocial function and Role modeling function

Module II: Types of Mentoring - One-to-one mentoring, Mentoring hubs, On-site Mentoring , Off-site mentoring, Group mentoring , Peer mentoring , Tele-mentoring , Network mentoring, Reverse Mentoring ; Phases of Mentoring : Initiation, Cultivation, Separation, Redefinition;

Module III: Potential benefits of Mentoring – for mentors, mentees and Organizations; Potential problems in a mentoring relationship; Mentoring models - Cyclical mentoring model; Double Matrix mentoring model; The Flow Model; Jenny Rogers’s model; Egan’s Skilled Helper model; Hay’s Mentoring model

Module IV: Coaching - External Coaching, Internal Coaching ; Benefits of Coaching ; Coaching Models- The Grow Model, ERR Model, The Johari Window; Coaching Tools-SDOC Tool, Employing Psychometric tools ; Co - Coaching and Team Coaching; Difference between mentoring and coaching

Module V: Consultancy - What is management consulting? Consulting Industry: Overview and changes ahead, Tools and Frameworks, Consulting Process: Contracting, Data gathering/analysis and Synthesis/presentations, Life in consulting, Ethical issues

Suggested Readings:

1. Shirley Peddy, *The Art of Mentoring: Lead, Follow and Get Out of the Way*, Bullion Books.
2. Belle Rose Ragins, David Clutterbuck, Lisa Matthewman, *Mentoring and Diversity*, Taylor & Francis Group, 2016
3. David Megginson, David Clutterbuck,. *Further Techniques for Coaching and Mentoring*, Routledge, 2010
4. Nadine Klasen, David Clutterbuck, *Implementing Mentoring Schemes*, Routledge, 2016
5. Tatiana Bachkirova, Peter Jackson, David Clutterbuck, *Coaching and Mentoring Supervision: Theory and Practice*, Open University Press, 2011
6. Belle Rose Ragins, Kathy E. Kram, *The Handbook of Mentoring at Work: Theory, Research, and Practice*, SAGE Publications, 2007
7. Peter Block, Pfeiffer, *Flawless Consulting: A Guide to Getting Your Expertise Used* (3rd Edition, ISBN # 978-0-470-62074-8)

ORGANIZATIONAL EFFECTIVENESS AND DEVELOPMENT

Course Objectives: To develop competencies in managing organizations through various organizational development strategies thereby facilitating organizational effectiveness.

Module I : Organization Development- Concept and Process; Assumptions and Values underlying Organization Development; Major Organization Development Interventions & strategies and their expected outcome; Foundations of Organization Development, Contemporary issues and applications – Organizational Development in Global Context, Organizational Development in Service Sector, OD Practitioners – role, competencies requirement, professional ethics and value and experiences; Trends in OD.

Module II: Organizational Effectiveness; Critical issues of organizational effectiveness; Various approaches to measuring effectiveness; Organizational Diagnosis–Concept; Techniques of Organizational Diagnosis- Questionnaires, interviews, workshops, task -forces and other methods; Collecting and Analyzing Diagnostic Information; Feeding Back Diagnostic Information.

Module III : Organizational Culture – Concept and Definition; Meaning and Characteristics of Organizational Culture; Creating Organizational Culture; Culture Versus Climate; Cross-cultural Dynamics; Organizational Values; Types of Values; Factors Affecting Organizational Value Creation.

Module IV : Organizational Commitment – Meaning and Definition; Antecedents of Organizational Commitment; Evolution and History of Organizational Commitment; Various Dimensions of Organizational Commitment; Three Component Model of Organizational Commitment by Allen & Meyer; Human Resource Practices and Developing Organizational Commitment; Organizational Citizenship Behaviour – Meaning and Significance in today's workplace. Creating and Enhancing Organizational Citizenship Behaviour.

Module V: Organizational Politics – Concept and Meaning; Types of Power in Organizations; Issues of power at the individual, interpersonal, team, intergroup, and organizational levels within an Organization; Power Motives; Designing Organizations for Innovations.

Suggested Readings:

1. Cummings and Worley *Theory of Organization Development and Change*, Cengage Learning, New Delhi, 2009
2. French, W.L. and Bell, C.H., *Organisation development*, Prentice-Hall, New Delhi.
3. Hackman, J.R. and Suttle, J.L., *Improving life at work: Behavioural science approach to organizational change*, Goodyear, California.

4. Harvey, D.F. and Brown, D.R., *An experimental approach to organization development*, Prentice-Hall, Englewood Cliffs, N.J.
5. Hersey P., and Blanchard, H.B., *Management of organisational behaviour: Utilising human resources*, Prentice Hall, New Delhi.

LEADERSHIP FOR MANAGERIAL PERFORMANCE

Course Objective: To examine and analyse the various leadership theories and to explore how leadership enhances managerial performance.

Unit I: Definition of Leadership - Different views of Leadership –ways of conceptualising Leadership, Trait versus Process Leadership- Assigned versus Emergent Leadership- Leadership and Power- Leadership and Coercion- Leadership and Management

Unit II: Various approaches to Leadership- Trait approach – Five Factor Personality Model and Leadership- Emotional Intelligence - Skills approach- Style approach- The Ohio State Studies-The University of Michigan Studies-Blake and Mouton’s Managerial (Leadership) Grid- Paternalism/Materialism/ Opportunism – Situational approach –Psycho Dynamic approach.

Unit III: Various Theories of Leadership- Contingency Theory– Path Goal Theory– Leader-Member Exchange Theory- Leadership Styles –Transactional leadership-Transformational leadership -Servant leadership-Authentic leadership.

Unit IV: Women and Leadership-Gender, Leadership Styles and Leadership Effectiveness-The Glass Ceiling Effect; empowerment; women leaders

Unit V: Culture and Leadership – Leadership Behaviour and Dimensions of Culture- Universally Desirable and Undesirable Leadership Attributes- Leadership Ethics- Principles of Ethical Leadership- Heifetz's perspective on Ethical Leadership-Burn’s perspective on Ethical Leadership.

Suggested Readings

1. Peter .G. Northouse, *Leadership: Theory and Practice* , SAGE Publications India Pvt. Ltd.,2016
2. J.C.Rost, *Leadership for the Twenty First Century*, Praeger Publishers, New York 1991.
3. J.P.Kotter, *A Force for Change: How Leadership Differs from Management* , Free Press, New York,1990
4. Burns J.M, Harper & Row, *Leadership*, New York.,2012

SYLLABUS OF ELECTIVES – OPERATIONS MANAGEMENT

TOTAL QUALITY MANAGEMENT

Course objectives:

- To understand the philosophy of total quality in organisations and learn the latest tools of quality management
- To develop skills and competence to evaluate and improve quality by using the modern tools.

Unit I: Total Quality Management, Definition, Quality Management in retrospect, Evolution of quality approaches, Leading thinkers, Quality Planning, Cost of Quality, Quality Philosophy of Deming, Joseph Juran, Philip Crosby, Genich Taguchi, Building Blocks of TQM

Unit II: Strategic quality planning, quality objectives and quality policy, organizing for TQM, Training for TQM, implementing TQM, TQM in service organizations

Unit III: Quality Standards: BIS, AGMARK, ISO 9000; ISO 9000, ISO 14000, ISO Certification process, Quality awards, Maccolm Baldrige Award, Deming's Prize, Other awards

Unit IV: Seven Tools of Q.C., Quality circles, 5-S Program, Poka-Yoke, Kaizen, Benchmarking, Quality Function Deployment, Value Stream Mapping.

Unit V: Statistical Quality Control, basic concepts, product control; process control, Six sigma, DMAIC and DFSS

Suggested Readings

1. PN. Mukherjee, *Total Quality Management*, PHI learning PVT Ltd.
2. Janakiraman and RK. Gopal, *Total Quality Management, Text and cases*, PHI learning PVT Ltd.
3. SK. Mandal, *Total Quality Management*, Vikas Publish House PVT Ltd.
4. James. R. Evans, *Total Quality Management*, India Edition, Cengage learning.
5. Kanishka Bedi, *Quality Management*, Oxford University Press, New Delhi, 2006
6. JM Juran & Frank K. Gryana, *Quality Planning and Analysis*, Tata McGraw Hill, MuSMBi, 1970.
7. Dennis Lock et al. Ed., *Handbook of Quality Management*, Jaico Publishing House, MuSMBi, 1993.

8. Subburaj Ramaswamy, *Total Quality Management*, Tata McGraw Hill, New Delhi, 2005.
9. Amitava Mithra, *Quality Control and Improvement*, Pearson Education, New Delhi, 2005
10. Joel E Ross, *Total Quality Management*, Vanity Books International, New Delhi, 1996.
11. L. Suganthi and Anand, A.Samvel , *Total Quality Management*, , PHI learning
12. Dale H. Besterfield, et al, *Total Quality Management*,., Pearson Education Asia, 1999.
13. James R.Evans & William M.Lindsay, *The Management and Control of Quality*, (5th Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5).

SUPPLY CHAIN MANAGEMENT

Course objectives:

- To understand the concepts, practices and importance of logistics management and supply chain management and
- To develop skills and competence to design and operate logistics facilities.

Unit I: Supply chain Management and Logistics, Introduction, objectives of a supply chain, importance of supply chain decision, strategic, tactical and operational decisions in supply chain, competitive and supply chain strategies, achieving strategic fit, drivers of supply chain performance

Unit II: Supply Chain Coordination and integration: bullwhip effect and its impact on supply chain performance, basic inventory concepts, safety inventory in a supply chain, product availability, materials handling, Lean Supply Chain Management, Supply chain Operations Reference (SCOR)

Unit III: Distribution networks in supply chain, network design, locations, transportation, developments, role, modes of transportation, Collaborative Planning Forecasting Replenishment (CPFR), Advanced Planning and Scheduling (APS), vendor selection

Unit IV: The Role of IT in a Supply Chain, Supply Chain IT framework, Customer Relationship Management, Supplier Relationship Management, Internal Supply Chain Management, Supply Chain Technologies: Bar Code, RFID, ERP

Module V: Definition of logistics, objectives of logistics, functions of logistics, interface with production and marketing, warehousing, packaging, unitization, containerization, global logistics, 3PL, 4PL, Reverse Logistics

Suggested Readings

1. Sunil Chopra and Peter Meindle: *Supply Chain Management*, Pearson Education, New Delhi 2005.

2. Ballou, Ronald H: *Business Logistics / Supply Chain Management*, Pearson Education, New Delhi 2004.
3. Martin Christopher, *Logistics and Supply Chain Management*, Pearson, New Delhi, 1998
4. Vinod V Sople, *Logistics Management*, Pearson, New Delhi, 2012
5. Bowersox, D.J. and Closs, D.J.: *Logistics Management: A System Integration of Physical Distribution*, Tata McGraw Hill, New Delhi 1996.
6. Beal K., *A Management Guide to Logistics Engineering*, Institute of Production Engineering, USA 1990.
7. Shapiro, R: *Logistics Strategy: Cases and Concepts*, West, St. Paul, 1995.
8. Mentzer, John T., et al: Ed., *Supply Chain Management*, Response Books, New Delhi 2001.
9. Reji Ismail, *Logistics Management*, Excel Books, New Delhi, 2008
10. John T. Ment Z FR, *Supply chain management*, Response Books, a division of Sage Publications, www.sagepublications.com
11. Rahul V. Altekar, *Supply chain management*, PHI learning PVT Ltd.
12. John J. Coyle and others, *Supply chain management*, India Edition. Cengage learning.
13. Narayan Rangaraj and others, *Supply chain management*, Tata mcgraw Hill. Co., www.tatamcgrahill.com
14. Burt – Dobler, *World class supply chain management*, India Edition, By – Starling Tata McGraw Hill Co.

ADVANCED OPERATION RESEARCH

Course objectives

- To provide a formal quantitative approach to problem solving and an intuition about situations where such an approach is appropriate
- To learn the advanced tools to solve such management problems.

UNIT I: Review of Basic Operations Research techniques, Simplex Directions and Matrix method of solving Linear Programming Problems (LPP), Bounded Variables Techniques in Solving LPP, Revised Simplex Method, Interior Point Methods of solving LPP (Karmarkar's Method), Chance Constrained Linear Programming

Unit I: Non linear programming problems of general nature, one variable unconstrained optimization Multi variable unconstrained optimization, Karush Kuhn Tucker (KKT) conditions for constrained optimization and its Applications in Management, Separable programming and its Applications in Management, Quadratic Programming, convex programming, geometric programming, Fractional programming and its Application in Management.

Unit II: Markov chains, Formulation, Kolmogorov Equation, steady state conditions, Markov chain modelling through Graphs, communication networks, weighted diagraphs, Empherical Queueing models

Unit III: Integer Programming, Branch and Bound Technique and its applications to Binary Integer Programming and Mixed Integer Programming, Branch and Cut Approach to solve Binary Integer Programming (BIP), Applications of BIP in the Areas of Investment Analysis, site selection, Designing a production and Distribution network

Unit IV: Dynamic Programming (DP), Applications in capital budgeting, Reliability Improvements, stage-coach, cargo loading, single machine scheduling, solving LPP using Dynamic programming Technique, Stochastic Processes, Introduction, Markov Processes, Martingales, Random Walk, Brownian Motion, Queueing Processes

Unit V: Network Models, Terminologies, shortest path model, minimum spanning tree problem, Maximal flow problem, Minimum cost flow problem, Replacement and maintenance Analysis, Types of Replacement problem and decisions – Determination and problems of Economic life of an Asset, Fuzzy Logic and Systems, Fuzzy Multi Criteria Decision Making, Multi-objective Fuzzy Linear Programming

Suggested Readings

1. Frederick S. Hillier and Gerald J. Lieberman, *Introduction to Operations Research (Concepts and case- Eighth Edition)* Tata Mc-Graw Hill Education Private Limited (Special Indian Edition).
2. R. Paneerselvam, *Operation Research* (Second edition), PHI Learning Private Ltd., New Delhi.
3. Rathindra P. Sen, *Operations Research (Algorithms and Applications)*, PHI Learning Private Ltd., New Delhi.

SERVICE OPERATIONS MANAGEMENT

Course objectives

- To understand the concepts and tools necessary to effectively design and manage a service operation.
- To learn the best practices of World-Class Service.

UNIT I: Introduction to service operations: nature of services and differences with goods, service concept, challenges, 7 P's of services, types of services

UNIT II: Customer and supplier relationships: Segmentation, retention, customer expectations, service supply chains, supply relationships

UNIT III: Service delivery: Nature of service process, process design, control, service people, resource utilisation, bottlenecks, networks, use of technology and information, location, layout, managing capacity and demand

UNIT IV: Performance management: Performance measurement, targets, benchmarking, linking operations with business performance, improvement of performance, recovery

UNIT V: Strategic change: Service strategy, formulation and development, service culture, operational complexity, service positioning

Suggested Readings

1. Robert Johnson and Graham Clark (2005), *Service Operations management - Improving Service Delivery*, Pearson Education Ltd., Noida, 2nd Ed.
2. Metter, King Metters, Pullman, Walton, *Service Operations Management*, Cengage Learning India Pvt. Ltd., New Delhi.
3. Bassett, Glenn; (1992): *Operations Management for Service Industries*, Quorum Books, Westport, Conetica.
4. Colley, John L. Jr.; (1996): *Case Studies in Service Operations*, Wadsworth Publishing Company, California.
5. Hope, Christine Ann; Muhlemann, Alan P.; (1997): *Service Operations Management: Strategy, Design and Delivery*, Prentice Hall, Englewood Cliffs, New Jersey.
6. Lovelock, Christopher H.; (1992): *Managing Services: Marketing, Operations and Human Resources*, Prentice Hall, Englewood Cliffs, New Jersey.
7. Schmenner, Roger W.; (1995): *Service Operations Management*, Prentice Hall, Englewood Cliffs, New Jersey.

8. Voss, Christopher A.; Armistead, Colin G.; Johnston, Robert; Morris, Barbara; (1985): *Operations Management in Service Industries and the Public Sector*, John Wiley & Sons, Chichester.

MAINTENANCE MANAGEMENT

Course objectives

- To understand the concepts and tools in maintenance operations.
- To learn the latest practices in maintenance management.

UNIT I: Maintenance Management and Terotechnology: An Overview, Maintenance Objectives And Strategies, Preparation Of Maintenance Planning and Scheduling, Planned Maintenance Management System And Control

UNIT II: Maintenance Organisation, Maintenance Costing and Budgeting, Spare Parts Inventory Management, IT enabled Maintenance Management

UNIT III: Reliability, Availability and Maintainability Concepts, Safety and Environmental Aspects in Maintenance Management, Human Resource Development in Maintenance Management, TQM and Maintenance Management

UNIT IV: Failure Statistics, Data Analysis and Methods of Qualitative Analysis, Economics of Repair and Replacement of Equipment, Planning and Scheduling of Plant and Overhauling Shutdown

UNIT V: Condition Based Maintenance (CBM), Reliability Centered Maintenance (RCM), Total Productive Maintenance (TPM), Maintenance Audit

Suggested Readings

1. Kelly, A, *Maintenance System and Documentation*, Butterworth-Heinemann Imprint, Elsevier, <http://store.elsevier.com/>
2. B. S. Dhillon, *Engineering Maintenance – A Modern Approach*, C R C Press, New York
3. John Moubray, *The Aladon Network, Reliability Centered Maintenance*, Elsevier, <http://store.elsevier.com/>

TECHNOLOGY MANAGEMENT

Course objectives

- To understand the procurement, adoption, issues and management of technology
- To have insights in to the technology related factors for better decision making in organisations

UNIT I: Definition of Technology, Nature of Technology, Scope of technology management, Importance of Technology Management , Technology Development frame work, technology management scenario in India

UNIT II: Technology Lifecycle, Stages in Technology Life cycle - plan phase, design phase, build phase, deploy phase, support phase and checkpoint phase. Technology forecasting – Need for technology forecasting, Technology forecasting approaches, Technological forecasting methods

UNIT III: Technological changes and their impact on organizations - Nature of technological change, Technology and structure, Technology and production process, Technology and competitive advantage, Technology Strategy- Definition, Technology Strategy types, Framework for formulating technology strategy

UNIT IV: Technology Transfer, Technology Transfer Process, Technology Transfer Modes, Dimensions of Technology Transfer, Routes of Technology Transfer, Technology Evaluation, Parameters used in Technology Evaluation, Technology information- sources

UNIT V: Technology Absorption, Benefits of Technology Absorption, Management of Technology Absorption, Constraints in Technology Absorption, Technology Diffusion, Importance, Process, Technology support systems in India.

Suggested Readings

1. V. K. Narayanan, *Managing Technology and Innovation for Competitive Advantage*, Pearson Education, New Delhi
2. U Ravi Kiran, *A Textbook of Technology Management*, USP, <http://www.usp.org/>
3. V. K. Narayanan, Gina Colarelli O'Connor, *Encyclopedia of Technology and Innovation Management*, Wiley, New Jersey

INNOVATION MANAGEMENT AND R&D

Course objectives

- To acquaint the students with the R&D in organisations
- To learn the process and formalities in R&D

UNIT I: Nature, process and importance of technological innovation, economic development, product design, marketing and consumer, innovation and creativity

UNIT II: R&D as a corporate function, R&D resources, partnerships in innovation

UNIT III: HRM issues in innovation and R&D, leadership and R&D management, organisation design and structure for R&D, R&D project management, measurement, evaluation and assessment of R&D

UNIT IV: National R&D infrastructure and institutional framework, fiscal and other incentives and promotional/support measures, industry, institutions and government cooperation

UNIT V: Commercialisation of R&D, management of intellectual property rights, financing of R&D projects, role of consultants in R&D

Suggested Readings

1. Ravi Jain, Harry C. Triandis, Cynthia W. Weick, *Managing Research, Development and Innovation: Managing the Unmanageable*, 3rd Edition, Wiley, <http://as.wiley.com>
2. Al Endres, *Improving R&D Performance: The Juran Way*, Wiley, <http://as.wiley.com>
3. Carayannis, Elias G., *Innovation, Technology, and Knowledge Management*, Springer, <http://www.springer.com>

WORK STUDY & ERGONOMICS

Course objectives

- To understand the procurement, adoption, issues and management of technology
- To have insights in to the technology related factors for better decision making in organisations

UNIT I: Introduction to industrial engineering, evolution of industrial engineering, scope, objectives, productivity, measurement of productivity

UNIT II: Introduction to work-study, procedure of work study, establishing the standard time, method study, procedure for method study, principles of motion economy, filming techniques and micro motion analysis, recording technique, construction of process chart, Gantt chart, SIMO chart, string chart, travel chart, multiple activity chart, sampling process, critical examination analysis, steps involved in evaluation of alternatives

UNIT III: Introduction to work measurement, objectives of work measurement, techniques of work measurement, basic procedure in time study. Advantages and limitations of time study, time recording techniques in time study, performance rating standard allowances, personal allowance, fatigue allowance, production delay allowance, factors affecting the rating, synthetic rating method

UNIT IV: Work sampling, process of work sampling, predetermined motion time systems, standard data system, job evaluation and merit rating, work factor method, method time measurement system, basic, motion time study system Wages and incentive plans, relationship between wages productivity and cost

UNIT V: Introduction to ergonomics concept and scope of ergonomics, contribution of ergonomics in system design and management, anthropometric principles in work space and equipment design, work space design for standing and seated workers, assessment of human capabilities and limitations, human physiological work capacity, control and displays psycho physiological aspects of design

Suggested Readings

- ILO International labor organization, *Introduction to work study*, Tata McGraw Hill
- M. E. Mundel, *Motion and Time study*
- R. M. Barynes, *Motion and Time study*
- E. S. Buffa, *Modern production management*, Tata McGraw Hill, New Delhi
- Dr. A. K. Singh, *Time and motion study*, Jaico publishing house, New Delhi
- Dalela, *Work study & Ergonomics*, TATA Mcgraw Hill, New Delhi
- Mc. Wick, *Human factors in Engineering*

WORLD CLASS MANUFACTURING

Course objectives

- To acquaint the students about the international developments in the area of manufacturing
- To learn the systems, tools and techniques required for achieving competitive edge through world class manufacturing

UNIT I: Manufacturing technology: developments in world-class manufacturing, information age competition, strategic decisions in manufacturing management, choice of technology, capacity, layout, automation in material handling systems, emerging trends, productivity & incremental innovation, coping with continuous change, the structure of the Japanese innovation system

UNIT II: Aggregate planning and Master Production Scheduling, Materials Requirement Planning (MRP), Manufacturing Resources Planning (MRP – II), implementation problems, Indian experience, Just-in-Time system, pull system, Kanban, JIT purchase, source development, buyer – seller relations, Indian experience

UNIT III: Review of operations scheduling process, job shop scheduling, batch production, scheduling, flow production line balancing, technological innovation in manufacturing – computer integrated manufacturing, flexible manufacturing systems, cellular manufacturing, factory of the future automated systems, human factors in automated systems, optimized production technology, modelling, optimizing, simulation of manufacturing systems, integration of design & manufacturing

UNIT IV: Total quality strategies for manufacturing success and WCM model, productive maintenance, Total Productive Maintenance, objectives, maintenance prevention, total system effectiveness

UNIT V: World-Class manufacturing, international scenario and Indian scenario, manufacturing innovations, quick response manufacturing, agile manufacturing, rapid prototyping, concurrent engineering, core competencies in technology and its commercialization

Suggested Readings

1. R. Panneerselvam, *Production and operations managements*. PHI learning India Ltd., www.phiindia.com
2. William J. Stevenson, *Operations Management*, , Special Indian Edition, Tata Mcgraw Hill
3. B.S. Sahay and others Macmillan, *World Class Manufacturing*, India Ltd., Chennai.

4. OP. Khanna, *Industrial Engineering and Management*, Dhanpatrai publications Pvt. Ltd., New Delhi.
5. James R. Evans. David A. Collier, *Operations Management* , India Edition Cengage learning, Chennai.Email : narasimhan.r@cengage.com
6. Norman Gaither Greg Frzier, *Operations Management*, India Edition, Cengage learning, Chennai.
7. Scott.T. Young, *Essentials of operations management*, sage South Asia Edition, www.sagepublications.com
8. Soli.J Engineer, *Progressive manufacturing*, India Edition,, Cengage learning.

BUSINESS FORECASTING

Course Objectives

- To identify the factors that affects demand and expose to the data types and identification problem
- To equip with qualitative and quantitative forecasting techniques and illustrate the forecasting techniques
- To enable the interpretation of results

UNIT I: Demand analysis: an overview, significance of demand analysis and forecasting, determinants of demand, elasticity of demand, revenue and profit of a firm

UNIT II: Estimation of demand, marketing research techniques, consumer surveys, consumer clinics and focus groups, market experiments in test stores, statistical estimation, variable identification, time series and cross sectional data collection, specification of the model, estimation of the parameters, interpretation of regression statistics

UNIT III: Forecasting demand, selecting a forecasting technique, purpose of forecast, type of users, patterns in the data series, lead time, minimum data requirement, desired accuracy, cost of forecasting, qualitative forecasting techniques, survey and opinion polling techniques, time series analysis, trend analysis, cyclical variations, seasonal effects, random fluctuations

UNIT IV: Smoothing techniques, moving averages, exponential smoothing and other advanced techniques, barometric techniques, leading, lagging and coincident economic indicators, diffusion and composite indexes

UNIT V: Accuracy of forecast, short run forecast, long term forecast, use of software packages for forecasting

Suggested Readings

- John E. Hanke and Dean Wichern, *Business Forecasting*, Pearson Education Ltd., New Delhi
- Keith Ord and Robert Fildes, *Principles of Business Forecasting*, South-Western College Publications, London
- John Silvia, Azhar Iqbal, Kaylyn Swankoski, Sarah Watt, Sam Bullard, *Economic and Business Forecasting: Analyzing and Interpreting Econometric Results*, Wiley, <http://as.wiley.com>
- George E. P. Box, Gwilym M. Jenkins, Gregory C. Reinsel, Greta M. Ljung, *Time Series Analysis: Forecasting and Control*, Wiley, <http://as.wiley.com>

PRODUCTION PLANNING AND CONTROL

Course objectives

- To acquaint the students with the advanced techniques for managing operations.

UNIT I: Applications of production planning techniques, operations research applied to production planning, computer aided facilities layout, optimised production technology, group technology, computer aided process planning, enterprise resource planning, simulation technique

UNIT II: FMS and industrial robotics, computer integrated manufacturing, human aspects in production, PPC in supply chain management, forecasting

UNIT III: Aggregate planning, scheduling: Gantt charts and sequencing, project management with PERT/CPM, Just-in-Time, advanced inventory models, Material Requirements Planning (MRP), Manufacturing Resources Planning (MRP II), Enterprise Resource Planning (ERP)

UNIT IV: Total Quality Management, ISO 9000 and ISO 14000 quality systems, Statistical Process Control (SPC)

UNIT V: Maintenance management, reliability and maintenance, replacement techniques, job evaluation, wage incentive schemes

Suggested Readings

1. S. K. Mukhupadhyay, *Production Planning and Control – Text and Cases*, Prentice Hall India Pvt. Ltd., New Delhi
2. William Bolton, *Production Planning and Control*, Longman Scientific & Technical, New York
3. Stephen N. Chapman, *The Fundamentals of Production Planning and Control*, Big Hearted Books, New York

MATERIALS AND PURCHASE MANAGEMENT

Course objectives

- To understand the complex issues involved in decisions relating to purchasing
- To have a professional understanding of materials management

UNIT I: Importance of materials management, Materials management at micro-macro levels, Integrated Materials Management, Profit Centre Concept, Forecasting methods, factors affecting forecasts, Materials planning

UNIT II: Purchasing, Purchasing organization, duties of purchasing department, centralised and localised purchasing, purchasing policies, methods of purchasing, make or buy decision, Vendor Rating, Vendor-Vendee relations, Vendor development,

UNIT III: Source location, Negotiations in Purchasing, 5Rs of Purchasing and Related issues, Technical, Legal Aspects, Domestic vs International Purchase

UNIT IV: Stores and Stores organization, layout of stores, functions of stores keeping; stores records and procedure; salvage and surplus disposal & scarp disposal. Standardization and variety reduction, Merits and demerits of codification, P and Q system, Spare Parts Management

UNIT V: Materials handling systems, basic principles, Types, equipment, movement and storage cost. Evaluation of value, value analysis and engineering, Organisation for value analysis, Materials Information System, Kanban system, JIT

Suggested Readings

1. A.K. Datta, *Materials Management procedures Text and cases*, By, PHI Learning India, www.phindia.com
2. H. Kaushal, *Materials Management case study and solutions*, Macmillan India Ltd.
3. NK Nair, *Purchasing and materials management*, Vikas Publishing House PVT Ltd.
4. Dr. Pawan Arora, *Material Management An Integrated approach*, Global India Publications Pvt Ltd., New Delhi.
5. Monczka, *Purchasing*, Trent and Hand field – By cengage learning, India Edition
6. J.R. Tony Arnold, Stephen Chapman, *Introduction to Materials Management*, Pearson Education
7. Baily, *Procurement-Principles and Management*, 10th Edition, Pearson
8. Gopalakrishnan, *Purchasing and Materials Management*, , McGraw-Hill
9. Anand Kumar Mishra, *Purchasing and Materials Management*, D K Publishers and Distributers
10. Bedi, *Productions and Operations Management*, Kanishka Oxford Higher Education

SYLLABUS OF ELECTIVES – SYSTEM MANAGEMENT

IT CONSULTING

Objectives: This course introduces framework for IT consulting across the entire spectrum of services from Blueprint to Building Blocks, Enterprise Architecture Definition, Application Design, Program Management for Implementation & Roll-out, Product & Partner Evaluations, Outsourcing Options, Benchmarking Processes & Quality, Metrics & Measurement and IT Governance Models.

Unit I : Introduction to IT Consulting, Scope and Definitions, Current state and Future trends, Consulting frameworks, How to Choose a Consultant, IT Consulting Methodology

Unit II: Engagement Model: Engagement Methodology, Engagement Team, Engagement Pricing, Enterprise Business Plans, Understand Business drivers, Identification of Technology drivers, Mapping of Business & Technology drivers

Unit III : IT Blueprint / Road map, Study of AS IS State, Recommendations on TO BE State, GAP Analysis & Strategies for bridging, Evaluation of Technology Stack, Features of Technology Stack, Future proofing of Technology Stack

Unit IV: Governance Models: Identification of Stakeholders, Understanding Interfaces, Defining Governance Models. Product / Partner Selection, Evaluation Methodology, Evaluation Criteria, Outsourcing Options, In-sourcing, Co-sourcing, Outsourcing.

Unit V: Benchmarking Process / Quality, Benchmarking current levels, Industry Accreditations – CMM approaches. Metrics & Measurements, Identifying Metrics, Defining Measurement Frameworks, Assimilation of Baseline data

Suggested Readings

1. Freedman , Rick; *The IT Consultant – A Commonsense Framework for Managing the Client Relationship*; John Wiley; New York, 2000.
2. Cope, Mick; *Seven Cs of Consulting – The Definitive Guide to the Consulting Process*; 2nd Edition; Pearson Education; London, 2003.
3. Purba, Sanjiv and Bob Delaney; *IT Consulting*; Osborne, McGraw – Hill; New York, 2003.

PLANNING AND IMPLEMENTING IT STRATEGIES

Course Objectives: To familiarize the important strategies to be remembered while going IT based implementation which requires a holistic change in the organization.

Unit I : Organizational Transformation with IT Implementation: Why IT Strategy is required? What are the various dimensions of IT Strategy - Value propositions – Managerial decisions – Transforming organization – How IT transforms Organizations, Aligning Business Objectives with IT Strategy – Six important trends – Value chains – Five forces model – Dynamic model – New business models – analyzing business models – Transformation with IT – IT variables for designing organizations – T-Form organization – New management challenges.

Unit II : IT in International Business: International business strategies – Key issues – Virtual firms and IT – Business models and IT management – IT investment opportunities matrix – IT and investment equation – Investment decision – guidelines for IT investment – Choosing technology – Outsourcing – Pros and Cons, Objectives.

Unit III : Implementing IT: Research implementation – Implementation strategy – Implementing IT based transformations – Disaster recovery and Business continuity – managing IT function – Management control of IT – Control theory – Failure control – information control

– Technology, Process and People dimension of IT Strategy - group decision making, Making the IT investment Decision.

Unit IV : Impact of the Components: First component Computer systems – Second component Database – Third component Powerful networks – Neural networks – Cloud – grid computing - Future technology – IT Strategy focus points for 2011 and 2012 and beyond.

Unit V : Decision and Intelligent Systems : Expert systems and AI – (SCM) Supply chain management – (CRM) Customer Relationship Management – Knowledge management – Ethical issues in corporate governance and IT– Virtual organization – monitoring SLAs’ (Service level agreements).

Suggested Readings

1. Henry C. Lucas – Wiley , *Information Technology – Strategic Decision Making for Managers* – India Edition, 2010.
2. Efraim Turban, Linda Volonino, *Information Technology for Management Transforming Organizations in the Digital Economy*, Wiley-India Edition, 2011.
3. IT Systems Management – Rich Schiesser – PHI.

INTERNET PROGRAMMING FOR E-BUSINESS

Course Objectives: Student will acquire necessary knowledge in Ecommerce strategy, Technology and Implementation that provides complete advantage to modern business. Also the course will give on-line experience in the design, development and maintenance of an organization web site as web based business transactions becomes a necessity for all organizations.

Unit –I: E-Business Overview: Traditional Commerce Vs E-Commerce- E-commerce and E-Business-Categories of E-Commerce– Development and Growth of E-Commerce-Advantages and Disadvantages of e-commerce; Business Model and Revenue Model – International Nature of e-commerce, Legal Environment of Electronic Commerce- Legal, Ethical and Tax Issues.

Unit – II : Marketing and Selling on the Web: Revenue Models and Building a web presence, Web site utility, connecting with customers, Web Marketing strategies and segmentation, Web advertising, CRM activities, maintaining brands, Search Engine Positioning and domain names. On-line auctions, Virtual Communities and Web Portal.

Unit – III: Web Server Hardware & Electronic Commerce Software: Web Server Hardware & Softwares, Web Hosting Alternatives, Functions of Ecommerce software, Ecommerce software for different type of business.

Unit –IV : E-Commerce Security & Payment Systems- Online Security, Security for Client, Network and Server, Online Payments – cards, Electronic cash, Wallets, stored value cards, Case study on Banking Industry. Planning and Implementation of Electronic Commerce.

Unit – V: Internet Programming using .NET Technologies : HTML Basics, Introduction to .NET framework, .NET framework architecture, Introduction to ASP.NET, Getting started with Visualstudio 2008, declaration of variables, constants, operators and data types, string operations, Creating a simple website. **Controls** - Standard controls, Navigation controls, valuation controls, login controls webport controls, database controls- connecting to SQL Server and interactions, Language Integrated query, Master pages and themes, web hosting and Maintenance.

Case Study: Develop a Dynamic Web site for a typical On-line Business Application with provision for on-line transaction and payment operations.

Suggested Readings

1. Gary P. Schneider, *Ecommerce-Strategy, Technology and Implementation*, Cengage Learning, India Edition.
2. Kenneth C. Laudon, Carol Guercio Traver, *E-commerce–Business, Technology, Society*, Pearson, Low Price Edition.
3. Stephen Perry, Stephen Walther, Atul Kahate , Joseph Mayo , *Essentials of .Net Related Technologies: With a focus on C# , XML, ASP .NET and ADO.NET*, First Edition, Pearson Education.
4. Deitel & Deitel, *Internet & World Wide Web How to Program*, Pearson Education India, Third Edition , 2004.

SOFTWARE PROJECT MANAGEMENT

Course Objectives: To acquire necessary knowledge in the study, analysis, design, development, implementation and maintenance of software projects.

Unit I: Software engineering and management: Functions of management, Need for software management, Conventional software management, Evolution of software Economics. Improving software Economics, conventional and modern software engineering.

Unit II: Software development as a process: Building the software development team - Team building as a process, The Apollo syndrome, Management Styles, A maturity model for software project management, Process of team building, Developing and maintaining project plan – Software development plan, using the work break down structure, optimizing the project plan using the design structure matrix, risk management.

Unit III : Management Methods and Technology: Selecting a software development life cycle model – the software quality life cycle, modeling process, life cycle models, selecting a software development life cycle , Modeling the target system – requirements modeling methods, requirements analysis using self interaction matrices, real-time systems. Estimating project size, cost and schedule – costing and sizing software projects, software lifecycle management, 3D function point method, cost variance method ,Tracking the software project plan – tracking schemes, earned value management (EVM), precedence diagramming for cost and schedule control, tracking remedial action, Scheduling and Cost estimation using Project Management Software.

Unit IV: Managing software professionals: Improving team performance – basics, relative importance of workplace, models of motivation, managing high performance teams-Evaluating software development team – classic techniques for valuating individuals, strategy based evaluation methods (SEM), the SEM process, traditional performance evaluation methods, evaluating the software development team.

Unit V : Future of software management: Modern project profiles, Next generation software economics, Modern process transitions Agile, SCRUM approaches of project management.

Suggested Readings

1. Walker Royce , *Software project Management*, Addison-Wesley, 1998.
2. Lawrence J Peters , *Getting results from software development teams*, Microsoft Press,2008.

SOFTWARE QUALITY ASSURENCE

Course Objectives: The software quality assurance goal is to confirm the confidentiality and integrity of private user data is protected as the data is handled, stored, and transmitted. This implies that the acceptable risk levels and threat modeling scenarios are established up front, so the developers and QA Managers know what to expect and what to work towards.

Unit-I: Introduction to Quality Assurance: Software Process assessment overview – Assessment phases – Assessment principles –Assessment conduct – Implementation consideration – Quality management – Quality assurance plan – Considerations – Verification and Validation.

Unit-II: Configuration Management: Need for configuration Management – Software product nomenclature – Configuration management functions – Baselines – Responsibilities – Need for automated tools –Plan – SCM support functions – The requirement phase Design control – The implementation phase – Test phase – SCM Tools – Configuration accounting and audit.

Unit –II : Software Standards and Inspection : Definitions – Reason for software standards – Benefits – Establishing standards –Guidelines – Types of reviews – Inspection of objectives – Basic inspection principles– The conduct of inspection – Inspection training.

Unit –III: Testing and Managing Software Quality: Testing: principles – Types – Planning – Development – Execution and reporting – Tools and methods – Real Time testing – Quality management paradigm – Quality motivation – Measurement criteria – Establishing a software quality program –Estimating software quality.

Unit –V: Defect Prevention: Principles of software defect prevention – Process changes for defect prevention – Defect prevention considerations – Managements role – Framework for software process change – Managing resistance to software process change – Case studies.

Suggested Readings

1. Daniel Galin, *Software quality assurance – from theory to implementation*, Pearson education, 2009.
2. S.Watts Humphrey , *Managing the software process*, Addison Wesley, 1999
3. S.Tsum Chow, *Software Quality Assurance a Practical Approach*, Sixth Edition, IEEE Computer Society press, 1985.
4. E.Richard Fairley , *Software Engineering A Practitioner’s approach*, Tata McGraw Hill, 1985.
5. Nina S Godbole, *Software Quality Assurance*, Narosa Publishing House Pvt Ltd.

CLOUD COMPUTING APPLICATIONS IN BUSINESS

Course Objectives: The main purpose of this course is to present a basic framework for estimating value and determine benefits from Cloud Computing as an alternative to conventional IT infrastructure, such as privately owned and managed IT hard-ware. Our effort is motivated by the rise of Cloud Computing providers and the question when it is profitable for a business to use hardware resources in the Cloud.

Unit I : Fundamentals of Grid Computing: The Grid – Past, Present and Future – Applications of Grid Computing Organizations and their Roles.

Unit II: Grid Computing Architecture : Grid Computing Anatomy – Next Generation of Grid Computing Initiatives – Merging the Grid Services Architecture with Web Services Architecture.

Unit III: Grid Computing Technologies : OGSA – Sample Use Cases that drive OGSA Platform Components – OGSI and WSRF – OGSA Basic Services – Security Standards for Grid Computing – High Level Grid Services.

Unit IV : Fundamentals of Cloud Computing: Fundamentals – Short history of cloud computing – Cloud Architecture – Cloud Storage – Cloud Service – Pros and Cons of cloud computing – Benefits from cloud computing.

Unit V: Cloud Services: Need for Web-Based Application – The cloud Service Development – Cloud Service Development Types – Cloud Service development tools.

Suggested Readings

1. Joshy Joseph & Craig Fellenstein, *Grid Computing*, Pearson Education, 2004.
2. Michael Miller, *Cloud Computing: Web-Based Applications That Change the Way You*
3. *Work and Collaborate Online*, Que, 2008.
4. Fran Berman, Geoffrey Fox, J.G. Anthony Hey, *Grid Computing : Making the Global Infrastructure a reality*, John Wiley & Sons, 2003.
5. Hmar Abbas, *Grid Computing: A Practical Guide to technology and Application*, Charles River media, 2003.

E-CRM

Course Objectives: The objective of this course is to make the students understand e-CRM concept, its elements and benefits and to make them aware of modern e-CRM tools. Awareness of the impact of convergence of technology in e-CRM will be created using case studies

Unit I: Definitions - customer, CRM. CRM technology components, customer life style, customer interaction. Difference between CRM and e-CRM, CRM- Need for SFA, barriers to SFA, technological aspect of SFA, data synchronization, flexibility and performance, reporting tools. Types of CRM, Strategies for building relationship marketing, CRM Vs Customer retention, CRM Process-Benefits, brand switching behaviour-Importance of e-CRM,

Unit II: Architecture and Components of Enterprise Marketing Automation - promotions, events loyalty and retention programs, response management marketing campaign, campaign planning and management, use of business analytic tools. E-marketing- tools, techniques and future directions.

Unit III: Call centre - customer interaction, the functionality automation, technological implementation, Automatic Call Distribution, Interactive Voice Response, Computer Telephony Integration, web based call center, automated intelligent call routing, logging & monitoring.

Unit IV: e-CRM implementation - Pre implementation phase, kick off meeting, requirements gathering, prototyping and detailed proposal generation, development of customization, Power use beta test and data import, training, rollout and system hand off, ongoing support, system

optimization, Post implementation phase monitoring. Role and function of Application Service Provider- its advantages and disadvantages.

Unit V: e-CRM impact on marketing channels - traditional channels compared with emerging channel trends that impact CRM.- Convergence Marketing-Convergence on social networks and communities (Web 2.0)- case studies

Suggested Readings

1. Greenberg, Paul. (2004). *CRM at the Speed of Light, (3rd Edition): Essential Customer Strategies for the 21st Century*. McGraw Hill.
2. Greenberg, Paul. (2010). *CRM at the Speed of Light, (4th Edition): Social CRM Strategies, Tools, and Technologies for Engaging Your Customers*. McGraw Hill
3. Kumar V, WernerJ Reinartz ,*Customer Relationship Management, , Wiley India edition.* 4. Kristin Anderson andCarol Kerr, *Customer Relationship Management,Tata McGraw Hill.*

E-GOVERNANCE

Course Objectives: The objective of e-governance is to allow citizens to communicate with the government as well as with each other and to participate in the governments policy-making to improve own welfare by using e-governance as a tool.

Unit I: Introduction - Need for e-governance, Issues in E-Governance applications and the Digital Divide; Evolution of E-Governance, Its scope and content; Global trends of growth in E-Governance, Benefits in cost time speed and quality- Other issues. Enablers of e-government

Unit II: E-Governance models - Evolution in E-Governance and Maturity Models- Levels of Maturity, Characteristics of Maturity Levels, Towards Good Governance through E-Governance Models- Digital Governance: Broadcasting/ Wider Dissemination Model, Critical Flow Model, Comparative Analysis Model, Mobilization and Lobbying Model, Interactive-service Model/Government-to-Citizen-to-Government Model (G2C2G);

Unit III: E-Governance Infrastructure readiness - Infrastructure readiness in terms of Digital System, Legal, Institutional, Human, Technological Evolutionary Stages in E-Governance.

Unit IV: Data Warehousing and Data Mining in Government - Architectures for data warehouses- data mining techniques-National Data Warehouses: Census Data, Prices of Essential Commodities; -dashboards for online decision making-Other areas are Agriculture, Rural Development, Health, Planning, Education, and Trade and Other Sectors.

Unit V: Case Studies - Cases on e-literacy project in Kerala-Bhoomi in Karnataka, , FRIENDS in Kerala, E-Khazana, DGFT, PRAJA, E-Seva, E-Panchyat, Mandals in Andhra, Gyandoot, Computerised interstate check post in Gujarat-General Information Services of National Informatics Centre; Comparative study on E-Governance initiative in developing and developed countries like USA; E- China; Brazil and Sri Lanka.

Suggested Readings

1. Bhatnagar SubhashSubhash, E-Government: From vision to implementation, Sage Publication, New Delhi
2. ,C.S.R. Prabhu, *E-Governance: Concepts and Case Studies*, Prentice-Hall of India Private Limited, 2004.
3. Backus, Michiel, *e-Governance in Developing Countries*, IICD Research Brief, No. 1, March 2001.

SOCIAL MEDIA ANALYTICS

Course Objectives: The purpose of this course is to provide a sound knowledge about social media among management students and also support the student community to identify and apply appropriate social media tools for business process improvement.

Unit I: Social Media - definition – scope – distinction from other media – benefits - classification – growth and importance of social media in economy- Global usage -Web-2.0 foundation – social media mining- criticisms of social media- positive impact –problems of social media- Honey comb framework for social media (Identity, Conversations, Sharing, Presence, Relationships, Reputation and Groups)

Unit II: Social Media Tools and Platforms - internet forums- Blogs and blogging platforms - Wiki- photo sharing- Podcast (Audio create)-Vlogs(Video create)- Microblogging- Live casting –RSS feeds- search engine optimization-discussion boards- Facebook- Google+ -LinkedInBing- Twitter- Flickr- Instagram- youtube- scribed – Quora – WhatsApp

Unit III: Social Media Development and Integration - creating social company- social media vs social communications, social media and business - aligning social media to business goal establishing vision, purpose and execution- Performance measurement: tools, methodology and purpose-selecting adequate social media measurement software - KPI- Social media and sales measurement. Organization and creating structure –mapping- four phase of social media adoption- social media integration models – centralized vs decentralized social media management models- people integration –hiring, training and certifying – need for social media guidelines, policies and training –establishing social media guidelines

Unit IV: Social Media Programme Management and Measurement - social media and digital band management-real-time digital support-measurement practice for social media-monitoring , measurement, analysis and reporting- ROI and social media outcomes- FRY(Frequency, reach and yield) and social media-social media programme analysis and reporting –social media strategy – five step approach

Unit V: Social Media and Functional Management - Role of social media in Marketing, Human resource management, Project management, stock market and investment- social media and CRM - Social media as a tool for business research Gamification: definition, techniques and applications – Crowd sourcing – definition and applications

Suggested Readings

1. Lon safko, *The social media bible- tactics, tools & strategies for business success*, John Wiley & Sons
2. Olivier Blanchard, *Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization*, Pearson Education Inc.
3. Liana Li Evans, *Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media*, Pearson Education Inc.
4. Ray Poynter, *The Handbook of Online and Social Media Research: Tools and Techniques for Market* , ,John Wiley & Sons

DATABASE MANAGEMENT SYSTEM

Course Objectives: To understand the importance of database systems for business management, and to gain a practical orientation to database development and maintenance.

Unit – I: Concepts of Database: Data structures; File Processing and Access Methods; Data independence; Schema; Database languages; Database users; Classification of database systems; Evolution of DBMS.

Unit – II: E-R modelling; Features of data model; Entities and Entity sets; Attributes and Keys; ER Diagrams; Weak entities; generalization and specialization; Extended E-R model.

Unit-III: Relational model: Domains, Attributes, keys, Tuples, Relations; Relational database schemas; Concept of Normalization, Conversion of ER-Model to Data Base Tables, Operations using SQL queries: DDL, DML and DCL queries- CREATE,ALTER,SELECT,ORDER BY OPTION, Adding Business rules as Constraints, Establishing Relationship via Foreign Key, UPDATE, Managing multiple tables, DROP, GRANT, Creating and managing VIEWS, JOIN operations, Nested Query, Self Join Operations, Stored Procedure and Simple PL/SQL procedures.

Unit- IV: Database system architecture overview: Catalogs, Data dictionary, Query translator, Query Optimizer, Access planner; Transaction processing; Concurrency control and Recovery, buffer management, Security and Privacy Controls.

Unit-V: Business Project Development using RDBMS Package : Features of ORACLE; Use of ORACLE for database applications; SQL Commands, PL/SQL blocks, Triggers and procedures, Open Data Base Connectivity (ODBC), Connecting data base from different front end packages like Visual Basic, .NET Environment etc. Familiarization of SQL-SERVER and MY-SQL and comparison of distinguishing features.

Case Study: Design, Development and Implementation of a database Project for a selected Business Application.

Suggested Readings

1. Novathe and Elmasri, Addison Wesley, *Fundamentals of Database Systems*, Tata McGraw Hill, New Delhi.
2. Loney, Kevin and George Kochi , *Oracle 9i, The Complete Reference*, Tata McGraw Hill, New Delhi 2000.
3. Silberschatz, Korth and Sudarshan, *Database System and Concepts*, Tata McGraw Hill New Delhi 2004.
4. Ullmann, Jeffry D,Galgotia , *Principles of Database Systems*, New Delhi 1990.
5. Alexis Leon and Mathews Leon , *Database Management Systems*, Vikas Publishing House PVT Ltd.
6. Pranabkumar Dasgupta , *Database Management System Oracle SQL and PL / SQL* , PHI Learning India PVT Ltd.

MOBILE COMMERCE

Course Objectives: The objective of this course is to make the students understand mobile commerce concept, and benefits; and to make them aware of modern mobile applications tools in the area of trade and commerce.

Unit –I : Electronic Commerce: Traditional commerce and E-commerce – Internet and WWW – Role of WWW –Value Chains – Strategic Business And Industry Value Chains – Role of E-commerce. Packet Switched Networks – TCP/IP Protocol Script – Internet Utility Programmes – SGML, HTML And XML – Web Client And Servers – Web Client/Server Architecture – Intranet And Extranets – Web Based Tools For E-commerce – Security.

Unit-II : Mobile Commerce: Introduction – Infrastructure of M–Commerce – Types Of Mobile Commerce Services – Technologies Of Wireless Business – Benefits And Limitations, Support,

Mobile Marketing & Advertisement, Non- Internet Applications In M-Commerce – Wireless/Wired Commerce Comparisons.

Unit-III: Mobile Commerce Technology: A Framework For The Study Of Mobile Commerce – NTT Docomo's I-Mode – Wireless Devices for Mobile Commerce – Towards A Classification Framework For Mobile Location Based Services – Wireless Personal And Local Area Networks –The Impact Of Technology Advances On Strategy Formulation In Mobile Communications Networks.

Unit-IV: Mobile Commerce : Theory and Applications : The Ecology Of Mobile Commerce – The Wireless Application Protocol – Mobile Business Services – Mobile Portal – Factors Influencing The Adoption of Mobile Gaming Services – Mobile Data Technologies And Small Business Adoption And Diffusion – E-commerce in The Automotive Industry – Location-Based Services: Criteria For Adoption And Solution Deployment – The Role of Mobile Advertising In Building A Brand – M-commerce Business Models

Unit-V : Business-To- Business Mobile and E-Commerce: Enterprise Enablement – Email and Messaging – Field Force Automation (Insurance, Real Estate, Maintenance, Healthcare) – Field Sales Support (Content Access, Inventory) – Asset Tracking and Maintenance/Management – Remote IT Support –Customer Retention (B2C Services, Financial, Special Deals) – Warehouse Automation – Security.

Suggested Readings

1. E.Brian Mennecke, J.Troy Strader, *Mobile Commerce: Technology, Theory and Applications*, Idea Group Inc., IIR press, 2003.
2. Ravi Kalakota, B.Andrew Whinston, *Frontiers of Electronic Commerce*, Pearson Education, 2003.
3. P. J. Louis ,*M-Commerce Crash Course*, McGraw- Hill Companies February 2001.
4. Paul May, *Mobile Commerce: Opportunities, Applications, and Technologies Of Wireless Business*, Cambridge University Press March 2001

KNOWLEDGE MANAGEMENT

Course Objectives: This course seeks to familiarize the students on the role and applications of knowledge management in the information era

Unit I: Definition - knowledge Management - intellectual capital - knowledge types - components of knowledge - tacit and explicit knowledge organizational learning & organizational memory - objectives of knowledge management - drivers of knowledge management - aligning knowledge management and business strategy.

Unit II: Knowledge Management activities - cyclic model of Knowledge Management - Knowledge repository - reasons for adopting knowledge management - responsibilities of Knowledge Management – Officer - Steps in Knowledge Management implementation - Knowledge Management team constitution - role of consultants.

Unit III: Knowledge Management Strategy development Knowledge Management tools - methods and technologies - cost consideration of developing KMS - key success factors - measurement of success factors - bench marking and balanced scorecard technique - common causes of failure of KM projects.

Unit IV: Knowledge Management and its relationship with Artificial Intelligence -AI methods used in Knowledge Management Systems - Study of representative products with embeded AI technology used in KM - experts systems, fuzzy logic expert system, intelligent agents.

Unit V: Data mining – warehousing - knowledge discovery -electronic document management concepts - knowledge Management system development – prototype - software tools - Case studies.

Suggested Readings

1. AmritTiwana, *Knowledge Management tool kit*, Pearson Education., India
2. Jeffrey L Whitten,,*Practical techniques for building a knowledge management system*, Pearson Education Asia Ltd., India
3. Todd Groff and Thomas Jones, *Introduction to knowledge management*,Tata MaGraw Hill.
4. KimizDalkari, *Knowledge Management in Theory and Practice*, Springer

.....