



APPROVAL PROCESS 2022-23

Extension of Approval (EoA)

F.No. Western/1-10974366330/2022/EOA

Date: 03-Jun-2022

To,

The Secretary,
Tech. & Higher Education Deptt.
Govt. of Maharashtra, Mantralaya,
Annexe Building, Mumbai-400032

Sub: Extension of Approval for the Academic Year 2022-23

Ref: Application of the Institution for Extension of Approval for the Academic Year 2022-23

Sir/Madam,

In terms of the provisions under the All India Council for Technical Education (Grant of Approvals for Technical Institutions) Regulations, 2022 Notified on 4th February, 2022 and amended on 24th February 2022 and norms standards, procedures and conditions prescribed by the Council from time to time, I am directed to convey the approval to

Permanent Id	1-4578010	Application Id	1-10974366330
Name of the Institution	BRAHMA VALLEY INSTITUTE OF MANAGEMENT	Name of the Society/Trust	NASHIK GRAMIN SHIKSHAN PRASARAK MANDAL
Institution Address	BRAHMA VALLEY EDUCATIONAL CAMPUS GAT NO. 592, TRIMBAK ROAD, ANJANERI, NASHIK- 422 213, NASHIK, NASHIK, Maharashtra, 422213	Society/Trust Address	PALIKA BAZAR COMPLEX, NEAR RAILWAY BOOKING OFFICE, SHARANPUR- TRIMBAK LINK ROAD, NASHIK.,NASHIK,NASHIK,Mahara shtra,422002
Institution Type	Private-Self Financing	Region	Western
Year of Establishment	2008		

To conduct following Courses with the Intake indicated below for the Academic Year 2022-23

Level	Program	Course	Affiliating Body (University /Body)	Intake Approved for 2021-22	Intake Approved for 2022-23	NRI Approval Status	FN / Gulf quota/ OCI/ Approval Status
POST GRADUATE	MANAGEM ENT	MBA	University of Pune, Pune	120	120	NA	NA

It is mandatory to comply with all the essential requirements as given in APH 2022-23 (Appendix 6)

Important Instructions

1. The State Government/ UT/ Directorate of Technical Education/ Directorate of Medical Education shall ensure that 10% of reservation for Economically Weaker Section (EWS) as per the reservation policy for admission, operational from the Academic year 2019-20 is implemented without affecting the reservation percentages of SC/ ST/ OBC (NCL)/ General. However, this would not be applicable in the case of Minority Institutions referred to the Clause (1) of Article 30 of Constitution of India. Such Institution shall be permitted to increase in annual permitted strength over a maximum period of two years.
2. The Institution offering courses earlier in the Regular Shift, First Shift, Second Shift/Part Time are now amalgamated as total intake and shall have to fulfil all facilities such as Infrastructure, Faculty and other requirements as per the norms specified in the Approval Process Handbook 2022-23 for the Total Approved Intake. Further, the Institutions Deemed to be Universities/ Institutions having Accreditation/ Autonomy status shall have to maintain the Faculty: Student ratio as specified in the Approval Process Handbook. All such Institutions/ Universities shall have to create the necessary Faculty, Infrastructure and other facilities WITHIN 2 YEARS to fulfil the norms based on the Affidavit submitted to AICTE beginning with the Academic Year 2022-23
3. Strict compliance of Anti-Ragging Regulation, Establishment of Committee for SC/ ST, Establishment of Internal Complaint Committee (ICC), Establishment of Online Grievance Redressal Mechanism, Barrier Free Built Environment for disabled and elderly persons, Fire and Safety Certificate should be maintained as Approval Process Handbook and provisions made in AICTE Regulation notified from time to time.
4. In case of any differences in content in this Computer generated Extension of Approval Letter, the content/information as approved by the Executive Council / General Council as available on the record of AICTE shall be final and binding.

Pharmacy Institute: In compliance with the order dated 05.03.2020 passed by the Hon'ble Supreme Court of India in Transferred Petitions (CIVIL) No 87-101 of 2014, for the existing institutions offering courses in Pharmacy Programme, approval of Pharmacy Council of India (PCI) is mandatory and AICTE approval is NOT required. The requirements for running the Programme (Diploma / UG / PG) such as Land & Build-up Area, Student-faculty ratio, Intake etc. will be as per the respective regulatory body (PCI). In case of any inconsistency in the course name and intake for EoA issued by AICTE and the approval by PCI, the approval of PCI shall prevail.

Architecture Institute: In compliance with the order dated 08.11.2019 passed by the Hon'ble Supreme Court of India in CA No.364/ 2005, for the existing Institutions offering Courses in Architecture Programme, approval by the Council of Architecture (CoA) is mandatory and AICTE approval is NOT required. The requirements for running the Programme (Diploma / UG / PG) such as Land & Build-up Area, Student-faculty ratio, Intake etc. will be as per respective regulatory body (CoA). In case of any inconsistency in the course name and intake for EoA issued by AICTE and the approval by CoA, the approval of CoA shall prevail.

Deemed to be University: Institutions Deemed to be Universities (Running Technical Education Programmes), it is mandatory to have AICTE approval from the Academic Year 2018-19 in compliance of the Hon'ble Supreme Court Order dated 03-11-2017 passed in CA No.17869- 17870 /2017.

Prof.Rajive Kumar
Member Secretary, AICTE

Copy to:

1. **The Director Of Technical Education**, Maharashtra**
2. **The Registrar**,
University Of Pune, Pune**
3. **The Principal / Director,
BRAHMA VALLEY INSTITUTE OF MANAGEMENT
Brahma Valley Educational Campus
Gat No. 592, Trimbak Road,
Anjaneri, Nashik- 422 213,
Nashik,Nashik,
Maharashtra,422213**
4. **The Secretary / Chairman,
PALIKA BAZAR COMPLEX, NEAR RAILWAY BOOKING OFFICE, SHARANPUR- TRIMBAK LINK ROAD, NASHIK.**

NASHIK,NASHIK
Maharashtra,422002

5. **The Regional Officer,**
All India Council for Technical Education
Industrial Assurance Building
2nd Floor, Nariman Road
Mumbai - 400 020, Maharashtra

6. **Guard File(AICTE)**

Note: Validity of the Course details may be verified at <http://www.aicte-india.org/>

** Individual Approval letter copy will not be communicated through Post/Email. However, consolidated list of Approved Institutions(bulk) will be shared through official Email Address to the concerned Authorities mentioned above.

This is a computer generated Statement. No signature Required



APPROVAL PROCESS 2021-22

APPLICATION REPORT

INSTITUTION DETAILS

INSTITUTION DETAILS: BASIC DETAILS

Current Application Number	1-9318445331	Application Type	Extension-Expansion-Closure
Current Status	Submitted	Sub Status	Payment Received
Permanent Institution ID	1-4578010	Academic Year	2021-2022
Approval Status of Application	Data Not Available	Application Opened Date	03/09/2021
Application Submitted Date	04/12/2021	Attend Scrutiny Committee Date	Data Not Available
Appeal Requested Date	Data Not Available	Application Reopened Date	Data Not Available
Overall Deficiency	No		

INSTITUTION DETAILS: ADDITIONAL INFORMATION

Name of Institution	Brahma Valley Institute Of Management	Address of Institution	Brahma Valley Educational Campus Gat No. 592, Trimbak Road, Anjaneri, Nashik- 422 213
State/ UT	Maharashtra	District	Nashik
Town/ City/ Village	Nashik	AICTE Region	Western
PIN	422213	Women's Institution	No
Institution Type	Private-Self Financing	Any Self- Financed Course	Yes
Percentage Grant Received from Government	0	Are you an Institution for PWD Students	No
Whether Institution is NAAC Accredited ?	Data Not Available	NAAC CGPA	Data Not Available
Letter Grade	Data Not Available	NAAC Status	Data Not Available
Minority Institution	No	Type of Minority	NA
Minority Name, if Linguistic	NA	Name of the Minority	NA
Minority Certificate Issued Date	Data Not Available	Minority Certificate Valid Till	Data Not Available
Approval Year of First Course	2008	Mandatory Disclosure Link	Http://www.bvim.brahmavalley.com/New/Mba%20Admission%20Form%202013-14.Pdf
AISHE Prefix	C	AISHE Numeric Code	41806
AISHE Code	C-41806	Whether Institution is Graded Autonomy ?	Data Not Available
NBA Accreditation Points	Data Not Available	NBA Points Valid Till	Data Not Available
Whether your University has been recognized as an Institute of Eminence by MHRD	Data Not Available	PCI Id	Data Not Available
COA Id	Data Not Available		

HOI & Faculty Members

PRINCIPAL / DIRECTOR

PERSONAL DETAILS

Surname/Family name	Joshi	First Name	Ramesh
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Father's Name	Gangadhar	Mother's Name	Sarla
Date of Birth	06/14/1956	Mobile Number	7588705941
STD code	253	Land Phone Number	2311244
Email	NGSPM8050@GMAIL.COM	PAN	ADHPJ9417G

EDUCATIONAL DETAILS

Doctorate Degree	Yes	Master's Degree	M.Com, MPM
Bachelor's Degree	B.COM	Other Qualifications	NA
International Certification (If Any)	NA	Field of Specialization	HR

DETAILS RELATED TO PROFFESSION

Date of joining the Institution	04/09/2014	Appointment Type	Regular
Exact Designation	Director		

WORK EXPERIENCE DETAILS

Teaching Experience (Years)	7	Research Experience (Years)	0
Industry Experience (Years)	25		

OTHER DETAILS

Research Projects Guided - UG	0	Research Projects Guided – PG	0
Research Projects Guided - PhD	0	Number of Books Published	0
Papers Published - National	0	Papers Published – International	0

FACULTY NORMS AND PAY SCALE

Are all Approved teaching Faculty Members being paid as per present AICTE pay scale?	Yes
Are all the teaching Faculty Members, as per AICTE/UGC Norms?	Yes
List of Faculty Members and data uploaded on the institution's web portal.	Yes

FACULTY MEMBERS LIST

Details available as on AICTE Web Portal

2	1	Sr. No.
1-3655664589	1-2182763436	Faculty ID
MANAGEMENT	MANAGEMENT	Programme
MASTERS IN BUSINESS ADMINISTRATION	MASTERS IN BUSINESS ADMINISTRATION	Course
FT	PG	Faculty Type
FT	FT	FT/PT
BHASKAR	RAMESH	First Name
PAWAR	JOSHI	Surname
ASST PROFESSOR	ASST PROFESSOR	Exact Designation
12/26/2017	01/09/2014	Date of Joining the Institution
Regular	Regular	Appointment Type
No	No	Doctorate
MBA	MBA	Master's Degree
B. COM	B.COM	Bachelor 's Degree
	MPM,DLL,DTD,DDMM	Other Qualifications
543074862445	417698624165	Aadhar Card
APOPP0202N	ADHPJ9417G	PAN Card
314500	200000	Total Gross Salary for the Last Financial Year
V/lth Pay Scale	V/lth Pay Scale	Pay Scale

9	8	7	6	5	4	3
1-9591869198	1-9591001518	1-9547343238	1-7391703405	1-3656281745	1-3656172009	1-3655782503
MANAGEMENT	MANAGEMENT	MANAGEMENT	MANAGEMENT	MANAGEMENT	MANAGEMENT	MANAGEMENT
MASTERS IN BUSINESS ADMINISTRATION	MASTERS IN BUSINESS ADMINISTRATION	MASTERS IN BUSINESS ADMINISTRATION	MASTER IN BUSINESS ADMINISTRATION(GENERAL MANAGEMENT)	MASTERS IN BUSINESS ADMINISTRATION	MASTERS IN BUSINESS ADMINISTRATION	MASTERS IN BUSINESS ADMINISTRATION
PARAG	SHEETAL	ANNA	FT	FT	FT	FT
SHINDE	NEERO	UNDE	CHOUBEY	SANDEEP	LAUKIK	PRASAD
ASST PROFESSOR	ASST PROFESSOR	PROFESSOR	ASSOCIATE PROFESSOR	ASST PROFESSOR	ASST PROFESSOR	ASST PROFESSOR
10/14/2020	10/21/2020	08/26/2020	08/26/2020	12/25/2017	12/26/2017	12/26/2017
Regular	Regular	Regular	Regular	Regular	Regular	Regular
No	No	Yes	Yes	No	No	No
				MBA	MBA	MMM
				B.COM	B.COM	B. COM.
				366811390813	982737632718	964024531824
FIYPS6337D	AGVPN5084C	AAMP03841R	AEOPC5563J	ANHPG3167E	AIHPD4861H	ABOPU4940L
				312450	312540	317500
				Vlth Pay Scale	Vlth Pay Scale	Vlth Pay Scale

12	11	10
1-509711284	1-505597741	1-9598253615
MANAGEMENT	MANAGEMENT	MANAGEMENT
MASTERS IN BUSINESS ADMINISTRATION	MASTERS IN BUSINESS ADMINISTRATION	MASTERS IN BUSINESS ADMINISTRATION
PG	PG	
FT	FT	
KASHINATH	MUKUND	AKASH
DHOMSE	GAIKWAD	SURALKAR
ASST PROFESSOR	ASST PROFESSOR	ASST PROFESSOR
07/22/2010	08/26/2010	10/14/2020
Regular	Regular	Regular
No	No	No
MMS	MBA	
PGDBM	B.COM	
596645326864	268982802257	
AHGPDI007R	ALRPG0457H	DKZPS0504K
250000	260000	
Vith Pay Scale	Vith Pay Scale	

ODL FACULTY DETAILS

Data not entered by Institution

OL FACULTY DETAILS

Data not entered by Institution

DECLARATION

BY THE AUTHORIZED SIGNATORY OF THE INSTITUTION DEPARTMENT

I, as the Head of the Institution, hereby declare that:

- a) I have carefully gone through the AICTE Regulations 2021, published in the Gazette of India Extraordinary Part III, Section- 4 dated 04th February, 2021, also all provisions mentioned in the Approval Process Handbook 2021-22.
- b) I am fully aware of the data uploaded by me in respect of my Institution on the web portal.
- c) I am aware that there is no provision for correction of data, alteration of data, subsequent editing and appeal etc. for the online application once submitted on the web portal.
- d) I am also aware that application for seeking Extension of Approval(EOA), Increase/Reduction of intake, Addition of new courses, Change of site, Closure of course, Supernumerary Seats under FN/Gulf quota Approval status/OCI, NRI, Change of name, and Conversion of women Institution into Co-ed Institution and vice versa (as applicable), shall be processed as per relevant provisions enumerated in the Approval Process Handbook 2021-22.
- e) I am aware of the Deficiencies (if any) pointed out in the Report generated online, based on the factual data uploaded by my Institution on the portal.
- f) I am also aware that University is eligible for grant of Extension of Approval to the Existing Institution, Extended EoA(if Applicable as per APH 2021-22),only on fulfillment of prescribed norms & requirements as mentioned in the Approval Process Handbook 2021-22.

Signature of Authorized Signatory

Name :



APPROVAL PROCESS 2021-22

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Town/ City/ Village	Nashik	AICTE Region	Western
PIN	422213	Women's Institution	No
Institution Type	Private-Self Financing	Any Self- Financed Course	Yes
Percentage Grant Received from Government	0	Are you an Institution for PWD Students	No
Whether Institution is NAAC Accredited ?	Data Not Available	NAAC CGPA	Data Not Available
Grade	Data Not Available	NAAC Status	Data Not Available
Minority Institution	No	Type of Minority	NA
Minority Name, if Linguistic	NA	Name of the Minority	NA
Minority Certificate Issued Date	Data Not Available	Minority Certificate Valid Till	Data Not Available
Approval Year of First Course	2008	Mandatory Disclosure Link	Http://Www.Bvim.Brahmavalley.C om/New/Mba%20Admission%20F orm%202013-14.Pdf
AISHE Prefix	C	AISHE Numeric Code	41806
AISHE Code	C-41806	Whether Institution is Graded Autonomy ?	Data Not Available
NBA Accreditation Points	Data Not Available	NBA Points Valid Till	Data Not Available
Whether your University has been recognized as an Institute of Eminence by MHRD	Data Not Available	PCI Id	Data Not Available
COA Id	Data Not Available		

ODL DETAILS

Data not entered by Institution

OL DETAILS

Data not entered by Institution

ORGANIZATION

Name of the Parent Organization (Trust/ Society/ Company)	Nashik Gramin Shikshan Prasarak Mandal	Type of the Organization (Trust/ Society/ Company)	Trust
Registered With	Charity Commissioner	Registration Date	08/18/2000
Registration Number	MH/6680/2000/NASHIK	Organization Address	Palika Bazar Complex, Near Railway Booking Office, Sharanpur- Trimbak Link Road, Nashik.
State/UT	Maharashtra	District	Nashik
Town / City / Village	Nashik	PIN	422002
Land Phone STD Code	253	Land Phone Number	2312904
PAN	AABTB4681P	Organization Website	www.brahmavalley.com

TRUSTEE DETAILS

Sr.No	Name	Designation	Trustee Since	Trustee Till	Mobile Number	Email
1	Nalini	Member			9552871985	
2	Rajaram	President			9822755111	
3	Prabhavati	Secretary				
4	Rohini	Member			9624742141	
5	Dnyaneshwar	Member				
6	Shital	Member			9624742141	
7	Gaurav	Secretary				

QUESTIONS

Do you wish to Apply for 'Extension of Approval (EOA)'?	Yes
Do you wish to apply for any change(s) as per the provisions of this year Approval Process Handbook?	No
Do you wish to Apply for Increase of Intake in Existing Course(Division Size change)/New Course (Normal/Vocational/Dual/Integrated)?	No
Do you wish to Apply for Reduction of Intake in Existing Course((Division Size change)/Closure Course?	No
Do you wish to Apply for Introduction of NRI?	No
Do you wish to Apply for Introduction of OCI or Twinning Program?	No
Do you wish to Apply for Extended EoA?	No

CONTACT PERSON/REGISTRAR DETAILS

Title:	Mr.	First Name:	Rajaram
Last Name:	Pangvhane	Address:	Krishna Vihar Apt., Sharanpur-Trimbak Link Road, Nashik.
Designation:	President	State/ UT:	Maharashtra
District:	Nashik	Town/ City/ Village:	Nashik
Postal Code:	422003	STD Code:	253
Land Phone Number:	2312904	Mobile Number:	9822755111
Alternate Mobile Number:	9422245071	Email Address:	directorbvim@gmail.com
Alternate Email Address:	Data Not Available		

PROGRAMS & COURSES

PROGRAMS

Programme	New/ Existing Programme
MANAGEMENT	Existing Programme

COURSE DETAILS

Programme	MANAGEMENT												
Sr. No.	Course Name	Level	FT/ PT	Affiliating body/ University	Intake approved 2019-20	Intake Approved 2020-21	Applied For	Applied intake 2021-22	Number of Required Faculty	Number of Faculty	NRI Approval Status	OCI/ FN Approval Status	Status of NBA accreditation
1	MBA	PG	FT	University of	120	120	EoA	120	12	12	Not	Not	NOT

		Pune, Pune		Only			Interested	Interested	APPLICABLE
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COURSES IN REGIONAL LANGUAGE

Data not entered by Institution

ODL COURSE DETAILS

Data not entered by Institution

INFRASTRUCTURE DETAILS

LAND DETAILS

Location:	Rural	Land in Hilly Area:	No
Total Area in Acres:	1	FSI/FSR:	Data Not Available
Built Up Area (Sqm):	Data Not Available	Number of Pieces:	1
Land Piece Area 1 in Acres:	1	Land Piece Area 2 in Acres:	Data Not Available
Land Piece Area 3 in Acres:	Data Not Available	Max distance in farthest land pieces (Km):	Data Not Available
Land registered with:	Collector Of Nashik	Date of Registration:	06/28/2004
Land use certificate issued by:	Tahasildar, Trimbakeshwar.	Land use certificate issued Date:	10/14/2005
Ownership Details:	Government Lease	Is the Land Mortgaged:	No
Mortgaged Purpose:			
Land (North/South):	North	Latitude Degree:	19
Latitude Minute:	14	Latitude Second:	56
Longitude (East/West)	East	Longitude Degree:	77
Longitude Minute:	57	Longitude Second:	31

LAND DETAILS: MORE INFORMATION

Sr. No.	Land Registration Number:	Mah.Gvt./Off.3/10/377/04	Date of Registration:	10/24/2005
1	Area of Land:	35	Khasra Number:	592/B
	Plot Number/ Survey Number:	592/B	Land Situated At:	Trimbak Road
	Land Registered in the Name of:	Mah.Gvt./Off.3/10/377/04	Ownership or Government Lease:	Government Lease
	Land use Certificate Issued	Yes	Land Use Certificate Issuing Authority:	Ngspm
	Is it for Change of Site	No		

BUILDING DETAILS

Building Status:	Available	Total built up Area (ready) Sqm:	2553
Activities in the building other than courses approved by AICTE:	NIL	Whether Access & Circulation Area and Toilet Area are maintained as per National Building Code (NBC) Norms?	Yes
Total Carpet Instructional Area (ready) -Sqm:	1035	Total Carpet Administrative Area (ready) -Sqm:	477
Access and Circulation Area (Sqm):	784	Total built up Area -Sqm Planned:	0
Total Carpet Amenities Area (ready) -Sqm:	257		

BUILDING DETAILS: MORE INFORMATION

Data not entered by Institution

LABORATORY DETAILS

Data not entered by Institution

ADMINISTRATIVE AREA

Sr. No.	Room ID/ Name:	03	Room Type:	Faculty Room
1	Area in Sqm:	38.44	Building Name:	Data Not Available
	Building Number:	Data Not Available	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Air Conditioning	Not Available	Readiness of furniture/fixtures	Ready
Sr. No.	Room ID/ Name:	05	Room Type:	Office All Inclusive
2	Area in Sqm:	78.306	Building Name:	Data Not Available
	Building Number:	Data Not Available	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Air Conditioning	Not Available	Readiness of furniture/fixtures	Ready
Sr. No.	Room ID/ Name:	06	Room Type:	Principal Directors Office
3	Area in Sqm:	37.38	Building Name:	Data Not Available
	Building Number:	Data Not Available	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Air Conditioning	Not Available	Readiness of furniture/fixtures	Ready
Sr. No.	Room ID/ Name:	08	Room Type:	Office All Inclusive
4	Area in Sqm:	78.31	Building Name:	Data Not Available
	Building Number:	Data Not Available	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Air Conditioning	Not Available	Readiness of furniture/fixtures	Ready
Sr. No.	Room ID/ Name:	19	Room Type:	Central Store
5	Area in Sqm:	31.65	Building Name:	Data Not Available
	Building Number:	Data Not Available	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Air Conditioning	Not Available	Readiness of furniture/fixtures	Ready
Sr. No.	Room ID/ Name:	22	Room Type:	Cabin for Head of Dept
6	Area in Sqm:	19.4	Building Name:	Data Not Available
	Building Number:	Data Not Available	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Air Conditioning	Not Available	Readiness of furniture/fixtures	Ready
Sr. No.	Room ID/ Name:	23	Room Type:	Department Office
7	Area in Sqm:	20	Building Name:	Data Not Available
	Building Number:	Data Not Available	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Air Conditioning	Not Available	Readiness of furniture/fixtures	Ready
Sr. No.	Room ID/ Name:	27	Room Type:	Faculty Room

8	Area in Sqm:	38.44	Building Name:	Data Not Available
	Building Number:	Data Not Available	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Air Conditioning	Not Available	Readiness of furniture/fixtures	Ready
Sr. No.	Room ID/ Name:	28-A	Room Type:	Housekeeping
9	Area in Sqm:	12.86	Building Name:	Data Not Available
	Building Number:	Data Not Available	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Air Conditioning	Not Available	Readiness of furniture/fixtures	Ready
Sr. No.	Room ID/ Name:	28-B	Room Type:	Pantry for Staff
10	Area in Sqm:	12.86	Building Name:	Data Not Available
	Building Number:	Data Not Available	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Air Conditioning	Not Available	Readiness of furniture/fixtures	Ready
Sr. No.	Room ID/ Name:	29	Room Type:	Placement Office
11	Area in Sqm:	65.78	Building Name:	Data Not Available
	Building Number:	Data Not Available	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Air Conditioning	Not Available	Readiness of furniture/fixtures	Ready
Sr. No.	Room ID/ Name:	31	Room Type:	Board Room
12	Area in Sqm:	27.55	Building Name:	Data Not Available
	Building Number:	Data Not Available	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Air Conditioning	Not Available	Readiness of furniture/fixtures	Ready
Sr. No.	Room ID/ Name:	32	Room Type:	Exam Control Office
13	Area in Sqm:	31	Building Name:	Data Not Available
	Building Number:	Data Not Available	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Air Conditioning	Not Available	Readiness of furniture/fixtures	Ready
Sr. No.	Room ID/ Name:	35	Room Type:	Reception Area
14	Area in Sqm:	39.9	Building Name:	Data Not Available
	Building Number:	Data Not Available	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Air Conditioning	Not Available	Readiness of furniture/fixtures	Ready
Sr. No.	Room ID/ Name:	35A	Room Type:	Maintenance
15	Area in Sqm:	10	Building Name:	Data Not Available
	Building Number:	Data Not Available	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Air Conditioning	Not Available	Readiness of furniture/fixtures	Ready
Sr.	Room ID/ Name:	36	Room Type:	Security

No.				
16	Area in Sqm:	10	Building Name:	Data Not Available
	Building Number:	Data Not Available	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Air Conditioning	Not Available	Readiness of furniture/fixtures	Ready

AMENITIES AREA

Sr. No.	Room ID/ Name:	02	Room Type:	Stationery Store
1	Area in Sqm:	21.17	Building Name:	Data Not Available
	Building Number:	Data Not Available	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Air Conditioning	Not Available	Readiness of furniture/fixtures	Ready
Sr. No.	Room ID/ Name:	20	Room Type:	First aid cum Sick Room
2	Area in Sqm:	12.4	Building Name:	Data Not Available
	Building Number:	Data Not Available	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Air Conditioning	Not Available	Readiness of furniture/fixtures	Ready
Sr. No.	Room ID/ Name:	24	Room Type:	Girls Common Room
3	Area in Sqm:	78.306	Building Name:	Data Not Available
	Building Number:	Data Not Available	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Air Conditioning	Not Available	Readiness of furniture/fixtures	Ready
Sr. No.	Room ID/ Name:	26	Room Type:	Boys Common Room
4	Area in Sqm:	78.31	Building Name:	Data Not Available
	Building Number:	Data Not Available	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Air Conditioning	Not Available	Readiness of furniture/fixtures	Ready
Sr. No.	Room ID/ Name:	36	Room Type:	Cafeteria
5	Area in Sqm:	150	Building Name:	Data Not Available
	Building Number:	Data Not Available	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Air Conditioning	Not Available	Readiness of furniture/fixtures	Ready
Sr. No.	Room ID/ Name:	37	Room Type:	Toilet
6	Area in Sqm:	36.6	Building Name:	Data Not Available
	Building Number:	Data Not Available	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Air Conditioning	Not Available	Readiness of furniture/fixtures	Ready
Sr. No.	Room ID/ Name:	38	Room Type:	Toilet

7	Area in Sqm:	30.6	Building Name:	Data Not Available
	Building Number:	Data Not Available	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Air Conditioning	Not Available	Readiness of furniture/fixtures	Ready

CIRCULATION AREA

Sr. No.	Area Type	Other Common Area (in Sq m)	Average Carpet Area:	584.86
1	Flooring	Yes	Painting Done	Ready
	Electrification and Lighting	Ready	Building Name:	Data Not Available
	Building Number:	Data Not Available		

INSTRUCTIONAL AREA

Sr. No.	Programme	MANAGEMENT	Level	Post Graduate
1	Room Type	Classroom	Room ID/ Name	12
	Area of Room in Sqm	65.35	Building Name	MBA Building
	Building Number	1	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Readiness of furniture/fixtures	Ready	Air Conditioning	Not Available
Sr. No.	Programme	MANAGEMENT	Level	Post Graduate
2	Room Type	Tutorial Rooms - PG	Room ID/ Name	13
	Area of Room in Sqm	18.91	Building Name	MBA Building
	Building Number	1	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Readiness of furniture/fixtures	Ready	Air Conditioning	Not Available
Sr. No.	Programme	MANAGEMENT	Level	Post Graduate
3	Room Type	Tutorial Rooms - PG	Room ID/ Name	14
	Area of Room in Sqm	18.91	Building Name	MBA Building
	Building Number	1	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Readiness of furniture/fixtures	Ready	Air Conditioning	Not Available
Sr. No.	Programme	MANAGEMENT	Level	Post Graduate
4	Room Type	Tutorial Rooms - PG	Room ID/ Name	15
	Area of Room in Sqm	18.91	Building Name	MBA Building
	Building Number	1	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Readiness of furniture/fixtures	Ready	Air Conditioning	Not Available
Sr. No.	Programme	MANAGEMENT	Level	Post Graduate
5	Room Type	Tutorial Rooms - PG	Room ID/ Name	16
	Area of Room in Sqm	18.91	Building Name	MBA Building
	Building Number	1	Readiness of Flooring	Ready

	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Readiness of furniture/fixtures	Ready	Air Conditioning	Not Available
Sr. No.	Programme	MANAGEMENT	Level	Post Graduate
6	Room Type	Seminar Hall	Room ID/ Name	18
	Area of Room in Sqm	97.3	Building Name	MBA Building
	Building Number	1	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Readiness of furniture/fixtures	Ready	Air Conditioning	Not Available
Sr. No.	Programme	MANAGEMENT	Level	Post Graduate
7	Room Type	Tutorial Room	Room ID/ Name	21
	Area of Room in Sqm	39.37	Building Name	MBA Building
	Building Number	1	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Readiness of furniture/fixtures	Ready	Air Conditioning	Not Available
Sr. No.	Programme	MANAGEMENT	Level	Post Graduate
8	Room Type	Computer Laboratory	Room ID/ Name	25
	Area of Room in Sqm	118.1	Building Name	MBA Building
	Building Number	1	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Readiness of furniture/fixtures	Ready	Air Conditioning	Not Available
Sr. No.	Programme	MANAGEMENT	Level	Post Graduate
9	Room Type	Classroom	Room ID/ Name	29
	Area of Room in Sqm	65.78	Building Name	MBA Building
	Building Number	1	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Readiness of furniture/fixtures	Ready	Air Conditioning	Not Available
Sr. No.	Programme	MANAGEMENT	Level	Post Graduate
10	Room Type	Classroom	Room ID/ Name	30
	Area of Room in Sqm	66.65	Building Name	MBA Building
	Building Number	1	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Readiness of furniture/fixtures	Ready	Air Conditioning	Not Available
Sr. No.	Programme	MANAGEMENT	Level	Post Graduate
11	Room Type	Classroom	Room ID/ Name	32
	Area of Room in Sqm	65.78	Building Name	MBA BUILDING
	Building Number	1	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Readiness of	Ready	Air Conditioning	Not Available

	furniture/fixtures			
Sr. No.	Programme	MANAGEMENT	Level	Post Graduate
12	Room Type	Seminar Hall	Room ID/ Name	33
	Area of Room in Sqm	97.3	Building Name	MBA Building
	Building Number	1	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Readiness of furniture/fixtures	Ready	Air Conditioning	Not Available
Sr. No.	Programme	MANAGEMENT	Level	Post Graduate
13	Room Type	Seminar Hall	Room ID/ Name	34
	Area of Room in Sqm	97.3	Building Name	MBA Building
	Building Number	1	Readiness of Flooring	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Readiness of furniture/fixtures	Ready	Air Conditioning	Not Available

INSTRUCTIONAL AREA – COMMON FACILITIES

Sr. No.	Room Type:	Computer Center	Room ID/ Name:	01
1	Area of Room in Sqm:	150.25	Readiness of Flooring:	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Readiness of furniture/fixtures	Ready	Air Conditioning	Not Available
	Building Name	Data Not Available	Building Number:	Data Not Available
Sr. No.	Room Type:	Library&Reading Room	Room ID/ Name:	17
2	Area of Room in Sqm:	107.64	Readiness of Flooring:	Ready
	Readiness of Wall and Painting	Ready	Readiness of Electrification and Lighting	Ready
	Readiness of furniture/fixtures	Ready	Air Conditioning	Not Available
	Building Name	Data Not Available	Building Number:	Data Not Available

HOSTEL FACILITIES

Data not entered by Institution

COMPUTATIONAL FACILITIES

PCs/Laptop exclusively available to students:	109	PCs/Laptop available in Library:	12
PCs/Laptop available in Administrative Office:	5	PCs/Laptop available to Faculty Members:	5
Number of PCs/Laptop in language lab:	20	Internet Bandwidth in Mbps:	32
Number of Legal Application software:	10	Printers available to student:	16
Number of A1 Size Color Printers:	0	Number of Legal System software:	1
Number of Open Source Software	Data Not Available	Number of Proprietary	Data Not Available

SOLAR PANEL INSTALLATION DETAILS

Total land available (Sqm):	8000	No. of buildings with roof tops:	1
Land available for placing solar	2000	Annual electricity	837000

photovoltaic panels (Sqm):		consumption No. of units during 2019-20:	
Total approximate roof- top area available for placing solar photovoltaic panel (Sqm):	1130	Average rate per unit paid during 2019-20 (Rs. / unit):	15.15
Renewable Energy Type		Remarks:	
Whether a policy has been adopted to use only LED lamps:	Y	Renewable Energy used at present (if any):	

ODL INFRASTRUCTURE

Data not entered by Institution

OL INFRASTRUCTURE

Data not entered by Institution

OMBUDSMAN & ANTI-RAGGING

ANTI-RAGGING		
Sr.No.	Particulars	Status
1.	Constitution of Anti-Ragging Committee (will be set automatically after adding Anti-Ragging Committee details):	Yes
2.	Constitution of Anti-Ragging Squad (will be set automatically after adding Anti-Ragging Squad details)	Yes
3.	Affidavit obtained from all Students:	Yes
4.	Affidavit obtained from parents of all the students:	Yes
5.	Affidavit obtained from students staying in Hostel:	Yes
6.	Affidavit obtained from parents of students staying in Hostel:	Yes
7.	Appointment of Counselors:	Yes

ANTI-RAGGING COMMITTEE DETAILS

Sr. No.	Committee Type:	Anti-Ragging Committee	Appointment Order Reference Number:	NGSPM/MBA/860/2012-13
1	Date of Appointment:	07/20/2019	Name of the Committee Member:	Mr. Dhomse Kashinath K.
	Profession:	Asst. Professor	Associated With:	Education
	Mobile Number:	9850813314	Email Address:	kkdhomse@gmail.com
Sr. No.	Committee Type:	Anti-Ragging Committee	Appointment Order Reference Number:	NGSPM/MBA/861/2013-14
2	Date of Appointment:	07/02/2013	Name of the Committee Member:	Mr. Mukund V Gaikwad
	Profession:	Asst. Professor	Associated With:	Education
	Mobile Number:	9881566009	Email Address:	mukundvgaikwad@gmail.com
Sr. No.	Committee Type:	Anti-Ragging Committee	Appointment Order Reference Number:	NGSPM/MBA/861/2013-14
3	Date of Appointment:	07/20/2019	Name of the Committee Member:	Mrs. Dianasaroj K
	Profession:	Asst. Professor	Associated With:	Education
	Mobile Number:	9370906189	Email Address:	diana.saroj@rediffmail.com
Sr. No.	Committee Type:	Anti-Ragging Squad	Appointment Order Reference Number:	NGSPM/MBA/861/2013-14
4	Date of Appointment:	07/20/2019	Name of the Committee Member:	Mr R.F. Shinde
	Profession:	Hostel Rector	Associated With:	Security
	Mobile Number:	9922737239	Email Address:	shinderf@gmail.com
Sr. No.	Committee Type:	Anti-Ragging Squad	Appointment Order Reference Number:	NGSPM/MBA/861/2013-14
5	Date of Appointment:	07/20/2019	Name of the Committee Member:	Nikam Saurabh
	Profession:	Student Representative	Associated With:	Student

	Mobile Number:	9579033636	Email Address:	saurabhn08@gmail.com
Sr. No.	Committee Type:	Anti-Ragging Squad	Appointment Order Reference Number:	NGSPM/MBA/861/2013-14
6	Date of Appointment:	07/20/2019	Name of the Committee Member:	Patil Darshan
	Profession:	Student Representative	Associated With:	Student
	Mobile Number:	9158877775	Email Address:	darshansp.meph@gmail.com
Sr. No.	Committee Type:	Anti-Ragging Squad	Appointment Order Reference Number:	NGSPM/MBA/861/2013-14
7	Date of Appointment:	07/20/2019	Name of the Committee Member:	Kishoree Donde
	Profession:	Student Representative	Associated With:	Student
	Mobile Number:	9618833631	Email Address:	kishoree.donde@rediffmail.com
Sr. No.	Committee Type:	Anti-Ragging Squad	Appointment Order Reference Number:	NGSPM/MBA/861/2013-14
8	Date of Appointment:	07/20/2019	Name of the Committee Member:	Swapnil Badgujar
	Profession:	Student Representative	Associated With:	Student
	Mobile Number:	9881735751	Email Address:	swapnilbadgujar45@gmail.com
Sr. No.	Committee Type:	Anti-Ragging Committee	Appointment Order Reference Number:	NGSPM/MBA/861/2013-14
9	Date of Appointment:	07/20/2019	Name of the Committee Member:	Padmakar Morade
	Profession:	Media Representative	Associated With:	Administration
	Mobile Number:	9763097411	Email Address:	padmakarmorade@gmail.com
Sr. No.	Committee Type:	Anti-Ragging Squad	Appointment Order Reference Number:	NGSPM/MBA/861/2013-14
10	Date of Appointment:	07/20/2019	Name of the Committee Member:	Prof. Joshi Ramesh G
	Profession:	Director	Associated With:	Education
	Mobile Number:	7588705941	Email Address:	ramesh_gjoshi1@rediffmail.com
Sr. No.	Committee Type:	Anti-Ragging Squad	Appointment Order Reference Number:	NGSPM/MBA/861/2013-14
11	Date of Appointment:	07/20/2019	Name of the Committee Member:	Mr. Mukund V Gaikwad
	Profession:	Asst. Professor	Associated With:	Education
	Mobile Number:	9881566009	Email Address:	mukundvgaikwad@gmail.com

INTERNAL COMPLAINT COMMITTEE (ICC) DETAILS

Sr. No.	Committee Type:	COMPLAINT COMMITTEE	Appointment Order Reference Number:	NGSPM/BVIOM/ICC/44/2020-21
1	Date of Appointment:	07/01/2020	Name of the Committee Member:	Dr. Anna Patilba Unde
	Profession:		Associated With:	Brahma Valley Institute Of Managment
	Mobile Number:	9850326477	Email Address:	apunde@1974@gmail.com
	Committee Designation		Committee Gender	Female
Sr. No.	Committee Type:	COMPLAINT COMMITTEE	Appointment Order Reference Number:	NGSPM/BVIOM/ICC/43/2020-21
2	Date of Appointment:	07/01/2020	Name of the Committee Member:	Dr. Vardhan Choubey
	Profession:		Associated With:	Brahma Valley Institute Of Management
	Mobile Number:	7218587763	Email Address:	vardhan.choubey@gmail.com
	Committee Designation		Committee Gender	Male
Sr. No.	Committee Type:	COMPLAINT COMMITTEE	Appointment Order Reference Number:	NGSPM/BVIOM/ICC/48/2020-21
3	Date of Appointment:	07/01/2020	Name of the Committee Member:	Prof. Ramesh Joshi
	Profession:		Associated With:	Brahma Valley Institute Of Management
	Mobile Number:	7829821810	Email Address:	ramesh.gjoshi@rediffmail.com

	Committee Designation		Committee Gender	Male
Sr. No.	Committee Type:	COMPLAINT COMMITTEE	Appointment Order Reference Number:	NGSPM/BVIOM/ICC/45/2020-21
4	Date of Appointment:	07/01/2020	Name of the Committee Member:	Prof. Sheetal Nero
	Profession:		Associated With:	Brahma Valley Institute Of Management
	Mobile Number:	9545999840	Email Address:	neerosheetal@gmail.com
	Committee Designation		Committee Gender	Female
Sr. No.	Committee Type:	COMPLAINT COMMITTEE	Appointment Order Reference Number:	NGSPM/BVIOM/ICC/46/2020-21
5	Date of Appointment:	07/01/2020	Name of the Committee Member:	Mr. Sandeep Hirman Landge
	Profession:		Associated With:	Brahma Valley Institute Of Management
	Mobile Number:	9511226688	Email Address:	sandy51254@gmail.com
	Committee Designation		Committee Gender	Male
Sr. No.	Committee Type:	COMPLAINT COMMITTEE	Appointment Order Reference Number:	NGSPM/BVIOM/ICC/47/2020-21
6	Date of Appointment:	07/01/2020	Name of the Committee Member:	Mr. Nitin Waikar
	Profession:		Associated With:	Brahma Valley Institute Of Management
	Mobile Number:	9890949788	Email Address:	nitinwaikar@gmail.com
	Committee Designation		Committee Gender	Male
Sr. No.	Committee Type:	COMPLAINT COMMITTEE	Appointment Order Reference Number:	NGSPM/BVIOM/ICC/46/2020-21
7	Date of Appointment:	07/01/2020	Name of the Committee Member:	Dhumal Priyanka
	Profession:		Associated With:	Brahma Valley Institute Of Management
	Mobile Number:	9503182994	Email Address:	priyankadhumal@gmail.com
	Committee Designation		Committee Gender	Female
Sr. No.	Committee Type:	COMPLAINT COMMITTEE	Appointment Order Reference Number:	NGSPM/BVIOM/ICC/49/2020-21
8	Date of Appointment:	07/01/2020	Name of the Committee Member:	Khairnar Kiran Shyamkant
	Profession:		Associated With:	Brahma Valley Institute Of Management
	Mobile Number:	9403878744	Email Address:	kiran1991@gmail.com
	Committee Designation		Committee Gender	Male
Sr. No.	Committee Type:	COMPLAINT COMMITTEE	Appointment Order Reference Number:	NGSPM/BVIOM/ICC/50/2020-21
9	Date of Appointment:	07/01/2020	Name of the Committee Member:	Pawar Rushikesh Prabhakar
	Profession:		Associated With:	Brahma Valley Institute Of Management
	Mobile Number:	7768901296	Email Address:	rushikesh@gmail.com
	Committee Designation		Committee Gender	Male

SC/ST COMMITTEE DETAILS

Sr. No.	Committee Type:	SC/SC COMMITTEE	Appointment Order Reference Number:	NGSPM/BVIOM/128/2020-21
1	Date of Appointment:	07/01/2020	Name of the Committee Member:	Prof. Sheetal Nero
	Profession:		Associated With:	Brahma Valley Institute Of Management
	Mobile Number:	9545999840	Email Address:	sheetalneero@gmail.com
	Committee Designation:		Committee Gender:	
	Caste:	Sc	Gender:	Female
Sr. No.	Committee Type:	SC/SC COMMITTEE	Appointment Order Reference Number:	NGSPM/BVIOM/129/2020-21
2	Date of Appointment:	07/01/2020	Name of the Committee Member:	Prof. Kashinath Karbhari Dhomse
	Profession:		Associated With:	Brahma Valley Institute Of Management
	Mobile Number:	9850813314	Email Address:	kkdthomse@gmail.com
	Committee Designation:		Committee Gender:	

	Caste:	Other	Gender:	Male
Sr. No.	Committee Type:	SC/SC COMMITTEE	Appointment Order Reference Number:	NGSPM/BVIOM/130/2020-21
3	Date of Appointment:	07/01/2020	Name of the Committee Member:	Prof. Mukund Gaikwad
	Profession:		Associated With:	Brahma Valley Institute Of Management
	Mobile Number:	9881566009	Email Address:	mukundgaikwad@gmail.com
	Committee Designation:		Committee Gender:	
	Caste:	Other	Gender:	Male
Sr. No.	Committee Type:	SC/SC COMMITTEE	Appointment Order Reference Number:	NGSPM/BVIOM/131/2020-21
4	Date of Appointment:	07/01/2020	Name of the Committee Member:	Prof. Nikita Stephen Harde
	Profession:		Associated With:	Brahma Valley Institute Of Management
	Mobile Number:	8308858154	Email Address:	nikita121harde@gmail.com
	Committee Designation:		Committee Gender:	
	Caste:	Sc	Gender:	Female
Sr. No.	Committee Type:	SC/SC COMMITTEE	Appointment Order Reference Number:	NGSPM/BVIOM/132/2020-21
5	Date of Appointment:	07/01/2020	Name of the Committee Member:	Prof. Shinde Parag Uday
	Profession:		Associated With:	Brahma Valley Institute Of Management
	Mobile Number:	8605914770	Email Address:	paragshinde93@gmail.com
	Committee Designation:		Committee Gender:	
	Caste:	St	Gender:	Male

STUDENT COUNSELLOR DETAILS

Sr. No.	Committee Type:	COUNSELLOR COMMITTEE	Appointment Order Reference Number:	NGSPM/BVIOM/123/2020-21
1	Date of Appointment:	07/01/2020	Name of the Committee Member:	Dr. Anna Patilba Unde
	Profession:		Associated With:	Brahma Valley Institute Of Management
	Mobile Number:	9850326447	Email Address:	apunde1974@gmail.com

INSTITUTION-INDUSTRY CELL DETAILS

Sr. No.	Committee Type:	INDUSTRY COMMITTEE	Appointment Order Reference Number:	NGSPM/BVIOM/ICC/124/2020-21
1	Date of Appointment:	07/01/2020	Name of the Committee Member:	Prof. Mukund Gaikwad
	Profession:		Associated With:	Brahma Valley Institute Of Management
	Mobile Number:	9881566009	Email Address:	mukundgaikwad@gmail.com

LIBRARY & FACILITIES

LIBRARY BOOKS

Sr. No.	Programme	MANAGEMENT	Number of Tiles	1058
1	Number of Volumes	6580	Number of Journals published in India	6
	Number of Journals published at Abroad	7	Number of eBook Volumes-UG	0
	Number of eBook Volumes-PG	0	Number of eBook Volumes-Diploma	99
	Number of eBook Titles-UG	0	Number of eBook Titles-PG	0
	Number of eBook Titles-Diploma	245		

LIBRARY FACILITIES

Sr. No.	Working hours from to	9 am to 5 pm	Reprographic Facility	Yes
1	Current Annual Budget Rs.	425890	Bar Code or RF Tab Book handling	No
	Reading Room Seating Capacity	60	Library Networking	Yes
	Name of E Journal Subscription available	5	Library Management Software	Yes
	Number of Multimedia PCs	10	Total Library Area in Sqm	100

OTHER FACILITIES I

Particulars	Status	Particulars	Status	Particulars	Status
Potable Water Supply	Yes	Backup Electric Supply	Yes	CCTV Security	Yes
Barrier free Environment	Yes	Institution Web Site	Yes	Insurance for Students	Yes
General Insurance	Yes	All Weather Approach (Motorized Road)	Yes	Fire and Safety Certificate	Yes
Post & Banking/ATM	Yes	Projectors in Classrooms	Yes	Medical & Counselling	Yes
Staff Quarters	Yes	Public Announcement System	Yes	Group Insurance for Employees	Yes
Electrical Grid Power Supply Connection	Yes	Telecom & FAX	Yes	Safety Provisions	Yes
Rain Water Harvesting	Yes	ERP Software	Yes	Transport Facility	Yes
First Aid	Yes	Sewage Disposal System	Yes	Appointment of Student Counselor	Yes
Sports Facilities	Yes	Innovation Cell/Club	Yes	Participation in the National Innovation Ranking	Yes
Establishment of Committee For SC/ST	Yes	Vehicle Parking	Yes	Establishment of Anti Ragging Committee	Yes
Implementation of examination reforms	Yes	Auditorium	Yes	Implementation of teacher training policy	Yes
Institution-Industry Cell	Yes	Media Cell	Yes	At least 5 MoUs with Industries	Yes
Intellectual Property of Right Cell	Yes	Implementation of Startup Policy	Yes	Internal Quality Assurance Cell	Yes
Implementing Food Safety and Standard Act,2006in the Institution	Yes	Applied for Membership of National Digital Library	No	Enter Membership Number	Not Applicable
Participation in the National Institutional Ranking Framework (NIRF)	Yes	Establishment of Online Grievance Rederssal Mechanism	Yes	Group Accident Policy to be provided by Employees	Yes
Provision to watch MOOCS Courses through Swayam	Yes	Implementation of the schemes announced by Government of India	Yes	General Notice Board and Departmental Notice Board	Yes
Offering of Skill Development Courses Approved by the Council	Yes	Implementation of mandatory internship policy for Students	Yes	Establishment of Internal Complaint Committee (ICC) Committee	Yes
Compliance of the National Academic Depository (NAD) as per MHRD Directives	Yes	Implementation of Unnat Bharat Abhiyan/ Saansad Adarsh Gram Yojana (SAGY)	Yes	Installation of Grid Connected Solar Rooftops/Power Systems	No
Whether the Institution has implemented Safety	Yes	Fabrication Facility Laboratory	No	Digital Payment for all Financial	Yes

and Security measures in the Campus?		(FABLAB) Tinkering Laboratory/ Innovation Laboratory		Transactions as per MHRD Directives	
Whether your Institution has introduced online Aadhar linked Biometric attendance for regular faculty members?	Yes	Efforts to encourage Final Year students to appear for GATE Examination	Yes	In the classrooms available, at least ONE shall be a smart Classroom per Department	Yes

OTHER FACILITIES II

Sr. No.	Particulars	Status
1.	Copies of AICTE Approvals (LOA and EOA of subsequent years) obtained since Inception of Institution till date shall be placed in the Website of the Institution	Yes
2.	Display Board within the premises as well as in the Website of the Institution Indicating the Feedback Facility of Students and Faculty Members Available in the AICTE Web Portal	Yes
3.	Establishment of Grievance Redressal Committee in the Institution and Appointment of OMBUDSMAN by the University	Yes
4.	Display of Course(s) and "Approved Intake" in the Institution at the entrance of the Institution. Course(s) taken through duly recognized MOOCs shall be used as Supplementary Course(s)	Yes
5.	Availability of quality sanitary napkins through sanitary napkin vending machines and ensuring safe and environment friendly disposal of used sanitary napkin	Yes
6.	Display of information submitted to AICTE (including the accreditation status and Board of Governors) along with mandatory disclosures in the Web site of the Institution	Yes
7.	Display of Course(s) and "Approved Intake" in the University at the entrance of the University	Yes

OTHER FACILITIES III

Sr. No.	Particulars	Status
1.	Whether mandatory disclosure is uploaded in Institution's website?	Yes
2.	Whether the Institution following ICAI (Institute of Chartered Accountants of India) Accounting Formats?	Yes
3.	Fees to be charged, Reservation policy, Admission policy and Document retention policy are duly approved by State Govt?	Yes
4.	Fees to be charged, Reservation policy, Admission policy and Document retention policy are duly approved by Affiliating University?	Yes
5.	Fees to be charged, Reservation policy, Admission policy and Document retention policy are uploaded in Institution's Website?	Yes
6.	Courses/Approved Intake displayed at the entrance of the Institution?	Yes
7.	Is the Cafeteria shared among other institution?	No
8.	Is Library and Reading Room shared among other institution?	No
9.	Is the Computer Centre shared among other institution?	No
10.	Whether Institution is operating from Permanent Site/Temporary Site?	Permanent Site
11.	Whether you are registered on NAD?	No
	Whether all the students documents are uploaded or not?	No
	Whether your University is having approval for EWS Quota from your State?	No

BANK DETAILS, INCOME & EXPENDITURE

BANK DETAILS

Bank Name:	ABHYUDAYA CO-OP. BANK LTD.	Bank IFSC:	422065002
Bank Account:	020		
Do You wish to change Bank Name? :			No

INCOME & EXPENDITURE DETAILS

INCOME

Income from Central Govt:	0	Income from State Government:	0
Income from Student Fees:	6552018	Income from Donations:	0
Income from UGC:	0	Income from Other Bodies:	708639
Total Income:			

EXPENDITURE

Salary Teaching Staff:	5459910	Salary Non-Teaching Staff:	2569370
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Library:	238494	Equipment:	464400
Building Maintenance:	559772	Other Expenditure:	5394579
Total Expenditure:	14686525		

DECLARATION

BY THE AUTHORIZED SIGNATORY OF THE INSTITUTION DEPARTMENT

I, as the Head of the Institution, hereby declare that:

- a) I have carefully gone through the AICTE Regulations 2021, published in the Gazette of India Extraordinary Part III, Section- 4 dated 04th February, 2021, also all provisions mentioned in the Approval Process Handbook 2021-22.
- b) I am fully aware of the data uploaded by me in respect of my Institution on the web portal.
- c) I am aware that there is no provision for correction of data, alteration of data, subsequent editing and appeal etc. for the online application once submitted on the web portal.
- d) I am also aware that application for seeking Extension of Approval(EOA), Increase/Reduction of intake, Addition of new courses, Change of site, Closure of course, Supernumerary Seats under FN/Gulf quota Approval status/OCI, NRI, Change of name, and Conversion of women Institution into Co-ed Institution and vice versa (as applicable), shall be processed as per relevant provisions enumerated in the Approval Process Handbook 2021-22.
- e) I am aware of the Deficiencies (if any) pointed out in the Report generated online, based on the factual data uploaded by my Institution on the portal.
- f) I am also aware that University is eligible for grant of Extension of Approval to the Existing Institution, Extended EoA(if Applicable as per APH 2021-22),only on fulfillment of prescribed norms & requirements as mentioned in the Approval Process Handbook 2021-22.

Signature of Authorized Signatory

Name :

Savitribai Phule Pune University
(Formerly University of Pune)



Circular No. 79 of 2017

Dates of Commencement and Conclusion of terms for the Academic Year 2017-2018

For Affiliated Colleges Only.

It is hereby informed that, the dates of commencement and conclusion of the first and second term of University Courses, under various faculties, for the academic year 2017-2018 shall be as under :

Sr. No.	Name of the Courses	2017-18			
		First Term		Second Term	
		Commencement	Conclusion	Commencement	Conclusion
1	Arts & Fine Arts	15/06/2017	18/10/2017	13/11/2017	30/04/2018
	Mental, Moral and Social Sciences				
2	Science	15/06/2017	18/10/2017	13/11/2017	30/04/2018
	Engineering : SE, TE, BE & MCA- II, & III Year	15/06/2017	18/10/2017	18/12/2017	23/04/2018
	Engineering : ME - II Year.	01/07/2017	28/10/2017	15/01/2018	19/05/2018
	B. Architecture II, III, IV & V Year.	05/06/2017	23/09/2017	04/12/2017	24/03/2018
	M. Architecture II Year.	10/07/2017	04/11/2017	26/12/2017	13/04/2018
	B. Pharmacy	19/06/2017	30/11/2017	21/12/2017	04/05/2018
	M. Pharmacy	17/07/2017	09/12/2017	11/01/2018	30/05/2018
3	Commerce	15/06/2017	18/10/2017	13/11/2017	30/04/2018
	Management	01/07/2017	09/12/2017	26/12/2017	05/05/2018
4	Law : UG & PG (II/III/IV/V Year.)	15/06/2017	18/10/2017	13/11/2017	30/04/2018
	Education II Year.	01/07/2017	28/10/2017	23/11/2017	15/05/2018
	Physical Education II Year.				

Teaching will begin on the date of commencement of the terms and immediately after the finalization of admissions; however, term would stand concluded on the dates mentioned above.

NOTE

1. In case, the Principal of the Affiliated Colleges require to give additional holiday in exceptional circumstances, he/she may do so by compensating the same by keeping the College working on Sunday.
2. The Term & holidays for the Post-graduate courses conducted in the Colleges/Institutes will be as per the University Department.
3. Details of Various Activities for Engineering and Architecture Courses for the Academic Year 2017-18 attached Separately.


Deputy Registrar
(P.G.Admission)

Ganeshkhind, Pune-07
Ref. No. PGS/ 1532
Date: 27/04/2017

Copy to: for Information and necessary action

The Members of the Management Council
The Deans of all Faculties
The Registrar, Savitribai Phule Pune University
The Director, Board of Examinations & Evaluation, Savitribai Phule Pune University
The Head of all University Departments
The Principal of all Affiliated Colleges
The Directors of all Recognised Institutes
The Head of the Administrative Sections of the University office

Savitribai Phule Pune University
(Formerly University of Pune)



**ACADEMIC CALENDAR FOR VARIOUS ACTIVITIES FOR
ENGINEERING COURSES FOR THE YEAR 2017-18**

FIRST TERM

Sr. No	Details of Activities	Year	Date
01	Commencement of Teaching	S.E./T.E./ B.E. & MCA – II / III Year	15/06/2017
02	Conclusion of Teaching	S.E./T.E./ B.E. & MCA – II / III Year	18/10/2017
03	Commencement of Teaching	M. E. II Year	01/07/2017
04	Conclusion of Teaching	M. E. II Year	28/10/2017
05	Practical/Oral /Project Examination	S.E./T.E./ B.E.	24/10/2017 to 09/11/2017
06	Practical Examination	M.E. II Year	30/10/2017 to 06/11/2017
07	Theory Examination	S.E./T.E./ B.E. & MCA – II / III Year	14/11/2017 to 11/12/2017

SECOND TERM

Sr. No	Details of Activities	Year	Date
01	Commencement of Teaching	F.E./S.E./T.E./ B.E. & MCA – I/II / III Year	18/12/2017
02	Conclusion of Teaching	F.E./S.E./T.E./ B.E. & MCA – I/II / III Year	06/04/2018
03	Commencement of Teaching	M. E. I & II Year	15/01/2018
04	Conclusion of Teaching	M. E. I & II Year	09/05/2018
05	Practical/Oral /Project Examination	F.E./S.E./ T.E./ B.E MCA I, II & III Year	09/04/2018 to 23/04/2018
06	Theory Examination	F.E./S.E./ T.E./ B.E MCA I, II & III Year	02/05/2018 to 29/05/2018
07	Practical Examination	M.E. I / II Year	11/05/2018 to 19/05/2018
08	Theory Examination	M.E. I / II Year	23/05/2018 to 07/06/2018

(*) Project examinations will start three days later from conclusion of theory examination.


Deputy Registrar
(P.G. Admission)

Ganeshkhind, Pune-07
Ref. No. PGS/ 1532
Date: 27/04/2017

Savitribai Phule Pune University
(Formerly University of Pune)



Academic Calendar for Various Activities for II, III year (2015 Pattern) IV & V Year
(2008 Pattern) B. Arch.

TERM-I

Sr. No.	Details of Activities	Dates
1	Commencement of teaching	05/06/2017
2	Conclusion of teaching	23/09/2017
3	Sessional/Viva Voce	25/09/2017 to 07/10/2017
5	Preparation Time (Theory)	09/10/2017 to 21/10/2017
6	Theory Examination	23/10/2017 to 03/11/2017

TERM-II

Sr. No.	Details of Activities	Dates
1	Commencement of teaching	04/12/2017
2	Conclusion of teaching	24/03/2018
3	Sessional/Viva Voce	26/03/2018 to 07/04/2018
5	Preparation Time (Theory)	09/04/2018 to 14/04/2018
6	Theory Examination	16/04/2018 to 28/04/2018
7	Commencement of Term- I (2018-19)	04/06/2018


Deputy Registrar
(P.G. Admission)

Ganeshkhind, Pune-07
Ref. No. PGS/ 1532
Date: 27/04/2017

Savitribai Phule Pune University
(Formerly University of Pune)



Academic Calendar for Various Activities for S.Y.M.Arch (2015 Pattern)

TERM-I

Sr. No.	Details of Activities	Dates
1	Commencement of teaching	10/07/2017
2	Conclusion of teaching	04/11/2017
3	Sessional/Viva Voce	06/11/2017 to 11/11/2017
5	Preparation Time (Theory)	13/11/2017 to 18/11/2017
6	Theory Examination	20/11/2017 to 25/11/2017

TERM-II

Sr. No.	Details of Activities	Dates
1	Commencement of teaching	26/12/2017
2	Conclusion of teaching	14/04/2018
3	Sessional/Viva Voce	16/04/2018 to 21/04/2018
5	Preparation Time (Theory)	23/04/2018 to 28/04/2018
6	Theory Examination	30/04/2018 to 05/05/2018
7	Commencement of Term- I (2018-19)	09/07/2018


Deputy Registrar
(P.G. Admission)

Ganeshkhind, Pune-07
Ref. No. PGS/ 1532
Date: 27/04/2017

Savitribai Phule Pune University
(Formerly University of Pune)



Circular No. 80 of 2017

Dates of Commencement and Conclusion of terms for the Academic Year 2017- 2018.

Post Graduate Courses for University Departments

It is hereby informed that, the dates of commencement and conclusion of the First and Second term of University Courses, under various faculties, for the academic year 2017-2018 shall be as under :

Sr. No	Name of the Courses	2017 - 2018			
		First Term		Second Term	
		Commencement	Conclusion	Commencement	Conclusion
1	Arts & Fine Arts	01/07/2017	11/12/2017	01/01/2018	15/05/2018
	Mental Moral and Social Sciences				
2	Science				
	Technology				
3	Commerce				
	Management				
4	Law				
	Education				
	Physical Education				

Teaching will begin on the date of commencement of the terms. The teaching shall begin immediately after the finalization of admissions, however, term would stand concluded, on the dates mentioned above.

NOTE

1. In case, the Head of the Department require to give additional holiday in exceptional circumstances, he may do so by compensating the same by keeping Department/College working on Sundays.
2. The Term & Holidays for the Post-Graduate courses conducted in the Colleges/Institutes will be as per the University Departments.


Deputy Registrar
(P.G. Admission)

Ganeshkhind, Pune-07

Ref. No. PGS/ 1533

Date: 27/04/2017

Copy to: for Information and necessary action

The Members of the Management Council

The Deans of all Faculties

The Registrar, Savitribai Phule Pune University

The Director, Board of Examinations & Evaluation, Savitribai Phule Pune University

The Head of all University Departments

The Principal of all Affiliated Colleges

The Directors of all Recognised Institutes

The Head of the Administrative Sections of the University office

Savitribai Phule Pune University
(Formerly University of Pune)

Circular No. 484 of 2022

**Dates of Commencement and Conclusion of terms for the Academic Year 2022-23
for University Department / Affiliated Colleges / Recognised Institutes.**

It is hereby informed that, the dates of commencement and conclusion of the First and Second term of University Courses, under various faculties, for the academic year 2022-23 shall be as under as per DTE & CET Cell admission notification:

Sr No	Name of the Courses , Faculties & Year	2022 - 2023			
		First Term		Second Term	
		Commencement	Conclusion	Commencement	Conclusion
1	Science & Technology				
	B.E./B.Tech : Ist Year	04/11/2022	20/02/2023	20/03/2023	15/07/2023
	M.E./M.Tech : Ist Year	27/10/2022	20/02/2023	20/03/2023	15/07/2023
2	Commerce & Management				
	M.B.A. : Ist Year	10/11/2022	03/03/2023	20/03/2023	15/07/2023
	M.C.A. : Ist Year	09/11/2022	03/03/2023	20/03/2023	15/07/2023
3	Humanities				
	L.L.B. : Ist Year (3 Years)	13/12/2022	04/04/2023	24/04/2023	12/08/2023
	L.L.B. : Ist Year (5 Years)	13/12/2022	04/04/2023	24/04/2023	12/08/2023
	L.L.M. : Ist & IInd Year	03/10/2022	28/01/2023	20/02/2023	17/06/2023
4	Inter-disciplinary Studies				
	B.Ed. : Ist Year	19/12/2022	12/04/2023	24/04/2023	12/08/2023
	B.P.Ed. : Ist Year	12/12/2022	04/04/2023	24/04/2023	12/08/2023
	M.Ed. /M. P. Ed.	14/12/2022	04/04/2023	18/04/2023	05/08/2023
	Fine Arts	12/12/2022	04/04/2023	24/04/2023	12/08/2023

NOTE :

1. In case, the Principal of the Affiliated Colleges require to give additional holiday in exceptional circumstances, he/she may do so by compensating the same by keeping the College working on Sunday.


29/11/2022
Assistant Registrar
(P.G.Admission)

Ganeshkhind, Pune-07
Ref. No. PGS/ 6275
Date: 29/12/2022

Copy to: for Information and necessary action

The Members of the Management Council.

The Deans of Faculties.

The Registrar, Savitribai Phule Pune University, Pune.

The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.

The Heads of all University Departments.

The Principals of all Affiliated Colleges.

The Directors of all Recognized Institutes.

The Heads of all the Administrative Sections of the University Office.

Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University

Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

Savitribai Phule Pune University
(Formerly University of Pune)

Circular No. 38 of 2023

**Dates of Commencement and Conclusion of terms for the Academic Year 2022-23
for University Department / Affiliated Colleges / Recognised Institutes.**

It is hereby informed that, the revised dates of commencement and conclusion of the First and Second term of University Courses, under various faculties, for the academic year 2022-23 shall be as under.

Sr No	Name of the Courses , Faculties & Year	2022 - 2023			
		First Term		Second Term	
		Commencement	Conclusion	Commencement	Conclusion
1	Science & Technology				
	B.Pharmacy : I	27/12/2022	25/04/2023	15/05/2023	31/08/2023
	M.Pharmacy : I	27/12/2022	25/04/2023	15/05/2023	31/08/2023
2	Interdisciplinary Studies				
	M. S. W.	12/07/2022	20/12/2022	04/01/2023	13/05/2023
3	Commerce & Management				
	M.B.A./ M.C.A.: I	01/11/2022	03/03/2023	05/04/2023	07/07/2023
	M.B.A. : II	01/09/2022	30/01/2023	05/04/2023	07/07/2023
	M.C.A. : II	01/09/2022	16/12/2022	05/04/2023	07/07/2023
4	Humanities				
	L.L.B. / B.A. L.L.B.- II	31/10/2022	25/02/2023	18/03/2023	11/07/2023

NOTE :

1. In case, the Principal of the Affiliated Colleges require to give additional holiday in exceptional circumstances, he/she may do so by compensating the same by keeping the College working on Sunday.


Deputy Registrar
(P.G.Admission)

Ref. No. PGS/ 1188

Date: 06/03/2023

Copy to: for Information and necessary action

The Members of the Management Council.

The Deans of Faculties.

The Registrar, Savitribai Phule Pune University, Pune.

The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.

The Heads of all University Departments.

The Principals of all Affiliated Colleges.

The Directors of all Recognized Institutes.

The Heads of all the Administrative Sections of the University Office.

Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University

Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

Savitribai Phule Pune University
(Formerly University of Pune)



Circular No. 20 of 2021

It is hereby informed to all concerned that the University has declared following days as Public Holidays for the University Departments/Affiliated Colleges and Recognized Institutes for teaching faculty for the calendar year 2021.

Holidays

Sr. No.	Day of Holiday	Date	Day
1	Republic Day	26-01-2021	Tuesday
2	Chhatrapati Shivaji Maharaj Jayanti	19-02-2021	Friday
3	Mahashivratri	11-03-2021	Thursday
4	Holi (Second Day)	29-03-2021	Monday
5	Good Friday	02-04-2021	Friday
6	Gudhi Padwa	13-04-2021	Tuesday
7	Dr. Babasaheb Ambedkar Jayanti	14-04-2021	Wednesday
8	Ram Navami	21-04-2021	Wednesday
9	Maharashtra Din	01-05-2021	Saturday
10	Ramzan - Id (Id-UI-Fitr)(Shawal-1)	13-05-2021	Thursday
11	Buddha Pournima	26-05-2021	Wednesday
12	Bakri - Id (Id-Uz-Zuha)	21-07-2021	Wednesday
13	Parsi New Year (Shahenshahi)	16-08-2021	Monday
14	Moharum	19-08-2021	Thursday
15	Ganesh Chaturthi	10-09-2021	Friday
16	Mahatma Gandhi Jayanti	02-10-2021	Saturday
17	Dasara	15-10-2021	Friday
18	Id-E-Milad	19-10-2021	Tuesday
19	Diwali Amavasaya (Laxmi Pujan)	04-11-2021	Thursday
20	Diwali (Bali Pratipada)	05-11-2021	Friday
21	Diwali (Bhaubeej)	06-11-2021	Saturday
22	Guru Nanak Jayanti	19-11-2021	Friday
23	Christmas	25-12-2021	Saturday

Note

In case, the Head/ Principal/Director of the Affiliated Colleges / Recognized Institutes requires to give additional holiday in exceptional circumstances, he may do so by compensating the same by keeping the Department/ College/Institute working on Sunday.


Deputy Registrar
(P.G. Admissions)

Ganeshkhind, Pune
Ref. No. PGS/368
Date: 20/01/2021

Copy to : for information & necessary action

The Members of the Management Council.

The Registrar, Savitribai Phule Pune University, Pune.

The Deans of Faculties.

The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.

The Heads of all University Departments.

The Principals of all Affiliated Colleges.

The Directors of all Recognized Institutes.

The Heads of all the Administrative Sections of the University Office.

Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University

Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

Savitribai Phule Pune University
(Formerly University of Pune)



Circular No. 302 of 2022
Important Notification

Revised Dates of Commencement and Conclusion of terms of U.G. / P.G. Courses for the Academic Year 2022-23 for Affiliated Colleges / Recognised Institutes.

In reference to the earlier circular issued by the University bearing no. 173 dated 10.06.2022 the dates of commencement and conclusion of First Term and Second Term in the academic calendar for the academic year 2022-23, for the following courses are being revised as under.

Sr No	Name of the Courses , Faculties & Year	2022 - 2023			
		First Term		Second Term	
		Commencement	Conclusion	Commencement	Conclusion
1	Science & Technology				
	Science	20/06/2022	30/11/2022	26/12/2022	04/05/2023
	B.Engineering : II	17/08/2022	10/12/2022	02/01/2023	29/04/2023
	B.Engineering : III IV	18/07/2022	30/11/2022	02/01/2023	29/04/2023
	M.Engineering : II	18/07/2022	12/11/2022	09/01/2023	06/05/2023
	B.Architecture : II	08/08/2022	04/12/2022	19/12/2022	04/05/2023
	B.Architecture : III IV V	20/06/2022	08/11/2022	30/12/2022	15/05/2023
	M.Architecture:II	19/09/2022	07/01/2023	23/01/2023	20/05/2023
	B. Pharmacy: II III	01/08/2022	10/12/2022	02/01/2023	10/05/2023
	B. Pharmacy: IV	15/07/2022	03/12/2022	02/01/2023	10/05/2023
	M. Pharmacy : II	01/08/2022	10/12/2022	26/12/2022	30/06/2023
2	Commerce & Management				
	Commerce	20/06/2022	30/11/2022	26/12/2022	04/05/2023
	MBA II (Including SIP project of 8	01/09/2022	30/01/2023	15/02/2023	26/05/2023
	MCA II	01/09/2022	16/12/2022	02/01/2023	15/04/2023
	BHMCT II III IV	01/09/2022	16/12/2022	02/01/2023	15/04/2023
3	Humanities				
	Arts	20/06/2022	30/11/2022	26/12/2022	04/05/2023
	Mental Moral and Social Sciences				
	L.L.B. II	31/10/2022	31/01/2023	06/02/2023	15/05/2023
	L.L.B. III	04/07/2022	12/12/2022	08/01/2023	15/05/2023
	B.A. L.L.B. II	31/10/2022	31/01/2023	06/02/2023	15/05/2023
	D.A. L.L.B. III IV V	04/07/2022	12/12/2022	08/01/2023	15/05/2023
4	Inter disciplinary Studies				
	Education : II	15/09/2022	06/01/2023	17/01/2023	10/05/2023
	Physical Education : II	15/09/2022	06/01/2023	17/01/2023	10/05/2023
	B.Lib & M.Lib	15/07/2022	30/11/2022	02/01/2023	04/05/2023
	Fine Arts & Performing Art	20/06/2022	30/11/2022	26/12/2022	04/05/2023
	Journalism PG	15/07/2022	30/11/2022	02/01/2023	04/05/2023

NOTE :

1. The dates of commencement and conclusion of the University concerned Department / Affiliated Colleges / Recognised Institutes for the Academic year of all those courses whose admission was made under Common Entrance Test (CET) conducted by Government of Maharashtra / Savitribai Phule Pune University will be declared separately.

Ganeshkhind, Pune-07
Ref. No. PGS/4929
Date: 15/10/2022


Deputy Registrar
(P.G.Admission)

Copy to: for Information and necessary action

The Deans of Faculties.
The Registrar, Savitribai Phule Pune University, Pune.
The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.
The Heads of all University Departments.
The Principals of all Affiliated Colleges.
The Directors of all Recognized Institutes.
The Heads of all the Administrative Sections of the University Office.
Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University
Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

SAVITRIBAI PHULE PUNE UNIVERSITY
(Formerly University of Pune)



Circular No. 03/2021
Important Notification

Regarding Commencement and Conclusion of Teaching of First & Second terms for the Academic Year 2020-2021

In continuation with Circular No. 284 and 285 dated 15/10/2020 regarding Commencement & Conclusion for First and Second terms for the Academic Year 2020-21 and Circular No. 323/2020 dated 03/12/2020, it is hereby informed to all the concerns that the University issues following guidelines to conduct theory and practical classes in offline mode:

P.G. Programme:

1. The practical / Summer Internship Project / Dissertation (Theory if required) classes of Odd Semesters of second year and onwards of Engineering / Architecture / Pharmacy / Management / Hotel Management / Education / Physical Education / Law and other similar programs shall begin from 11th January 2021 in offline mode.
2. The practical/ Dissertation / Industrial Training Project (Theory if required) classes of Odd Semesters of second year and onwards of Arts / Fine Arts / Science / Commerce/ Social Sciences / Library Science / Communication & Journalism and other similar programs shall begin from 11th January 2021 in offline mode.
3. The Theory and Practical classes of odd semesters of First year of Arts / Fine Arts / Science / Commerce / Social Sciences / Library Science / Communication & Journalism and other similar programs shall begin from 11th January 2021 in offline mode.
4. The Theory and Practical classes of even semesters of all programs shall be conducted in offline mode immediately after completion of odd semester examination in accordance with the guidelines issued by University Grants Commission, Government of Maharashtra and Local Authorities from time to time.

U.G. Programme:

1. Practical classes of Odd Semesters of Second year and onwards of Engineering / Architecture / Pharmacy / Management / Hotel Management / Education / Physical Education / Law and other similar programs shall begin from 11th January 2021 in offline mode.
2. Practical classes of Odd Semesters of Second year and onwards for Science courses shall begin from 11th January 2021 in offline mode.
3. Practical of Odd Semesters of Second year and onwards of Arts / Fine Arts / Commerce / Social Sciences / Library Science / Communication & Journalism and other similar programs (if applicable) shall begin from 11th January 2021 in offline mode.
The practical of T Y. B. A. and T Y B. Com. (Annual Pattern), if applicable shall also begin from 11th January 2021 in offline mode.
4. Theory and Practical classes of even semesters of all programs shall be conducted immediately after completion of odd semester examination shall be conducted in offline mode in accordance with the guidelines issued by University Grants Commission, Government of Maharashtra and Local Authorities from time to time.

First year of P.G. / U.G. of Non-Professional Programs:

1. Commencement of theory and practical classes of all P.G. programs of the First year (whose admissions were not made under the Common Entrance Test (CET) Examination conducted by Government of Maharashtra or Competent Authority) shall begin from 11th January 2021 in offline mode.
2. Commencement of practical of all U.G. programs of First year (whose admissions were not made under the Common Entrance Test (CET) Examination conducted by Government of Maharashtra or Competent Authority) shall begin from 11th January 2021 in offline mode.

First year of P.G. / U.G. of Professional Programs:

Commencement of theory and practical classes of first year of Professional programs (whose admissions are being made under the Common Entrance Test (CET) Examination conducted by the Competent Authorities) shall begin in offline mode as per the dates declared by the competent authorities.

M. Phil. / Ph.D. Programs:

The research work of M. Phil. / Ph.D. program shall begin from 11th January 2021 in offline mode.

General Instructions:

1. The Principals / Directors and Heads of the University Departments should follow the guidelines issued by the University Grants Commission vide its letter No. F.2-30/14 (General Circular/WRO) dated 6th November 2020 for Re-opening the Universities and Colleges Post Lockdown due to COVID-19 pandemic, Govt. Circular No. Sankirna2020/Pra.Kra.140/SD-6 dated 10th November 2020 and guidelines issued by Local Authorities from time to time. Attached herewith copies for ready reference.
2. The schedule of Commencement and Conclusion of Academic Year 2020-21 as per Circular No. 284/2020 and 285/2020 dated 15/10/2020 shall remain unchanged. Attached herewith copies for ready reference.


Deputy Registrar
(P.G. Admissions)

Ganeshkhind, Pune
Ref. No. PGS/13
Date: 04/01/2021

Copy to: for information & necessary action

The Members of the Management Council, SPPU, Pune.

The Deans of Faculties, SPPU, Pune.

The Registrar, Savitribai Phule Pune University, Pune.

The Director, Examinations & Evaluation, SPPU, Pune.

The Heads of all University Departments, Savitribai Phule Pune University, Pune.

The Principals of all Affiliated Colleges, Savitribai Phule Pune University, Pune.

The Directors of all Recognized Institutes, Savitribai Phule Pune University, Pune.

The Heads of all the Administrative Sections of the University Office.

Office of the Hon. Vice-Chancellor, Savitribai Phule Pune University, Pune.

Office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University, Pune.



डॉ. आर. मनोज कुमार
संयुक्त सचिव
Dr. R. Manoj Kumar
Joint Secretary



सत्यमेव जयते

विश्वविद्यालय अनुदान आयोग
University Grants Commission
(शिक्षा मंत्रालय, भारत सरकार)

(Ministry of Education, Govt. of India)

पश्चिम क्षेत्रीय कार्यालय, गणेशखिंड, पुणे- ४११००७

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By Email

No.F.2-30/14(General Circular/WRO)

November 6, 2020

To,

The Vice Chancellors/Directors of
(All the Universities/HEIs in the States of
Maharashtra, Gujarat, and Goa) and

The Principals of
(All the Colleges of Maharashtra, Gujarat, Goa and
UTs of Daman & Diu and Dadra & Nagar Haveli)

Subject : UGC Guidelines for Re-opening the Universities and Colleges Post
Lockdown due to COVID-19 Pandemic - reg.

Dear Madam/Sir,

Please find enclosed herewith a copy of letter D.O.No.14-8/2020(CPP-II) dated 5th November, 2020 from the Secretary, UGC regarding UGC Guidelines for Re-opening the Universities and Colleges post Lockdown due to COVID-19 Pandemic. The attached letter is self-explanatory. You are requested to comply with the instructions contained in the letter and take necessary action in this regard.

A copy of UGC Guidelines for Re-opening the Universities and Colleges post Lockdown due to COVID-19 Pandemic is also attached herewith.

With regards,

Yours sincerely,

R. Manoj Kumar

(Dr. R. Manoj Kumar)
Joint Secretary

Encl:-

1. Letter of Secretary, UGC, dated 05/11/2020
2. UGC Guidelines



ज्ञान-विज्ञान विमुक्तये

प्रो. रजनीश जैन
सचिव

Prof. Rajnish Jain
Secretary



सत्यमेव जयते

विश्वविद्यालय अनुदान आयोग
University Grants Commission

(शिक्षा मंत्रालय, भारत सरकार)
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D.O. 14-8/2020(CPP-II)

5th November, 2020

Subject: UGC guidelines for Re-Opening the Universities and Colleges Post Lockdown due to COVID-19 Pandemic

Respected Madam /Sir,

Universities and other educational institutions across the country have been closed since 16th March, 2020 when the Government of India announced a countrywide lockdown as one of the measures to contain the COVID-19 outbreak. Keeping in view of the COVID-19 pandemic and subsequent lockdown, the University Grants Commission issued "*Guidelines on Examinations and Academic Calendar for the Universities in View of Covid-19 pandemic and subsequent Lockdown*" on 29th April, 2020 and then, on 6th July, 2020. The universities and colleges have put in their best efforts to continue their academic programmes and complete the syllabi using various ICT tools of teaching and learning since their closure from mid-March onwards.

The new academic session is going on and the universities and colleges need a customized plan, as per the local conditions where they are located, to deal with any eventuality arising due to the COVID -19 before resuming the activities on campuses. The top priority, while opening the institutions, should be the safety, health and well-being of the students, teachers and staff. In view of this, UGC has framed "*Guidelines for Re-Opening the Universities and Colleges Post Lockdown due to COVID-19 Pandemic*" (Annexure-I) which provide in detail the measures to be taken before re-opening of campuses. These Guidelines have also been vetted by the Ministry of Health & Family Welfare and approved by the Ministry of Home Affairs and the Ministry of Education. The Guidelines may be adopted by the institutions as per the local conditions and directives of the Government authorities.

You are requested to adopt these guidelines and take necessary steps to implement them accordingly. Further, the universities/colleges have to ensure that it is prepared in all respects to carry out the academic activities following necessary advisories / guidelines / directions issued by the Central / State Government, Ministry of Education (MoE) or UGC from time to time to prevent the spread of COVID-19.

With kind regards,

Yours sincerely,

(Rajnish Jain)

Encl : As above

To

1. The Vice-Chancellor of All Universities

**UGC GUIDELINES
FOR
RE-OPENING THE UNIVERSITIES AND COLLEGES
POST LOCKDOWN DUE TO COVID-19 PANDEMIC**



ज्ञान-विज्ञान विमुक्तये

**UNIVERSITY GRANTS COMMISSION
BAHADUR SHAH ZAFAR MARG
NEW DELHI**

NOVEMBER 2020

Table of Contents

S.No.	Particulars	Page No.
	Generic Preventive Measures/COVID Appropriate Behaviour	2
1	Introduction	3
2	Re-opening the Campuses – Issues and Challenges	4
3	Measures Required before Re-opening of Campuses	5
	3.1 Pre-requisites	5
	3.2 Modalities for Physical Opening of Colleges/Higher Education Institutions	5
	3.3 Measures	6
	3.4 Safety concerns	6
4.	Institutional Planning	8
	4.1 Safety Measures at Entry/ Exit Point(s)	9
	4.2 Safety Measures during Working Hours	9
	4.2.1 Classrooms and other Learning sites	9
	4.2.2 Inside the Campus	9
	4.2.3 Hostels	11
	4.2.4 Regular Monitoring of Health	12
	4.2.5 Counselling & Guidance for Mental Health	12
	4.2.6 Measures for Containment	13
	4.2.7 Sensitization of Students, Teachers and Staff	14
5.	Role of Stakeholders	15
	5.1 The Central/ State Government	15
	5.2 Head of the Institution	15
	5.3 Teachers	16
	5.4 Parents	16
	5.5 Students	17

Generic Preventive Measures/COVID-19 Appropriate Behaviour

The following public health measures are to be followed to reduce the risk of COVID-19 by all (faculty members, employees, students and visitors) in these places at all times:

- i. Physical distancing of at least 6 feet to be followed as far as feasible.**
- ii. Use of face covers/masks to be made mandatory.**
- iii. Frequent hand washing with soap (for at least 40-60 seconds) even when hands are not visibly dirty. Use of alcohol-based hand sanitizers (for at least 20 seconds) can be done wherever feasible.**
- iv. Respiratory etiquettes to be strictly followed. This involves strict practice of covering one's mouth and nose while coughing/sneezing with a tissue/handkerchief/flexed elbow and disposing of used tissues properly.**
- v. Self-monitoring of health by all and reporting any illness at the earliest.**
- vi. Spitting shall be strictly prohibited.**
- vii. Installation & use of Aarogya Setu App shall be advised wherever feasible.**

1. Introduction

Universities and other educational institutions across the country have been closed since 16th March, 2020 when the Government of India announced a countrywide lockdown as one of the measures to contain the COVID-19 outbreak. The Government of India through its Ministries, viz., Ministry of Home Affairs, Ministry of Health, Ministry of Ayush and Ministry of Education took several initiatives to contain the spread of the virus and issued directives and advisories to educate the people about the gravity of the infection from Coronavirus and the measures to protect from it. Specific instructions were also issued to the universities and colleges by the Ministry of Education and the UGC in this regard.

The University Grants Commission issued "Guidelines on Examinations and Academic Calendar for the Universities in View of COVID-19 Pandemic and Subsequent Lockdown" on 29th April, 2020 and then, on 6th July, 2020. These Guidelines covered important dimensions related to examinations, academic calendar, admissions, online teaching-learning and provided flexibility for adoption by the universities. Later "UGC Guidelines on Academic Calendar for the First Year of Under-Graduate and Post-Graduate Students of the Universities for the Session 2020-21 in View of COVID-19 Pandemic" were issued on 24th September, 2020.

In order to contain the spread of COVID-19 pandemic in the educational institutions and to ensure continuity in teaching- learning process, Ministry of Education and UGC issued several directives/ advisories/ guidelines to the universities and colleges, including the one to impart online education by making the best use of e-resources. Through all the communications made by Ministry of Education and UGC, it was emphasized to continue with teaching-learning processes using online modes such as Google Classroom, Cisco Webex Meeting, You Tube streaming, OERs, SWAYAM platform (www.swayam.gov.in), Swayam Prabha (www.swayamprabha.gov.in) (available on Doordarshan (Free dish) and Dish TV), e-yantra (www.e-yantra.org), Virtual Labs (www.vlab.co.in), FOSSEE (<https://fossee.in>), application of spoken tutorials (www.spoken-tutorial.org), National Digital Library (NDL) (<https://ndl.iitkgp.ac.in>), electronic journals (<https://ess.inflibnet.ac.in>) etc.

The new academic session is going on and the universities and colleges need a customized plan, as per the local conditions where they are located, to deal with any eventuality arising due the COVID -19 before resuming activities on campuses. Besides above, reopening of universities and colleges will relieve the students from uncertainties regarding their career, mode of functioning of universities and colleges, including the conduct of physical classes. Also, it will relieve teaching and other staff from any uncertainty regarding the continuity of their services and salary etc.

It is felt that even after the spread of Coronavirus is contained, certain preventive measures will be required to be followed for quite some time to avoid its recurrence. This will be all the more necessary for educational institutions as large numbers of students gather on the campuses. Keeping all these factors in view, the University Grants Commission has framed Guidelines for the universities and colleges which they may follow, while reopening their campuses after lockdown and the summer vacations. These Guidelines have been vetted by the Ministry of Health & Family Welfare and approved by the Ministry of Home Affairs and the Ministry of Education. The Guidelines may be adopted by the institutions as per the local conditions and directives of the Government authorities.

2. Re-Opening the Campuses - Issues and Challenges

Indian higher education system is very large and diverse. There are various types of universities, colleges and institutions offering programmes ranging from engineering, technical, medical, sciences, humanities and social sciences at undergraduate, postgraduate, and doctoral level, besides research and extension activities. Also, they vary in their geographical conditions, size, infrastructural capacity, types and duration of programmes etc. Therefore, the issues and challenges faced by them in reopening their campus also vary considerably.

Keeping in view the uncertainties of future due to COVID-19 pandemic and its impact on the functioning of universities and colleges, they may plan to reopen their campuses in a phased manner, ensuring safety, health and well-being of all students and staff. They should be flexible in their plan and should be ready to handle any eventuality arising due to COVID-19.

It may be difficult to comprehend all the challenges/ situations which the higher education institutions may be required to handle while they plan to reopen. However, some of the issues which they may be required to handle instantly are given below:

- i. To follow the advisories/guidelines/directions issued by the Central/State Government, Ministry of Education and UGC from time to time to prevent the spread of COVID-19.
- ii. Uncertainty among students regarding admissions, modes of teaching-learning, completion of courses, examinations, evaluation, declaration of results and the academic calendar, etc.
- iii. Anxiety, mental health and psychological issues of students developed during the lockdown period and fear of infection after the opening of campuses.
- iv. Safety measures including sanitisation of premises, thermal screening, ensuring physical distancing, face-cover/mask wearing, respiratory hygiene and hand-hygiene etc.
- v. Preparation for risk assessment and subsequent actions which may be required depending upon the residential status of the institution - whether fully residential, partially residential or non-residential.
- vi. Varied conditions of the pandemic in the state, area and environment where the students mainly live while making risk assessment and planning to address these challenges.
- vii. Besides students, a serious risk of infection will also be faced by the faculty, counsellors and other technical and non-teaching staff also who face/ interact with the students and also among themselves regularly.

3. Measures Required before Re-Opening of Campuses

As the universities and colleges are likely to face a number of issues at the time of reopening, they will be required to plan in advance. Some of the measures, which the institutions may have to take prior to reopening, are given below:

3.1 Pre-requisites

- i. Before reopening of any campus, the Central or the concerned State Government must have declared the area safe for reopening of educational institutions. The directions, instructions, guidelines and orders issued by the Central and State Government concerned regarding safety and health in view of COVID-19 must be fully abided by the higher education institutions.
- ii. However, they may develop stricter provisions and guidelines, if they feel it necessary. The universities and colleges have to make adequate arrangements to ensure the safety and health of students, faculty and staff.
- iii. The universities and colleges shall be allowed to open only if they are outside the containment zones. Further, students and staff living in containment zones will not be allowed to attend the colleges. Students and staff shall also be advised not to visit areas falling within containment zones.
- iv. The faculty, staff and students of the university and college should be encouraged to download 'Aarogya Setu App'.
- v. The institutions should be ready with a plan for handling the inflow of students, faculty and staff in the campus, monitoring disinfecting measures, safety and health conditions, screening and detecting the infected persons, containment measures to prevent the spread of the virus in the campus, and also alternative plan(s), in case the campus needs to be closed again due to spread of the virus in campus or in the surrounding area(s) in near future.

3.2 Modalities for Physical Opening of Colleges/Higher Education Institutions

The following modalities regarding the physical opening of Colleges/Higher Education Institutions, in a graded manner, may be adopted:

The Colleges/Higher Education Institutions outside the containment zones may be opened in a graded manner after consultations with concerned State/UT Governments and subject to adherence to the guidelines/SOP for safety and health protocol prepared by UGC, duly incorporating the view/comments of the Ministry of Health & Family Welfare, as under:

- i. For Centrally Funded Higher Education Institutions, the Head of the Institution should satisfy herself/himself regarding the feasibility of the opening of physical classes and decide accordingly.

- ii. For all other Higher Educational Institutions, e.g., State Universities, Private Universities etc., opening of physical classes to be done as per the decision of the respective State/UT Governments.

3.3 Measures

- i. Universities and colleges may plan opening the campuses in phases, with such activities where they can easily adhere to social distancing, use of face masks and other protective measures. This may include administrative offices, research laboratories and libraries etc.
- ii. Thereafter, students of all research programmes and post-graduate students in science & technology programmes may join as the number of such students is comparatively less and norms of physical distancing and preventive measures can be easily enforced.
- iii. Further, final year students may also be allowed to join for academic and placement purposes, as per the decision of the head of the institution.

However, for (i), (ii) and (iii) above, it should be ensured that not more than 50% of the total students should be present at any point of time and necessary guidelines/protocols to prevent the spread of COVID-19 are observed.

- iv. For the programmes, other than those mentioned in paras 3.3 (ii) and (iii) above, online/distance learning shall continue to be the preferred mode of teaching and shall be encouraged.
- v. However, if required, students may visit their respective departments in a small number for consultation with the faculty members, after seeking prior appointments to avoid crowding, while maintaining physical distancing norms and other safety protocols.
- vi. Some students may opt not to attend classes and prefer to study online while staying at home. Institutions may provide online study material and access to e-resources to such students for teaching-learning.
- vii. Institutions should have a plan ready for such international students who could not join the programme due to international travel restrictions or visa-related issues. Online teaching-learning arrangements should also be made for them.

3.4 Safety concerns

- i. The institutions should train their staff and students to assist and undertake the work related to safety and health to prevent an outbreak of the pandemic in their campuses. Non-resident students should be allowed in campuses only after thermal scanning, sanitization of their hands, wearing of face masks and gloves. Symptomatic persons should not be permitted to enter the campus and should be advised to contact the nearest hospital for clinical assessment.

- ii. Regular visits of a counsellor may be arranged so that students can talk with the counsellor about their anxiety, stress or fear.
- iii. To avoid the risk of transmission, the students, faculty and staff should be screened and symptomatic ones be advised to get clinically assessed before allowing them entry into the campus.
- iv. Isolation facilities for symptomatic persons and quarantine facilities for those who were in contact with the positively tested persons should be there on campus or a tie-up may be made in advance with some Government hospital or approved premises or as advised by the local authorities so that, in case of necessity, prompt action may be taken. Proper arrangement of safety, health, food, water etc. should be ensured for those in quarantine and isolation facilities.
- v. For those who have tested positive, isolation facilities should be in place either on campus itself or as a prior arrangement with some nearby hospital(s) or as advised by the local authorities.
- vi. Universities and colleges should prepare a policy for restricting the outside experts on campuses, study tours, field works etc., keeping in mind the COVID-19 situation.
- vii. All such programmes and extracurricular activities should be avoided where physical distancing is not possible.
- viii. Clean and hygienic conditions, as per safety and health advisories of the concerned government departments, are to be maintained at all places, including hostel kitchens, mess, washrooms, libraries, class rooms etc.
- ix. Proper signages, symbols, posters etc. should be prominently displayed at appropriate places to remind the students, faculty and staff for maintaining physical distancing. The details of COVID-19 cell established by the institution be prominently displayed containing the emergency number, helpline number, email id and contact details of persons to be contacted in case of any emergency in the institution.
- x. Ensure the norms of physical distancing, sanitization and hygienic conditions for use of common facilities, viz., Auditorium, Conference/ Seminar halls, Sports, Gymnasium, Canteen, Parking Area etc.

4. Institutional Planning

Institutional planning is the key for the successful reopening of the campuses and smooth conduct of the teaching-learning process during these difficult times. The universities and colleges will, therefore, be required to develop their plans very cautiously for reopening of their campuses and this planning has to be done well in advance. The plan may, inter-alia include the following points:

- i. Institutions should prepare details of opening the campus in a phased manner with a complete roster for all departments and batches of students in different programmes. Para 3.2 (i) & (ii) of the Guidelines may be referred.
- ii. The institutions must ensure appropriate sanitization and disinfection process and procedures.
- iii. It should be made mandatory for the Teachers, Officers, Staff and Students to wear the Id cards.
- iv. The faculty, student, staff should be screened regularly to protect and avoid infecting one another.
- v. All preventive measures, preparedness and necessary support system to deal with the COVID -19 positive cases should be monitored and reported to local authorities on a day to day basis.
- vi. Teaching hours in a day may be extended, as per requirements of the institution.
- vii. Six-day schedule may be followed so that classes can be conducted in phases and the seating arrangement be made keeping in view the requirements of physical distancing.
- viii. Universities and colleges may consider reducing the class size and break them in multiple sections to maintain physical distancing during the classes.
- ix. Depending on the availability of space in class rooms or learning sites, up to 50% students may be allowed on a rotation basis to attend the classes.
- x. Faculty should be trained for online teaching-learning practices.
- xi. The visitors should either not be allowed at all or their entry should be drastically restricted. The conditions of the entry for visitors should be strictly laid down and displayed on the entry point(s). Complete contact details of the visitors be maintained along with the names of persons whom he/ she meets.
- xii. There should be adequate isolation arrangements for those having symptoms and also for those who test positive for COVID-19 (however the two need to be kept separately), either at the level of the institution or in collaboration with the Government authorities.

4.1 Safety Measures at Entry/ Exit Point(s)

- i. Adequate arrangements of thermal scanners, sanitizers, face masks should be made available at all entry and exit points, including the reception area.
- ii. Crowding must be avoided at entry/ exit points. Staggered timings of entry and exit with limited strength for different programmes should be followed.
- iii. For ensuring queue management, inside and outside the premises, specific markings on the floor with a gap of 6 feet may be made and be adhered to.
- iv. In case the institution has more than one gate for entry/ exit, all the gates should be used, with adequate care, to avoid crowding.
- v. Monitoring of the entry and exit of the students should be done.
- vi. Screening of students, faculty and staff, wearing of face covers/ mask, sanitizing of hands etc. must be ensured at all entry points.
- vii. Those having symptoms of fever, cough or difficulty in breathing should not be allowed to enter.

4.2 Safety Measures during Working Hours

4.2.1 Classrooms and other Learning Sites

- i. Proper sanitization at all learning sites should be ensured. Cleaning and regular disinfection (using 1% sodium hypochlorite) of frequently touched surfaces (door knobs, elevator buttons, hand rails, chairs, benches, washroom fixtures, etc.) to be made mandatory in all class rooms, laboratories, (and also) lockers, parking areas, other common areas etc. before the beginning of classes and at the end of the day. Teaching materials, computers, laptops, printers, shall be regularly disinfected with 70% alcohol swipe.
- ii. Sitting places in classes, laboratories, computer labs, libraries etc. should be clearly marked, keeping in view the norms of physical distancing. At least one seat should be left vacant between two seats.
- iii. Wearing face cover/ mask is a must at all times and at all places inside the campus.

4.2.2 Inside the Campus

- i. Cultural activities, meeting etc. may be avoided. However, such extra-curricular and sports activities may be allowed where physical distancing is feasible and is in accordance with the Ministry of Home Affairs guidelines, issued under Disaster Management Act, 2005 from time to time

- ii. Adequate arrangements for safe drinking water should be made on the campus.
- iii. Hand washing stations with facilities of liquid soap should be created so that every student can wash her/ his hands frequently.
- iv. Regular and sufficient supply of face covers/ masks, heavy duty gloves, disinfecting material, sanitizer, soaps etc. to sanitation workers should be ensured.
- v. Wearing of face cover/ mask by all students and staff should be ensured.
- vi. Proper cleanliness should be maintained inside the entire campus.
- vii. Adequate arrangements should be made for sanitizing the entire campus, including administrative and academic buildings, classrooms, laboratories, libraries, common rooms, toilets, water stations, furniture, learning material, teaching aids, sports equipment, computers etc.
- viii. Physical distancing should be maintained at all places and crowding must not be allowed at any place under any circumstances.
- ix. An adequate supply of water in toilets and for hand- washing should be ensured.
- x. Proper sanitization of buses, other transport and official vehicles of the institution should be done.
- xi. Spitting in the campus must be made a punishable offence.
- xii. Dustbins must be cleaned and covered properly.
- xiii. Dustbin for collection of used facemasks, personal protective equipment, hand gloves and their disposals should be ensured as per safety norms. Provision for proper disposal of used personal protection items and general waste should be followed in accordance with CPCB guidelines (available at: https://cpcb.nic.in/uploads/Projects/Bio-Medical-Waste/BMW-GUIDELINES-COVID_1.pdf).
- xiv. For air-conditioning/ventilation, the guidelines of CPWD shall be followed which emphasizes that the temperature setting of all air conditioning devices should be in the range of 24-30°C, relative humidity should be in the range of 40-70%, intake of fresh air should be as much as possible and cross ventilation should be there.

- xv. Gymnasiums shall follow MoHFW guidelines (available at: <https://www.mohfw.gov.in/pdf/Guidelinesonyogainstitutesandgymnasiums03082020.pdf>).
- xvi. Swimming Pool (wherever applicable) shall remain closed.
- xvii. All employees who are at higher risk, i.e., older employees, pregnant employees and employees who have underlying medical conditions to take extra precautions. They should preferably not be exposed to any front-line work requiring direct contact with the students.

4.2.3 Hostels

- i. Hostels may be opened only in such cases where it is necessary while strictly observing the safety and health preventive measures. However, the sharing of rooms may not be allowed in hostels. Symptomatic students should not be permitted to stay in the hostels under any circumstances.
- ii. Since residential students may be coming from different locations, they shall remain in quarantine and self-monitor their health for a period of 14 days before being allowed to attend classes or as per the policy opted by the State Government for quarantine (even if they bring a negative test report or the university/college plan to test them on arrival).
- iii. There should be no crowding in hostel areas where students live in close proximity and share common facilities and utilities. Hence, their numbers need to be limited appropriately to avoid crowding. Also, hostel students should be called in phases.
- iv. Thermal Screening of all resident students should be ensured.
- v. They will be referred to the nearest COVID treatment facility for clinical assessment and treatment.
- vi. Density in dining halls, common rooms, playing areas should be limited, keeping in view the requirement of physical distancing.
- vii. Hygiene conditions should be regularly monitored in kitchens, dining halls, bathrooms and toilets etc.
- viii. Cleanliness is to be maintained in dining areas. Meals should be served in small batches, avoiding over-crowding. Take away options should be available for students and staff.
- ix. It must be ensured that the meals are freshly cooked. A senior staff should monitor the same.

- x. Utensils should be properly cleaned.
- xi. Wearing of face covers/ masks and proper sanitization of hands of the staff engaged for the preparation and distribution of meals should be ensured.
- xii. Resident students and staff should avoid or limit visiting the markets. As far as possible, essential items may be made available within the campus.
- xiii. Hostels may define the number of students in dining halls at any point in time. Mess timings may be increased to avoid overcrowding.

4.2.4 Regular Monitoring of Health

- i. Every institution should regularly monitor the health of its students, faculty, and staff.
- ii. Faculty, staff and students should also be sensitized on self-monitoring of their health.
- iii. Faculty, Staff and students should submit self-disclosure, if any of their family members have been infected/availed treatment for COVID-19.

4.2.5 Counselling & Guidance for Mental Health

In order to reassure the students' community to avoid any kind of stress or panic in the prevailing situation *vis-a-vis* their studies, health and related issues, Universities and Colleges should take the following measures for the mental health, psychological aspects and well-being of the students:

- i. All the faculty members, students and staff should be made aware of the Web page named "Manodarpan" – created on the Ministry of Education website to provide psychosocial support for Mental Health & Well-being during the COVID – 19 outbreak and beyond. The web page contains advisory, practical tips, posters, videos, do's and don'ts for Psychosocial support, FAQ and online query system. Also, a National Toll Free Helpline (8445440632) for country wide outreach to students from schools, colleges and universities has also been set up which will provide tele-counselling to address their mental health and psychosocial issues.
- ii. Set up helplines for mental health, psychological concerns and well-being of students in Universities/ Colleges which need to be regularly monitored by Counsellors and other identified faculty.

- iii. Regular mentoring of students through interactions, and appeals/letters by the Universities/ Colleges to remain calm and stress-free. This can be achieved through telephones, e-mails, digital and social media platforms.
- iv. Form COVID-19 help groups of students headed by hostel wardens / senior faculty who can identify friends/ classmates in need of help and provide the immediate necessary help.
- v. Share the following video links of Ministry of Health & Family Welfare <https://www.mohfw.gov.in/on> the University/ College website and with students and faculty via e-mail, through social media like Facebook, WhatsApp and twitter etc.

Practical tips to take care of your Mental Health during the Stay In

<https://www.youtube.com/watch?v=uHB3WJsLJ8s&feature=youtu.be>

Minding our minds during the COVID-19

<https://www.mohfw.gov.in/pdf/MindingourmindsduringCoronaeditedat.pdf>

Various Health Experts on how to manage Mental health & Well Being during COVID-19 outbreak

<https://www.youtube.com/watch?v=iuKhtSchp24&feature=youtu.be>

Behavioural Health: Psycho-Social toll free helpline - 0804611007

4.2.6 Measures for Containment

- i. As soon as a student, faculty or staff is detected COVID-19 positive, such person should be immediately isolated as per the directive/advisory of the Government. Room-mates and close contacts should be quarantined and symptomatic ones to be immediately tested.
- ii. Universities and colleges should have a ready plan to provide healthcare support to those resident students and staff who test positive and are isolated.
- iii. The guidelines restricting social and physical contacts and mobility in such parts of residential places in the campus, where positive cases have been found, should be strictly enforced. Measures like holding no class, not leaving the rooms for hostellers, if applicable, no take away arrangement of food from mess etc. may be enforced, depending upon the severity of the situation.
- iv. Universities and colleges should also plan in advance, in case shut down are ordered by the Government due to outbreak in campus or the surrounding region.

4.2.7 Sensitization of Students, Teachers and Staff

- i. Awareness programmes regarding COVID-19 as to how the infection spreads, common symptoms, and precautions and measures required to contain its spread may be launched.
- ii. Maintaining hygiene, e.g., how to wash hands, how to cough or sneeze into a tissue or elbow, avoid touching of face, eyes, mouth and nose should be regularly told to the students and the staff.
- iii. The necessity of physical distancing, wearing face covers/ masks, hygiene etc. should be brought home to all.
- iv. Activities to stay fit, physically and mentally, should be encouraged like doing exercises, yoga, breathing exercises, meditation, etc.
- v. To improve resilience and mental health, students should be encouraged to share their feelings with friends, teachers and parents, remain positive, grateful, helpful, have focussed approach, take a break from work, eat healthy and sleep timely etc.
- vi. Eating healthy food and fruits, avoiding junk food, frequently drinking warm water, adopting ways to increase immunity etc. should be encouraged.
- vii. Students should be told to regularly sanitize their laptops, audio, video and other media accessories.
- viii. Factual information regarding COVID-19 and consequences of infection, without making them stressed or fearful, should be disseminated.
- ix. Posters and stickers should be pasted at appropriate places in the campus to create awareness about the risk of infection from Coronavirus.
- x. All support and facilities should be provided to persons with disabilities (*Divyangjan*).
- xi. No discrimination based on caste, creed or gender should be allowed to take place.
- xii. Sharing of books, other learning material and eatables be discouraged.

5. Role of Stakeholders

5.1 Central/ State Government(s)

- i. The Government should help educational institutions to prepare an effective plan for reopening their campuses. The plan may vary from institution to institution, keeping in view the situation regarding spread of COVID-19 pandemic in a particular area/region/zone.
- ii. The Governments may issue clear instructions to the universities and colleges to ensure the safety and health of all concerned. This may include instructions for wearing of face masks, physical distancing, and the number of students in a class, library, hostels, and dining halls etc.
- iii. State governments, in consultations with higher education institutions, should prepare an estimate of requirement in each of their districts and zones, of disinfectants, facemasks and prepare a plan in advance for their procurement and distribution. Universities and colleges should ensure sufficient supplies of these items to their students, faculty and staff.
- iv. Keeping in view the varying conditions in any state at district and zonal levels, the Government concerned should prepare a region-specific plan, instead of a uniform plan for the entire state.
- v. State health departments should remain in touch with the universities and colleges and work to ensure that the campuses are well prepared to maintain the safe and healthy conditions and also to deal with the COVID-19 related unexpected situations.
- vi. The Governments should keep a constant touch with the universities and colleges regarding the status of COVID-19. The government may call information regarding COVID-19 related condition in the campuses and also call meetings at appropriate intervals with the Head of institutions through video conferencing.

5.2 Head of the Institution

- i. Vice- Chancellors/ Principals may get Standard Operating Procedures(SOPs) worked out in view of COVID-19 outbreak, in accordance with the Government orders and guidelines.
- ii. A detailed institutional plan which may, inter alia, include sanitization, safety and health measures should be prepared and kept ready, before reopening of campus. Proper implementation of the institutional plan should be ensured and regular monitoring should be done with the help of faculty and the staff.
- iii. Tie-ups may be established with nearby hospitals, health centres, NGOs, health experts for help and support in fighting COVID-19.

- iv. A plan for all academic activities, i.e., the academic calendar, teaching-learning modes, examinations, evaluation etc. should be kept ready well in advance.
- v. A Task Group should be created to handle varied situations and issues related to the COVID-19 pandemic. Such Task Group may consist of senior persons from faculty and staff, students, volunteers from communities, NGOs, health organisations and Government officials etc. as the case may be.
- vi. Teachers, students and staff should be made aware of all relevant plans and activities on the campus.

5.3 Teachers

- i. Teachers should make themselves fully aware of institutional plans and Standard Operating Procedures.
- ii. Every teacher should prepare a detailed teaching plan for the subjects taught by him/her, including time table, class size, modes of delivery, assignments, theory, practical, continuous evaluation, end- semester evaluation etc.
- iii. Teachers should keep themselves updated with the latest teaching- learning methods and availability of e-resources.
- iv. Teachers should make the students aware of the COVID-19 related situation, precautions and steps to be taken to stay safe and healthy.
- v. Teachers should monitor and keep track of the physical and mental health of their students.

5.4 Parents

- i. The parents should ensure that their children observe safety norms at home and whenever they go out.
- ii. Parents should not allow their children to go out, if they are not feeling well.
- iii. Parents may be advised that the 'Aarogya Setu App' has been downloaded by their children.
- iv. Parents should sensitize them of healthy food habits and measures to increase immunity.
- v. Parents should ask them to do exercise, yoga, meditation and breathing exercises to keep them mentally and physically fit.

5.5. Students

- i. Self-discipline is most important to contain the spread of COVID-19 pandemic through social distancing and maintaining hygienic condition.
- ii. All students should wear face covers/ masks and take all preventive measures.
- iii. May consider installing 'Aarogya Setu App' in the mobile.
- iv. It is important for the students to be physically and mentally fit to handle any exigencies. By remaining fit, they can take care of others also.
- v. The students must inculcate activities that will increase immunity-boosting mechanism which may include exercise, yoga, eating fresh fruits and healthy food (avoid fast food), sleep timely.
- vi. Discrimination of fellow students in respect of whom there is a history of COVID-19 disease in the family be avoided.
- vii. Give support to your friends under stress due to COVID-19 pandemic.
- viii. Students should follow the guidelines, advisories and instructions issued by the Government authorities as well as by the universities and colleges regarding health and safety measures in view of COVID-19 pandemic.

6. In view of the present scenario and future uncertainties:

- i. The universities may adopt and implement these Guidelines in a transparent manner by making alterations/ additions/ modifications/ amendments to deal with particular situation(s) in the best interest of students, educational institution and the entire education system, except in respect of those guidelines that are mandatory.
- ii. In case of educational institutions located at places where the Government (Centre/ State) have imposed restrictions on gathering of public, the institutions may plan accordingly. In any case, the above recommendations shall not cause any restrictions on the guidelines/directions issued by the appropriate Government/ competent authority.

Notwithstanding the above Guidelines, every university/ college has to ensure that it is prepared in all respects to carry out the academic activities following necessary advisories/guidelines/directions issued by the Central/State Government, Ministry of Education (earlier referred to as MHRD) or UGC from time to time to prevent the spread of COVID-19.

राज्यातील शाळा सुरक्षितपणे सुरु
करण्यासाठी मार्गदर्शक सूचना
निर्गमित करण्याबाबत.

महाराष्ट्र शासन
शालेय शिक्षण व क्रीडा विभाग
शासन परिपत्रक क्रमांक संकीर्ण २०२०/प्र.क्र.१४०/एसडी-६
मादम कामा मार्ग, हुतात्मा राजगुरु चौक,
मंत्रालय, मुंबई-४०० ०३२.
दिनांक :- १० नोव्हेंबर, २०२०

- बाबत :-** १) शासन परिपत्रक क्र.संकीर्ण २०२०/प्र.क्र.८६/एसडी-६; दिनांक १५ जून, २०२०.
२) शासन परिपत्रक क्र.संकीर्ण २०२०/प्र.क्र.८६/एसडी-६; दिनांक २४ जून, २०२०.
३) शासन परिपत्रक क्र.संकीर्ण २०२०/प्र.क्र.८६/एसडी-६; दिनांक २२ जूलै, २०२०.
४) शासन परिपत्रक क्र.संकीर्ण २०२०/प्र.क्र.८६/एसडी-६; दिनांक १७ ऑगस्ट, २०२०.
५) शासन परिपत्रक क्र.संकीर्ण २०२०/प्र.क्र.८६/एसडी-६; दिनांक २९ ऑक्टोबर, २०२०.
६) केंद्र शासनाच्या दि.०८.०९.२०२० रोजीच्या मार्गदर्शक सूचना.

पार्श्वभूमी :-

या विभागाच्या संदर्भ क्र. ०१ येथील शासन परिपत्रकानुसार राज्यात कोव्हीड- १९ च्या प्रादुर्भावामुळे उद्भवलेल्या परिस्थितीत राज्यातील शाळा प्रत्यक्षात सुरु करणे शक्य नसल्याने दि.१५ जून, २०२० पासून शैक्षणिक वर्ष सुरु करून स्थानिक परिस्थितीनुसार प्रत्यक्ष शाळा टप्प्या-टप्प्याने सुरु करण्याबाबत निर्णय घेण्याचे अधिकार संबंधित जिल्हाधिकारी, महानगरपालिका आयुक्त यांच्या सहाय्याने संबंधित शाळा व्यवस्थापन समिती यांना प्रदान करण्यात आले आहेत. त्याचबरोबर शाळांमध्ये शिक्षकांच्या उपस्थितीबाबत दिनांक २४ जून, २०२० रोजीच्या परिपत्रकान्वये मार्गदर्शक सूचना निर्गमित करण्यात आल्या आहेत. कोरोनाच्या प्रादुर्भावामुळे विद्यार्थ्यांचे शिक्षण थांबू नये यासाठी वरील संदर्भ क्रमांक ०३ येथील परिपत्रकान्वये पूर्व प्राथमिक ते इयत्ता १२ वी पर्यंतच्या विद्यार्थ्यांसाठी ऑनलाईन शिक्षणाचा कालावधी व शिक्षणाच्या स्वरूपाबाबत मार्गदर्शक सूचना निर्गमित करण्यात आल्या होत्या.

राज्यात Mission Begin Again अंतर्गत राज्यातील सर्व आस्थापना टप्प्या - टप्प्याने सुरु करण्यासाठी मार्गदर्शक सूचना (SOP) निर्गमित करण्यात येत आहेत. त्याच धर्तीवर शैक्षणिक वर्ष दि.१५ जून, २०२० पासून सुरु झाले असले तरी प्रत्यक्ष प्रथम: इयत्ता ९ वी ते इयत्ता १२ वी साठी शाळा सुरु करण्याबाबतचा प्रस्ताव शासनाच्या विचाराधीन होता.

परिपत्रक:-

१. राज्यातील इयत्ता ९ वी ते इयत्ता १२ वी चे वर्ग दिनांक २३ नोव्हेंबर, २०२० पासून सुरु करण्यास मान्यता देण्यात येत आहे. तसेच इयत्ता ९ वी ते १२ वी चे वसतिगृह व आश्रमशाळा विशेषतः आंतरराष्ट्रीय विद्यार्थ्यांचे वसतिगृह सुरु करण्यास मान्यता देण्यात येत आहे. शाळा सुरु करण्यापूर्वी व शाळा सुरु झाल्यानंतर आरोग्य, स्वच्छता व इतर सुरक्षाविषयक उपाययोजनांबाबतच्या मार्गदर्शक सूचना सोबत जोडलेल्या परिशिष्ट-अ व परिशिष्ट-ब मध्ये देण्यात आल्या आहेत.

२. कोविड-१९ बाबत केंद्र व राज्य शासनाच्या सूचनांचे पालन करण्यात यावे. विद्यार्थ्यांच्या उपस्थितीबाबत पालकांकडून आवश्यक ती लेखी संमती घेण्यात यावी.

३. या विभागाच्या संदर्भाधीन दिनांक १५ जुन, २०२० व दिनांक २९ ऑक्टोबर, २०२० रोजीच्या परिपत्रकातील सूचनांचे पालन करण्यात यावे.

४. सदर शासन परिपत्रक महाराष्ट्र शासनाच्या www.maharashtra.gov.in या संकेत स्थळावर उपलब्ध करण्यात आले असून त्याचा संगणक संकेतांक २०२०१११०१६४२४८३६२१ असा आहे. सदर परिपत्रक डिजिटल स्वाक्षरीने साक्षांकित करुन निर्गमित करण्यात येत आहे.

महाराष्ट्राचे राज्यपाल यांच्या आदेशानुसार व नावाने.

**RAJENDRA
SHANKARRAO PAWAR**

Digitally signed by RAJENDRA SHANKARRAO PAWAR
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2.5.4.20=679184b88f7019ef64ed6dc2495ca230267c0d4759ce63fa70c45
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serialNumber=0305ac9d271c7f3864d5a368976c83175db4f050411807b
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Date: 2020.11.10 16:52:07 +05'30'

(राजेंद्र पवार)

उप सचिव, महाराष्ट्र शासन

प्रति,

- १) मा. राज्यपालांचे सचिव, राजभवन, मुंबई.
- २) मा. मुख्यमंत्री, महाराष्ट्र राज्य यांचे प्रधान सचिव.
- ३) मा. उप मुख्यमंत्री, महाराष्ट्र राज्य यांचे सचिव.
- ४) मा. अध्यक्ष व मा. उपाध्यक्ष, विधान परिषद, विधान भवन, मुंबई.
- ५) मा. सभापती व मा. उपसभापती, विधान सभा, विधान भवन, मुंबई.
- ६) मा. मंत्री, (शालेय शिक्षण) यांचे खाजगी सचिव.
- ७) मा. राज्यमंत्री, (शालेय शिक्षण) यांचे खाजगी सचिव.
- ८) आयुक्त (शिक्षण), महाराष्ट्र राज्य, पुणे.
- ९) राज्य प्रकल्प संचालक, महाराष्ट्र प्राथमिक शिक्षण परिषद, मुंबई.

- १०) संचालक, राज्य शैक्षणिक संशोधन व प्रशिक्षण परिषद, महाराष्ट्र, पुणे.
- ११) शिक्षण संचालक (माध्यमिक व उच्च माध्यमिक), शिक्षण संचालनालय, महाराष्ट्र राज्य, पुणे.
- १२) शिक्षण संचालक (प्राथमिक), शिक्षण संचालनालय, महाराष्ट्र राज्य, पुणे.
- १३) प्रभारी संचालक, बालभारती,
- १४) सर्व विभागीय शिक्षण उपसंचालक.
- १५) मुख्य कार्यकारी अधिकारी, जिल्हा परिषद, सर्व
- १६) शिक्षणाधिकारी प्राथमिक/माध्यमिक (सर्व)
- १७) प्राचार्य, जिल्हा शिक्षण व प्रशिक्षण संस्था (सर्व).
- १८) प्रशासन अधिकारी, महानगरपालिका (सर्व)
- १९) निवडनस्ती(कार्या.एसडी-६)

शासन परिपत्रक क्रमांक संकीर्ण २०२०/प्र.क्र.१४०/एसडी-६; दि. १० नोव्हेंबर, २०२० सोबतचे

परिशिष्ट-अ

शाळा सुरु करण्यापूर्वी आरोग्य, स्वच्छता व इतर सुरक्षाविषयक उपाययोजनांबाबतच्या मार्गदर्शक सूचना

१) शाळेत स्वच्छता व निर्जंतुकीकरण विषयक सुविधा सुनिश्चित करणे:-

- शाळेत हात धुण्यासाठी सुविधा उपलब्ध करून देणे.
- Thermometer, Thermal Scanner/Gun, Pulse Oxymeter, जंतूनाशक, साबण, पाणी इत्यादी आवश्यक वस्तुंची उपलब्धता तसेच शाळेची स्वच्छता व निर्जंतुकीकरण स्थानिक प्रशासनाने (ग्रामीण व शहरी) सुनिश्चित करावी. वापरण्यात येणारे thermometer हे calibrated contactless infrared digital thermometer असावे.
- शाळा वाहतुक सुविधांचे निर्जंतुकीकरण सुनिश्चित करावे.
- एखाद्या शाळेत क्वारंटाईन सेंटर असल्यास स्थानिक प्रशासनाने ते इतर ठिकाणी स्थानापन्न करावे. स्थानिक प्रशासनाने अशा शाळेचे हस्तांतरण शाळा व्यवस्थापनाकडे करण्यापूर्वी त्याचे पूर्णतः निर्जंतुकीकरण करावे.
- क्वारंटाईन सेंटर इतर ठिकाणी नेणे शक्य नसल्यास शाळा खुल्या परिसरात किंवा इतर ठिकाणी भरवावी.

२) शिक्षकांची कोविड-१९ बाबतची चाचणी:-

- शाळेतील सर्व शिक्षक व शिक्षकेत्तर कर्मचाऱ्यांनी दि. १७ ते २२ नोव्हेंबर, २०२० या दरम्यान कोविड-१९ साठीची RTPCR चाचणी करणे बंधनकारक असेल. शिक्षक व शिक्षकेत्तर कर्मचाऱ्यांनी सदर चाचणीचे प्रयोगशाळेने दिलेले प्रमाणपत्र शाळा व्यवस्थापनास सादर करावे. सदर प्रमाणपत्राची शाळा व्यवस्थापनाने पडताळणी करावी.
- ज्या शिक्षक व शिक्षकेत्तर कर्मचाऱ्यांचे चाचणी अहवाल positive असतील त्यांनी डॉक्टरांनी प्रमाणित केल्यानंतरच शाळेत उपस्थित राहवे.
- ज्या शिक्षक व शिक्षकेत्तर कर्मचाऱ्यांचे चाचणी अहवाल negative आहेत त्यांनी शाळेत उपस्थित राहताना कोविड-१९ संदर्भातील सर्व मार्गदर्शक सूचनांचे पालन करणे आवश्यक राहिल. तसेच कोविड-१९ बाबतची लक्षणे आढळल्यास त्यांनी त्वरीत चाचणी करावी.

३) कार्यगट गठीत करणे:- सर्व भागधारकांचे त्यांच्या विशिष्ट जबाबदाऱ्यांसाठी विविध कार्यगट गठित करावे जसे आपत्कालीन गट, स्वच्छता पर्यवेक्षण गट, इत्यादी. शिक्षक, विद्यार्थी व इतर भागधारक या गटांचे सभासद म्हणून सहकार्याने काम करतील.

४) बैठक व्यवस्था :-

- वर्गखोली तसेच स्टाफ रुम मधील बैठक व्यवस्था शारीरिक अंतर (Physical Distancing) च्या नियमानुसार असावी.
- वर्गामध्ये एका बाकावर एक विद्यार्थी याप्रमाणे नावानिशी बैठक व्यवस्था असावी.

५) शारीरिक अंतर (Physical distancing) च्या नियमांच्या अंमलबजावणीकरिता विविध चिन्हे व खुणा प्रदर्शित करणे :-

- शाळेत दर्शनी भागावर Physical distancing, मास्कचा वापर इत्यादी संदर्भात मार्गदर्शक सूचना असणारे posters/stickers प्रदर्शित करावे.
- थूंकण्यावरील बंदीची काटेकोरपणे अंमलबजावणी करावी.
- शाळेच्या अंतर्गत व बाह्य परिसरामध्ये रांगेत उभे राहण्याकरिता किमान सहा फूट इतके शारीरिक अंतर (Physical distance) राखले जाईल याकरिता विशिष्ट चिन्हे जसे चौकोन, वर्तुळ इत्यादींचा वापर गर्दी होणारी ठिकाणे जसे पाणी पिण्याच्या सुविधा, हात धुण्याच्या सुविधा, स्वच्छतागृहे इत्यादी ठिकाणी करण्यात यावा.
- शारीरिक अंतर (Physical distance) राखण्यासाठी येण्या व जाण्याचे वेगवेगळे मार्ग निश्चित करणाऱ्या बाणांच्या खुणा दर्शविण्यात याव्यात.

६) शाळेतील कार्यक्रम आयोजनावरील निर्बंध :- परिपाठ, स्नेह संमेलन, क्रीडा व इतर तत्सम कार्यक्रम ज्यामुळे अधिक गर्दी होऊ शकते अशा कार्यक्रमांच्या आयोजनावर कडक निर्बंध असेल. शिक्षक- पालक बैठका ऑनलाईन घ्याव्यात.

७) पालकांची संमती:-

- विद्यार्थ्यांनी शाळेत उपस्थित राहण्यापूर्वी त्यांच्या पालकांची लेखी संमती आवश्यक असेल. शाळा व्यवस्थापन समितीने पालकांशी वरील विषयी चर्चा करावी.
- आजारी असलेल्या मुलांना पालकांनी शाळेत पाठवू नये.
- विद्यार्थ्यांना त्यांच्या पालकांच्या संमतीने घरी राहुन देखील अभ्यास करता येईल. अशा विद्यार्थ्यांच्या शैक्षणिक प्रगतीच्या मुल्यांकनाकरिता विशिष्ट योजना राज्य शैक्षणिक संशोधन व प्रशिक्षण परिषद, महाराष्ट्र यांनी तयार करण्यात यावी.

८) विद्यार्थी, पालक, शिक्षक व समाजातील सदस्य यांना कोविड-१९ च्या संदर्भातील आव्हाने व त्याबाबतची त्यांची भूमिका याबाबत जागरूक करणे:-

- शाळा सुरु करण्यापूर्वीच विद्यार्थी, पालक, शिक्षक व समाजातील सदस्य यांच्यात जागरूकता निर्माण करण्याकरिता शाळा व्यवस्थापन समितीने पत्रके, पत्रे व सार्वजनिक घोषणांच्या माध्यमांचा वापर करून पुढील मुद्द्यांबाबत कार्यवाही करावी:-
 - i. वैयक्तिक स्वच्छता व नेहमी वापरण्यात येणारे पृष्ठभागांचे निर्जंतुकीकरण इत्यादीबाबत काय करावे किंवा काय करू नये याबाबतच्या सुचना.
 - ii. शारीरिक अंतर पालनाचे (Physical distancing) चे महत्त्व.
 - iii. कोविड-१९ च्या प्रतिबंधासाठी आवश्यक स्वच्छताविषयक सवयी.
 - iv. कोविड-१९ बाबतच्या गैरसमजूती.
 - v. कोविड-१९ ची लक्षणे आढळल्यास शाळेत जाणे टाळणे.
- केंद्रीय आरोग्य व कुटुंब कल्याण मंत्रालय यांच्या सुचनांनुसार, सर्वच कर्मचारी जे (कोविड-१९च्या अनुषंगाने) अधिक उच्च धोक्याच्या पातळीमध्ये आहेत, जसे वयोवृद्ध कर्मचारी, दिव्यांग कर्मचारी, गरोदर महिला कर्मचारी व जे कर्मचारी औषध-उपचार

घेत आहेत, त्यांनी अधिक काळजी घ्यावी. त्यांनी शक्यतो विद्यार्थ्यांच्या प्रत्यक्ष संपर्कात येऊ नये.

९) शाळेतील उपस्थिती व वैद्यकीय रजा याबाबतच्या धोरणांमध्ये सुधारणा करणे:-

- विद्यार्थ्यांची शाळेतील उपस्थिती बंधनकारक नसून पूर्णतः पालकांच्या संमती वर अवलंबून असेल.
- पूर्ण उपस्थितीबाबतची पारितोषिके बंद करण्यात यावी.
- शाळेतील कर्मचाऱ्यांना त्यांना नेमून दिलेल्या कामाव्यतिरिक्त आणिबाणीच्या प्रसंगी इतर कर्मचाऱ्यांची कामे करण्यासाठी प्रशिक्षित करावे.

१०) माहितीचे एकत्रिकरण :-

- विद्यार्थी, पालक व शिक्षकांकडून पुढील माहिती स्वयंघोषित करून घ्यावी:-
त्यांची आरोग्याची स्थिती, आरोग्य सेतू ॲप वरील तपासणी अहवाल, तसेच अलीकडील आंतरराष्ट्रीय व आंतरराज्य प्रवासाची माहिती.
- स्थानिक प्रशासनाकडून राज्य व जिल्हा helpline तसेच जवळील कोविड सेंटर बदलची माहिती.

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शासन परिपत्रक क्रमांक संकीर्ण २०२०/प्र.क्र.१४०/एसडी-६; दि. १० नोव्हेंबर, २०२० सोबतचे

परिशिष्ट-ब

शाळा सुरु झाल्यानंतर आरोग्य, स्वच्छता व इतर सुरक्षाविषयक उपायोजनाबाबतच्या मार्गदर्शक सूचना:-

१) शाळेत व शाळेच्या परिसरात स्वच्छता व आरोग्यदायी परीस्थिती सतत राखणे:-

- शाळेचा परीसर दररोज नियमितपणे स्वच्छ केला जावा.
- शाळेतील वर्गखोल्या व वर्गखोल्यांच्या बाहेरील नेहमी स्पर्श होणारा पृष्ठभाग जसे लॅचेस, अध्ययन-अध्यापन साहित्य, डेस्क, टॅबलेट्स, खुर्च्या इ.वारंवार स्वच्छता व निर्जंतुकीकरण करण्यात यावे.
- शाळेतील व शाळेच्या परिसरातील सर्व कचरा नियमितपणे विल्हेवाट लावण्यात यावी.
- हात धुण्याच्या सर्व ठिकाणी साबण, हॅन्डवॉश व स्वच्छ पाण्याची व्यवस्था करण्यात यावी. शक्य झाल्यास अल्कोहोल मिश्रित हॅन्ड सॅनिटायझर सर्व महत्त्वाच्या ठिकाणी ठेवण्यात यावा.
- शाळेतील स्वच्छतागृहाचे वारंवार निर्जंतुकीकरण करण्यात यावे.
- सुरक्षित व स्वच्छ पिण्याचे पाणी विद्यार्थ्यांना उपलब्ध होईल याची दक्षता घेण्यात यावी. विद्यार्थ्यांनी सोबत वॉटर बॉटल आणण्यासाठी त्यांना प्रोत्साहित करावे.
- शाळा सुरु होण्यापूर्वी व शाळा सुटल्यानंतर शाळा व वर्ग खोल्यांचे नियमितपणे निर्जंतुकीकरण करण्यात यावे.
- वरील सर्व स्वच्छतेमध्ये विद्यार्थ्यांना सहभागी करून घेऊ नये.

२) शाळेत विद्यार्थ्यांना सुरक्षित ठेवणे :-

- सर्व विद्यार्थी, शिक्षक व कर्मचारी वर्ग यांनी शाळेत येताना व शाळेत असेपर्यंत तसेच, शाळेत कोणतीही कृती करताना मास्कचा वापर करावा. तसेच, विद्यार्थी मास्कची अदलाबदल करणार नाहीत याची दक्षता घ्यावी.
- विद्यार्थी, शिक्षक व कर्मचारी वर्गाची दररोज साधी आरोग्य चाचणी जसे Thermal Screening घेण्यात यावी.
- विद्यार्थी, शिक्षक व शाळेतील कर्मचाऱ्यांव्यतिरिक्त इतर कोणत्याही व्यक्तिला शाळेचा आवारात व शाळेच्या प्रवेशद्वारावर प्रवेश देऊ नये.
- काही विद्यार्थी सूचनांचे पालन करत नसल्यास ते त्यांच्या पालकांच्या निदर्शनांस आणावे.

३) विद्यार्थ्यांच्या सुरक्षित प्रवासाची सोय करणे :-

- कोविड-१९ संसर्ग टाळण्यासाठी पालकांनी शक्यतो विद्यार्थ्यांना स्वतः त्यांच्या वैयक्तिक वाहनाने शाळेत सोडावे.

- शाळा वाहतुकीच्या वाहनाचे दिवसातून किमान दोनवेळा (विद्यार्थी वाहनात येतांना व वाहनातून उतरल्यानंतर) निर्जंतुकीकरण करण्यात यावे.
- वाहनचालक व वाहक यांनी स्वतः तसेच विद्यार्थी शारीरिक अंतराचे पालन करतील, याची दक्षता घ्यावी. किमान ६ फुट अंतर राखण्यात यावे.
- बस / कार यांच्या खिडक्यांना पडदे नसावेत. सामान्यतः खिडक्या उघड्या ठेवण्यात याव्यात.
- वातानुकूलित बसेस मध्ये २४ ते ३० डिग्री सेल्सिअस तापमान राखावे.
- शक्य असल्यास वाहनात हॅन्ड सॅनिटायझर ठेवण्यात यावे.

४) शिक्षक व शिक्षकेतर कर्मचारी व विद्यार्थी यांचा सुरक्षित प्रवेश व गमन (Entry and Exit) :-

- विद्यार्थ्यांनी शाळेने निश्चित केल्याप्रमाणे शाळेत उपस्थित रहावे. शाळेत वावरताना त्यांनी किमान ६ फुट अंतराचे पालन करावे.
- विद्यार्थी व कर्मचारी वर्गाचे आगमन व गमन (Entry and Exit) यांचे वेळापत्रक अशा प्रकारे निश्चित करावे, ज्यामुळे शाळेत होणारी गर्दी टाळली जाईल.
- विविध इयत्तांचे वर्ग सुरु होण्याच्या व संपण्याच्या वेळामध्ये किमान १० मिनिटांचे अंतर असावे.
- शाळेच्या परिसरात चार पेक्षा जास्त विद्यार्थी एकत्र जमणार नाहीत, ही मुख्यध्यापकांची जबाबदारी असेल.
- शाळेस एकापेक्षा अधिक प्रवेशद्वार असल्यास शाळेत येताना व जाताना सर्व प्रवेशद्वारांचा वापर करावा.
- शाळेच्या बाहेरील वाहनांची गर्दी टाळण्यासाठी वाहतुक पोलिस किंवा समाजातील स्वयंसेवकाची मदत घ्यावी.
- शाळेच्या प्रमुखांनी आजारी असल्याच्या कारणामुळे कर्मचाऱ्यास रजेवर राहण्याची परवानगी देण्यात यावी.
- कुटुंबातील एखादा सदस्य किंवा घराजवळील एखादी व्यक्ती ताप / खोकला यांनी आजारी असल्यास आपल्या मुलांना शाळेत न पाठविण्याबाबत पालकांना अवगत करावे.

५) वर्गखोल्या व इतर ठिकाणी सुरक्षिततेच्या मानकांची खात्री करावी :-

- शाळेत प्रात्यक्षिक कार्ये (Practicals) घेताना विद्यार्थ्यांचे लहान लहान गट करून घेण्यात यावेत म्हणजे शारीरिक अंतराचे (Physical Distancing) पालन करणे सुलभ होईल.
- विद्यार्थ्यांनी कोणतेही साहित्य जसे पुस्तके, वही, पेन, पेन्सिल, वॉटर बॉटल, इत्यादींची अदलाबदल करू नये.
- ज्या विद्यार्थ्यांनी ऑनलाईन शिक्षणाचा पर्याय स्वीकारला असेल त्यांच्यासाठी ऑनलाईन गृहपाठाची व्यवस्था करावी.

- शक्य असल्यास वर्ग खुल्या परिसरात घ्यावेत. शक्य नसल्यास वर्गखोल्यांची दारे व खिडक्या उघड्या ठेवण्यात याव्यात. कोणत्याही परिस्थितीत बंद खोल्यांमध्ये वर्ग भरवण्यात येऊ नये.
- उदवाहन (lift) व व्हरांड्यांतील उपस्थित व्यक्तीच्या संख्येवर निर्बंध आणावेत.
- स्वच्छतागृहामध्ये अधिक गर्दी होऊ नये, याची दक्षता घ्यावी.
- विद्यार्थ्यांनी प्रत्येक कृती केल्यानंतर हात स्वच्छ धुवावेत.
- वातानुकूलित वर्ग खोल्यांचे तापमान २४ ते ३० डिग्री सेंटिग्रेड ठेवावे.

६) अभ्यासवर्गांची व्यवस्था:-

- शाळा व्यवस्थापन समितीने शाळेतील गर्दी टाळण्यासाठी एक दिवसआड विद्यार्थ्यांना शाळेत बोलवावे (५० टक्के विद्यार्थी एका दिवशी व उर्वरित ५० टक्के विद्यार्थी दुसऱ्या दिवशी). अशाप्रकारे एकाच दिवशी ५० टक्के विद्यार्थी ऑनलाईन वर्गात व उर्वरित ५० टक्के विद्यार्थी प्रत्यक्ष वर्गात उपस्थित राहून शिक्षण घेतील.
- इयत्ता निहाय ऑनलाईन व ऑफलाईन वर्गांचे वेळापत्रक, शिक्षकांची जबाबदारी निश्चिती याची जबाबदारी संबंधित शाळेच्या मुख्याध्यापकांची असेल. शक्यतो मुख्य विषय (Core Subjects) जसे गणित, विज्ञान व इंग्रजी शाळेत शिकवावेत व उर्वरित विषय शासनाने वेळोवेळी निर्गमित केलेल्या सूचनांप्रमाणे ऑनलाईन पद्धतीने शिकवावेत.
- प्रत्यक्ष वर्गाचा कालावधी ३ ते ४ तासांपेक्षा अधिक असू नये. प्रत्यक्ष वर्गाकरिता जेवणाची सुट्टी नसेल.

७) कोविड-१९ संशयित आढळल्यास करावयाची कार्यवाही :-

- शिक्षक, कर्मचारी वर्ग किंवा विद्यार्थी संशयित आढळल्यास त्यास एका खोलीत इतरांपासून वेगळे ठेवावे.
- तात्काळ रुग्णालय किंवा जिल्हा व राज्य संपर्क क्रमांकास (Helpline) कळवावे. त्यानंतर सर्व परिसराचे व त्या जागेचे निर्जंतुकीकरण करावे. राज्य व जिल्हा helpline क्रमांक तसेच जवळील कोविड सेंटर बदलची माहिती मुख्याध्यापक व प्रत्येक शिक्षकांच्या मोबाईलमध्ये असावी.

८) मानसिक व सामाजिक कल्याण :-

- चिंता आणि निराशा यासारख्या मानसिक आरोग्याच्या समस्या नोंदविणाऱ्या किंवा सांगणाऱ्या विद्यार्थी आणि शिक्षकांसाठी नियमित समुपदेशन केले जाईल, याची सुनिश्चिती करावी.
- शिक्षकांनी, शालेय समुपदेशकांनी आणि शालेय आरोग्य कर्मचाऱ्यांनी विद्यार्थ्यांचे व आपले मानसिक स्थिरता निश्चित करण्यासाठी एकत्रितपणे कार्य करावे.

उपरोक्त सूचनांव्यतिरिक्त स्थानिक परिस्थितीनुसार शाळांनी आवश्यक मार्गदर्शक सूचना निश्चित कराव्यात.

XXXXXXXXXXXXXXXXXXXX

SAVITRIBAI PHULE PUNE UNIVERSITY

(Formerly University of Pune)



Circular No. 323 / 2020

Important Notification

Regarding Commencement and Conclusion of Ist & IInd terms for the Academic Year 2020-2021

It is hereby informed that the provision of the circular 284 & 285 of 2020 dated 15 October 2020 regarding the dates of Commencement and Conclusion of the Ist and IInd terms for the Academic Year 2020-2021 is applicable for all Under Graduate/ Post Graduate courses under all Faculties for whom the admissions were NOT made under the Common Entrance Examination (CET) conducted by the Government or SPPU. The same is applicable for all such Under Graduate / Post Graduate courses for which the teaching commenced in August or September 2020.

The date of Commencement and Conclusion of the academic session of the first year of all those courses whose admission was made/ will be made under Common Entrance Examination (CET) conducted by the Government or SPPU will be announced shortly.


Deputy Registrar
(P.G. Admissions)

Ganeshkhind, Pune
Ref. No. PGS/2275
Date: 03/12/2020

Copy to: for information & necessary action
The Members of the Management Council.
The Deans of Faculties.
The Registrar, Savitribai Phule Pune University, Pune.
The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.
The Heads of all University Departments.
The Principals of all Affiliated Colleges.
The Directors of all Recognized Institutes.
The Heads of all the Administrative Sections of the University Office.
Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University
Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

Savitribai Phule Pune University
(Formerly University of Pune)



Circular No. 284 of 2020

Important Notification

**Dates of Commencement and Conclusion of Ist & IInd terms for the Academic Year 2020-2021
For affiliated Colleges/recognised Institutes Only.**

It is hereby informed that, the dates of Commencement and conclusion of the Ist and IInd term of for the Academic Year 2020-2021 University Courses, under various faculties shall be as under :

Dates of Commencement and conclusion of First Year of academic session 2020-21 will be declared later.

Sr. No.	Name of the Courses and Faculties	2020-2021			
		First Term		Second Term	
		Commencement	Conclusion	Commencement	Conclusion
1	Science & Technology				
	Science	15/06/2020	05/12/2020	01/01/2021	15/05/2021
	Engineering : SE,TE,BE	15/06/2020	05/12/2020	01/01/2021	15/05/2021
	Engineering :ME - II Year. MCA- II & III Year	01/07/2020	24/12/2020	19/01/2021	31/05/2021
	B.Architecture II, III, IV & V Year.	15/06/2020	05/12/2020	01/01/2021	15/05/2021
	M. Architecture II Year.	01/07/2020	24/12/2020	19/01/2021	31/05/2021
	B. Pharmacy	15/06/2020	05/12/2020	01/01/2021	15/05/2021
	M. Pharmacy	01/07/2020	24/12/2020	19/01/2021	31/05/2021
2	Commerce & Management				
	Commerce	15/06/2020	05/12/2020	01/01/2021	15/05/2021
	Management	01/07/2020	24/12/2020	19/01/2021	31/05/2021
3	Humanities				
	Arts & Fine Arts	15/06/2020	05/12/2020	01/01/2021	15/05/2021
	Mental Moral and Social Sciences				
	Law : UG & PG (II/III/IV/V Year.)	01/07/2020	24/12/2020	19/01/2021	31/05/2021
4	Inter-disciplinary Studies				
	Education II Year. (B.Ed., M.Ed.)	01/07/2020	24/12/2020	19/01/2021	31/05/2021
	Physical Education II Year. (B.P.Ed., M.P.Ed.)	01/07/2020	24/12/2020	19/01/2021	31/05/2021

NOTE

1. In view of prevailing COVID-19 situation in the Country, Colleges / Institutes shall required to follow the guidelines / instructions issued by the Government of Maharashtra time to time.
2. In case, the Principal of the affiliated Colleges require to give additional holiday in exceptional circumstances, he may do by the compensating the same by keeping the College working on Sunday.
3. The Term & holidays for the Post-Graduate courses coundected in the Colleges/Institutes will be as per the University Department.


Deputy Registrar
(P.G.Admission)

Ganeshkhind, Pune-07
Ref. No. PGS/ 1817
Date: 15/10/2020

Copy to: for Information and necessary action

- The Members of the Management Council.
- The Deans of Faculties.
- The Registrar, Savitribai Phule Pune University, Pune.
- The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.
- The Heads of all University Departments.
- The Principals of all Affiliated Colleges.
- The Directors of all Recognized Institutes.
- The Heads of all the Administrative Sections of the University Office.
- Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University
- Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

Savitribai Phule Pune University
(Formerly University of Pune)



Circular No. 285 of 2020

Important Notification

Dates of Commencement and Conclusion of Ist & IInd terms for the Academic Year 2020-2021

U. G. / P. G. Courses for University Departments

It is hereby informed that, the dates of Commencement and Conclusion of Ist & IInd terms for the Academic Year 2020-2021 University Courses, under various faculties shall be as under :

Dates of Commencement and conclusion of First Year of academic session 2020-21 will be declared later.

Sr. No.	Name of the Courses and Faculties	2020 - 2021			
		First Term		Second Term	
		Commencement	Conclusion	Commencement	Conclusion
1	Science & Technology	01/07/2020	05/12/2020	01/01/2021	15/05/2021
	Science				
	Technology				
2	Commerce & Management				
	Commerce				
	Management				
3	Humanities				
	Arts & Fine Arts				
	Mental Moral and Social Sciences				
	Law				
4	Inter- disciplinary Studies				
	Education				
	Physical Education				

NOTE

1. In view of prevailing COVID-19 situation in the Country, Colleges / Institutes shall required to follow the guidelines / instructions issued by the Government of Maharashtra time to time.
2. In case, the Head of Departments require to give additional holiday in exceptional circumstances, he may do by the compensating the same by keeping Department working on Sunday.


Deputy Registrar
(P.G.Admission)

Ganeshkhind, Pune-07

Ref. No. PGS/ 1818

Date: 15/10/2020

Copy to: for Information and necessary action

The Members of the Management Council.

The Deans of Faculties.

The Registrar, Savitribai Phule Pune University, Pune.

The Director, Examinations & Evaluation, SPPU, Pune

The Heads of all University Departments.

The Principals of all Affiliated Colleges.

The Directors of all Recognized Institutes.

The Heads of all the Administrative Sections of the University Office.

Asstt. Registrar, office of the Hon. Vice-Chancellor SPPU, Pune

Asstt. Registrar, office of the Hon. Vice-Chancellor SPPU, Pune

SAVITRIBAI PHULE PUNE UNIVERSITY
(Formerly University of Pune)



Circular No. 06 / 2021

Under the initiative "Mission Begin Again", phase-wise unlocking process subsequent to the lockdown declared due to COVID-19 Pandemic, has begun in the State of Maharashtra and reopening of universities and colleges is a part of the same. University Departments and colleges/institutions are likely to face a number of issues after reopening. In order to facilitate successful reopening of University Departments and colleges/institutions, and smooth conduct of teaching-learning process in offline mode, certain measures are required to be ensured by the University Departments and colleges/institutions for the safety and health of all the concerned, in advance.

It is notified to all Heads of University Departments, Principal/Directors of colleges/institutions to take necessary steps to ensure appropriate preparations for reopening of University Departments and colleges/institutions, in advance, in accordance with the U.G.C. Guidelines dated 6.11.2020, directions/ guidelines issued by the State Government and local authorities from time to time. Attached herewith copies for ready reference. **Date of reopening of University Departments and colleges/institutions will be notified in due course of time as per the directives of the State Government.**

This Circular is issued in supersession of the Circular No. 03/2021 dated 4.1.2021 in this regard.


Deputy Registrar
(P.G. Admission)

Ganeshkhind, Pune }
Ref No: - PGS/56 }
Date: 07/01/2021 }



डॉ. आर. मनोज कुमार
संयुक्त सचिव
Dr. R. Manoj Kumar
Joint Secretary



सत्यमेव जयते

विश्वविद्यालय अनुदान आयोग
University Grants Commission
(शिक्षा मंत्रालय, भारत सरकार)

(Ministry of Education, Govt. of India)

पश्चिम क्षेत्रीय कार्यालय, गणेशखिंड, पुणे- ४११००७

Western Regional Office, Ganeshkhind, Pune - 411007

Ph: 020 - 25696896, 25696897

Email: wrougc@gmail.com

By Email

No.F.2-30/14(General Circular/WRO)

November 6, 2020

To,

The Vice Chancellors/Directors of
(All the Universities/HEIs in the States of
Maharashtra, Gujarat, and Goa) and

The Principals of
(All the Colleges of Maharashtra, Gujarat, Goa and
UTs of Daman & Diu and Dadra & Nagar Haveli)

Subject : UGC Guidelines for Re-opening the Universities and Colleges Post
Lockdown due to COVID-19 Pandemic - reg.

Dear Madam/Sir,

Please find enclosed herewith a copy of letter D.O.No.14-8/2020(CPP-II) dated 5th November, 2020 from the Secretary, UGC regarding UGC Guidelines for Re-opening the Universities and Colleges post Lockdown due to COVID-19 Pandemic. The attached letter is self-explanatory. You are requested to comply with the instructions contained in the letter and take necessary action in this regard.

A copy of UGC Guidelines for Re-opening the Universities and Colleges post Lockdown due to COVID-19 Pandemic is also attached herewith.

With regards,

Yours sincerely,

Dr. R. Manoj Kumar

(Dr. R. Manoj Kumar)
Joint Secretary

End:-

1. Letter of Secretary, UGC, dated 05/11/2020
2. UGC Guidelines



आनं विज्ञान विमुक्तये

प्रो. रजनीश जैन
सचिव

Prof. Rajnish Jain
Secretary



सत्यमेव जयते

विश्वविद्यालय अनुदान आयोग
University Grants Commission

(शिक्षा मंत्रालय, भारत सरकार)
(Ministry of Education, Govt. of India)

बहादुरशाह जफर मार्ग, नई दिल्ली-110002
Bahadur Shah Zafar Marg, New Delhi-110002

Ph.: 011-23236288 / 23239337

Fax: 011-2323 8858

E-mail: secy.ugc@nic.in

D.O. 14-8/2020(CPP-II)

5th November, 2020

Subject: UGC guidelines for Re-Opening the Universities and Colleges Post Lock down due to COVID-19 Pandemic

Respected Madam /Sir,

Universities and other educational institutions across the country have been closed since 16th March, 2020 when the Government of India announced a countrywide lockdown as one of the measures to contain the COVID-19 outbreak. Keeping in view of the COVID-19 pandemic and subsequent lockdown, the University Grants Commission issued "*Guidelines on Examinations and Academic Calendar for the Universities in View of Covid-19 pandemic and subsequent Lockdown*" on 29th April, 2020 and then, on 6th July, 2020. The universities and colleges have put in their best efforts to continue their academic programmes and complete the syllabi using various ICT tools of teaching and learning since their closure from mid-March onwards.

The new academic session is going on and the universities and colleges need a customized plan, as per the local conditions where they are located, to deal with any eventuality arising due to the COVID -19 before resuming the activities on campuses. The top priority, while opening the institutions, should be the safety, health and well-being of the students, teachers and staff. In view of this, UGC has framed "Guidelines for Re-Opening the Universities and Colleges Post Lockdown due to COVID-19 Pandemic" (**Annexure-I**) which provide in detail the measures to be taken before re-opening of campuses. These Guidelines have also been vetted by the Ministry of Health & Family Welfare and approved by the Ministry of Home Affairs and the Ministry of Education. The Guidelines may be adopted by the institutions as per the local conditions and directives of the Government authorities.

You are requested to adopt these guidelines and take necessary steps to implement them accordingly. Further, the universities/colleges have to ensure that it is prepared in all respects to carry out the academic activities following necessary advisories / guidelines / directions issued by the Central / State Government, Ministry of Education (MoE) or UGC from time to time to prevent the spread of COVID-19.

With kind regards,

Yours sincerely,

(Rajnish Jain)

Encl : As above

To

1. The Vice-Chancellor of All Universities

**UGC GUIDELINES
FOR
RE-OPENING THE UNIVERSITIES AND COLLEGES
POST LOCKDOWN DUE TO COVID-19 PANDEMIC**



ज्ञान-विज्ञान विमुक्तये

**UNIVERSITY GRANTS COMMISSION
BAHADUR SHAH ZAFAR MARG
NEW DELHI**

NOVEMBER 2020

Table of Contents

S.No.	Particulars	Page No.
	Generic Preventive Measures/COVID Appropriate Behaviour	2
1	Introduction	3
2	Re-opening the Campuses – Issues and Challenges	4
3	Measures Required before Re-opening of Campuses	5
	3.1 Pre-requisites	5
	3.2 Modalities for Physical Opening of Colleges/Higher Education Institutions	5
	3.3 Measures	6
	3.4 Safety concerns	6
4.	Institutional Planning	8
	4.1 Safety Measures at Entry/ Exit Point(s)	9
	4.2 Safety Measures during Working Hours	9
	4.2.1 Classrooms and other Learning sites	9
	4.2.2 Inside the Campus	9
	4.2.3 Hostels	11
	4.2.4 Regular Monitoring of Health	12
	4.2.5 Counselling & Guidance for Mental Health	12
	4.2.6 Measures for Containment	13
	4.2.7 Sensitization of Students, Teachers and Staff	14
5.	Role of Stakeholders	15
	5.1 The Central/ State Government	15
	5.2 Head of the Institution	15
	5.3 Teachers	16
	5.4 Parents	16
	5.5 Students	17

Generic Preventive Measures/COVID-19 Appropriate Behaviour

The following public health measures are to be followed to reduce the risk of COVID-19 by all (faculty members, employees, students and visitors) in these places at all times:

- i. Physical distancing of at least 6 feet to be followed as far as feasible.**
- ii. Use of face covers/masks to be made mandatory.**
- iii. Frequent hand washing with soap (for at least 40-60 seconds) even when hands are not visibly dirty. Use of alcohol-based hand sanitizers (for at least 20 seconds) can be done wherever feasible.**
- iv. Respiratory etiquettes to be strictly followed. This involves strict practice of covering one's mouth and nose while coughing/sneezing with a tissue/handkerchief/flexed elbow and disposing of used tissues properly.**
- v. Self-monitoring of health by all and reporting any illness at the earliest.**
- vi. Spitting shall be strictly prohibited.**
- vii. Installation & use of Aarogya Setu App shall be advised wherever feasible.**

1. Introduction

Universities and other educational institutions across the country have been closed since 16th March, 2020 when the Government of India announced a countrywide lockdown as one of the measures to contain the COVID-19 outbreak. The Government of India through its Ministries, viz., Ministry of Home Affairs, Ministry of Health, Ministry of Ayush and Ministry of Education took several initiatives to contain the spread of the virus and issued directives and advisories to educate the people about the gravity of the infection from Coronavirus and the measures to protect from it. Specific instructions were also issued to the universities and colleges by the Ministry of Education and the UGC in this regard.

The University Grants Commission issued "Guidelines on Examinations and Academic Calendar for the Universities in View of COVID-19 Pandemic and Subsequent Lockdown" on 29th April, 2020 and then, on 6th July, 2020. These Guidelines covered important dimensions related to examinations, academic calendar, admissions, online teaching-learning and provided flexibility for adoption by the universities. Later "UGC Guidelines on Academic Calendar for the First Year of Under-Graduate and Post-Graduate Students of the Universities for the Session 2020-21 in View of COVID-19 Pandemic" were issued on 24th September, 2020.

In order to contain the spread of COVID-19 pandemic in the educational institutions and to ensure continuity in teaching- learning process, Ministry of Education and UGC issued several directives/ advisories/ guidelines to the universities and colleges, including the one to impart online education by making the best use of e-resources. Through all the communications made by Ministry of Education and UGC, it was emphasized to continue with teaching-learning processes using online modes such as Google Classroom, Cisco Webex Meeting, You Tube streaming, OERs, SWAYAM platform (www.swayam.gov.in), Swayam Prabha (www.swayamprabha.gov.in) (available on Doordarshan (Free dish) and Dish TV), e-yantra (www.e-yantra.org), Virtual Labs (www.vlab.co.in), FOSSEE (<https://fossee.in>), application of spoken tutorials (www.spoken-tutorial.org), National Digital Library (NDL) (<https://ndl.iitkgp.ac.in>), electronic journals (<https://ess.inflibnet.ac.in>) etc.

The new academic session is going on and the universities and colleges need a customized plan, as per the local conditions where they are located, to deal with any eventuality arising due the COVID -19 before resuming activities on campuses. Besides above, reopening of universities and colleges will relieve the students from uncertainties regarding their career, mode of functioning of universities and colleges, including the conduct of physical classes. Also, it will relieve teaching and other staff from any uncertainty regarding the continuity of their services and salary etc.

It is felt that even after the spread of Coronavirus is contained, certain preventive measures will be required to be followed for quite some time to avoid its recurrence. This will be all the more necessary for educational institutions as large numbers of students gather on the campuses. Keeping all these factors in view, the University Grants Commission has framed Guidelines for the universities and colleges which they may follow, while reopening their campuses after lockdown and the summer vacations. These Guidelines have been vetted by the Ministry of Health & Family Welfare and approved by the Ministry of Home Affairs and the Ministry of Education. The Guidelines may be adopted by the institutions as per the local conditions and directives of the Government authorities.

2. Re-Opening the Campuses - Issues and Challenges

Indian higher education system is very large and diverse. There are various types of universities, colleges and institutions offering programmes ranging from engineering, technical, medical, sciences, humanities and social sciences at undergraduate, postgraduate, and doctoral level, besides research and extension activities. Also, they vary in their geographical conditions, size, infrastructural capacity, types and duration of programmes etc. Therefore, the issues and challenges faced by them in reopening their campus also vary considerably.

Keeping in view the uncertainties of future due to COVID-19 pandemic and its impact on the functioning of universities and colleges, they may plan to reopen their campuses in a phased manner, ensuring safety, health and well-being of all students and staff. They should be flexible in their plan and should be ready to handle any eventuality arising due to COVID-19.

It may be difficult to comprehend all the challenges/ situations which the higher education institutions may be required to handle while they plan to reopen. However, some of the issues which they may be required to handle instantly are given below:

- i. To follow the advisories/guidelines/directions issued by the Central/State Government, Ministry of Education and UGC from time to time to prevent the spread of COVID-19.
- ii. Uncertainty among students regarding admissions, modes of teaching-learning, completion of courses, examinations, evaluation, declaration of results and the academic calendar, etc.
- iii. Anxiety, mental health and psychological issues of students developed during the lockdown period and fear of infection after the opening of campuses.
- iv. Safety measures including sanitisation of premises, thermal screening, ensuring physical distancing, face-cover/mask wearing, respiratory hygiene and hand-hygiene etc.
- v. Preparation for risk assessment and subsequent actions which may be required depending upon the residential status of the institution - whether fully residential, partially residential or non-residential.
- vi. Varied conditions of the pandemic in the state, area and environment where the students mainly live while making risk assessment and planning to address these challenges.
- vii. Besides students, a serious risk of infection will also be faced by the faculty, counsellors and other technical and non-teaching staff also who face/ interact with the students and also among themselves regularly.

3. Measures Required before Re-Opening of Campuses

As the universities and colleges are likely to face a number of issues at the time of reopening, they will be required to plan in advance. Some of the measures, which the institutions may have to take prior to reopening, are given below:

3.1 Pre-requisites

- i. Before reopening of any campus, the Central or the concerned State Government must have declared the area safe for reopening of educational institutions. The directions, instructions, guidelines and orders issued by the Central and State Government concerned regarding safety and health in view of COVID-19 must be fully abided by the higher education institutions.
- ii. However, they may develop stricter provisions and guidelines, if they feel it necessary. The universities and colleges have to make adequate arrangements to ensure the safety and health of students, faculty and staff.
- iii. The universities and colleges shall be allowed to open only if they are outside the containment zones. Further, students and staff living in containment zones will not be allowed to attend the colleges. Students and staff shall also be advised not to visit areas falling within containment zones.
- iv. The faculty, staff and students of the university and college should be encouraged to download 'Aarogya Setu App'.
- v. The institutions should be ready with a plan for handling the inflow of students, faculty and staff in the campus, monitoring disinfecting measures, safety and health conditions, screening and detecting the infected persons, containment measures to prevent the spread of the virus in the campus, and also alternative plan(s), in case the campus needs to be closed again due to spread of the virus in campus or in the surrounding area(s) in near future.

3.2 Modalities for Physical Opening of Colleges/Higher Education Institutions

The following modalities regarding the physical opening of Colleges/Higher Education Institutions, in a graded manner, may be adopted:

The Colleges/Higher Education Institutions outside the containment zones may be opened in a graded manner after consultations with concerned State/UT Governments and subject to adherence to the guidelines/SOP for safety and health protocol prepared by UGC, duly incorporating the view/comments of the Ministry of Health & Family Welfare, as under:

- i. For Centrally Funded Higher Education Institutions, the Head of the Institution should satisfy herself/himself regarding the feasibility of the opening of physical classes and decide accordingly.

- ii. For all other Higher Educational Institutions, e.g., State Universities, Private Universities etc., opening of physical classes to be done as per the decision of the respective State/UT Governments.

3.3 Measures

- i. Universities and colleges may plan opening the campuses in phases, with such activities where they can easily adhere to social distancing, use of face masks and other protective measures. This may include administrative offices, research laboratories and libraries etc.
- ii. Thereafter, students of all research programmes and post-graduate students in science & technology programmes may join as the number of such students is comparatively less and norms of physical distancing and preventive measures can be easily enforced.
- iii. Further, final year students may also be allowed to join for academic and placement purposes, as per the decision of the head of the institution.

However, for (i), (ii) and (iii) above, it should be ensured that not more than 50% of the total students should be present at any point of time and necessary guidelines/protocols to prevent the spread of COVID-19 are observed.

- iv. For the programmes, other than those mentioned in paras 3.3 (ii) and (iii) above, online/distance learning shall continue to be the preferred mode of teaching and shall be encouraged.
- v. However, if required, students may visit their respective departments in a small number for consultation with the faculty members, after seeking prior appointments to avoid crowding, while maintaining physical distancing norms and other safety protocols.
- vi. Some students may opt not to attend classes and prefer to study online while staying at home. Institutions may provide online study material and access to e-resources to such students for teaching-learning.
- vii. Institutions should have a plan ready for such international students who could not join the programme due to international travel restrictions or visa-related issues. Online teaching-learning arrangements should also be made for them.

3.4 Safety concerns

- i. The institutions should train their staff and students to assist and undertake the work related to safety and health to prevent an outbreak of the pandemic in their campuses. Non-resident students should be allowed in campuses only after thermal scanning, sanitization of their hands, wearing of face masks and gloves. Symptomatic persons should not be permitted to enter the campus and should be advised to contact the nearest hospital for clinical assessment.

- ii. Regular visits of a counsellor may be arranged so that students can talk with the counsellor about their anxiety, stress or fear.
- iii. To avoid the risk of transmission, the students, faculty and staff should be screened and symptomatic ones be advised to get clinically assessed before allowing them entry into the campus.
- iv. Isolation facilities for symptomatic persons and quarantine facilities for those who were in contact with the positively tested persons should be there on campus or a tie-up may be made in advance with some Government hospital or approved premises or as advised by the local authorities so that, in case of necessity, prompt action may be taken. Proper arrangement of safety, health, food, water etc. should be ensured for those in quarantine and isolation facilities.
- v. For those who have tested positive, isolation facilities should be in place either on campus itself or as a prior arrangement with some nearby hospital(s) or as advised by the local authorities.
- vi. Universities and colleges should prepare a policy for restricting the outside experts on campuses, study tours, field works etc., keeping in mind the COVID-19 situation.
- vii. All such programmes and extracurricular activities should be avoided where physical distancing is not possible.
- viii. Clean and hygienic conditions, as per safety and health advisories of the concerned government departments, are to be maintained at all places, including hostel kitchens, mess, washrooms, libraries, class rooms etc.
- ix. Proper signages, symbols, posters etc. should be prominently displayed at appropriate places to remind the students, faculty and staff for maintaining physical distancing. The details of COVID-19 cell established by the institution be prominently displayed containing the emergency number, helpline number, email id and contact details of persons to be contacted in case of any emergency in the institution.
- x. Ensure the norms of physical distancing, sanitization and hygienic conditions for use of common facilities, viz., Auditorium, Conference/ Seminar halls, Sports, Gymnasium, Canteen, Parking Area etc.

4. Institutional Planning

Institutional planning is the key for the successful reopening of the campuses and smooth conduct of the teaching-learning process during these difficult times. The universities and colleges will, therefore, be required to develop their plans very cautiously for reopening of their campuses and this planning has to be done well in advance. The plan may, inter-alia include the following points:

- i. Institutions should prepare details of opening the campus in a phased manner with a complete roster for all departments and batches of students in different programmes. Para 3.2 (i) & (ii) of the Guidelines may be referred.
- ii. The institutions must ensure appropriate sanitization and disinfection process and procedures.
- iii. It should be made mandatory for the Teachers, Officers, Staff and Students to wear the Id cards.
- iv. The faculty, student, staff should be screened regularly to protect and avoid infecting one another.
- v. All preventive measures, preparedness and necessary support system to deal with the COVID -19 positive cases should be monitored and reported to local authorities on a day to day basis.
- vi. Teaching hours in a day may be extended, as per requirements of the institution.
- vii. Six-day schedule may be followed so that classes can be conducted in phases and the seating arrangement be made keeping in view the requirements of physical distancing.
- viii. Universities and colleges may consider reducing the class size and break them in multiple sections to maintain physical distancing during the classes.
- ix. Depending on the availability of space in class rooms or learning sites, up to 50% students may be allowed on a rotation basis to attend the classes.
- x. Faculty should be trained for online teaching-learning practices.
- xi. The visitors should either not be allowed at all or their entry should be drastically restricted. The conditions of the entry for visitors should be strictly laid down and displayed on the entry point(s). Complete contact details of the visitors be maintained along with the names of persons whom he/ she meets.
- xii. There should be adequate isolation arrangements for those having symptoms and also for those who test positive for COVID-19 (however the two need to be kept separately), either at the level of the institution or in collaboration with the Government authorities.

4.1 Safety Measures at Entry/ Exit Point(s)

- i. Adequate arrangements of thermal scanners, sanitizers, face masks should be made available at all entry and exit points, including the reception area.
- ii. Crowding must be avoided at entry/ exit points. Staggered timings of entry and exit with limited strength for different programmes should be followed.
- iii. For ensuring queue management, inside and outside the premises, specific markings on the floor with a gap of 6 feet may be made and be adhered to.
- iv. In case the institution has more than one gate for entry/ exit, all the gates should be used, with adequate care, to avoid crowding.
- v. Monitoring of the entry and exit of the students should be done.
- vi. Screening of students, faculty and staff, wearing of face covers/ mask, sanitizing of hands etc. must be ensured at all entry points.
- vii. Those having symptoms of fever, cough or difficulty in breathing should not be allowed to enter.

4.2 Safety Measures during Working Hours

4.2.1 Classrooms and other Learning Sites

- i. Proper sanitization at all learning sites should be ensured. Cleaning and regular disinfection (using 1% sodium hypochlorite) of frequently touched surfaces (door knobs, elevator buttons, hand rails, chairs, benches, washroom fixtures, etc.) to be made mandatory in all class rooms, laboratories, (and also) lockers, parking areas, other common areas etc. before the beginning of classes and at the end of the day. Teaching materials, computers, laptops, printers, shall be regularly disinfected with 70% alcohol swipe.
- ii. Sitting places in classes, laboratories, computer labs, libraries etc. should be clearly marked, keeping in view the norms of physical distancing. At least one seat should be left vacant between two seats.
- iii. Wearing face cover/ mask is a must at all times and at all places inside the campus.

4.2.2 Inside the Campus

- i. Cultural activities, meeting etc. may be avoided. However, such extra-curricular and sports activities may be allowed where physical distancing is feasible and is in accordance with the Ministry of Home Affairs guidelines, issued under Disaster Management Act, 2005 from time to time

- ii. Adequate arrangements for safe drinking water should be made on the campus.
- iii. Hand washing stations with facilities of liquid soap should be created so that every student can wash her/ his hands frequently.
- iv. Regular and sufficient supply of face covers/ masks, heavy duty gloves, disinfecting material, sanitizer, soaps etc. to sanitation workers should be ensured.
- v. Wearing of face cover/ mask by all students and staff should be ensured.
- vi. Proper cleanliness should be maintained inside the entire campus.
- vii. Adequate arrangements should be made for sanitizing the entire campus, including administrative and academic buildings, classrooms, laboratories, libraries, common rooms, toilets, water stations, furniture, learning material, teaching aids, sports equipment, computers etc.
- viii. Physical distancing should be maintained at all places and crowding must not be allowed at any place under any circumstances.
- ix. An adequate supply of water in toilets and for hand- washing should be ensured.
- x. Proper sanitization of buses, other transport and official vehicles of the institution should be done.
- xi. Spitting in the campus must be made a punishable offence.
- xii. Dustbins must be cleaned and covered properly.
- xiii. Dustbin for collection of used facemasks, personal protective equipment, hand gloves and their disposals should be ensured as per safety norms. Provision for proper disposal of used personal protection items and general waste should be followed in accordance with CPCB guidelines (available at: https://cpcb.nic.in/uploads/Projects/Bio-Medical-Waste/BMW-GUIDELINES-COVID_1.pdf).
- xiv. For air-conditioning/ventilation, the guidelines of CPWD shall be followed which emphasizes that the temperature setting of all air conditioning devices should be in the range of 24-30°C, relative humidity should be in the range of 40-70%, intake of fresh air should be as much as possible and cross ventilation should be there.

- xv. Gymnasiums shall follow MoHFW guidelines (available at: <https://www.mohfw.gov.in/pdf/Guidelinesonyogainstitutesandgymnasiums03082020.pdf>).
- xvi. Swimming Pool (wherever applicable) shall remain closed.
- xvii. All employees who are at higher risk, i.e., older employees, pregnant employees and employees who have underlying medical conditions to take extra precautions. They should preferably not be exposed to any front-line work requiring direct contact with the students.

4.2.3 Hostels

- i. Hostels may be opened only in such cases where it is necessary while strictly observing the safety and health preventive measures. However, the sharing of rooms may not be allowed in hostels. Symptomatic students should not be permitted to stay in the hostels under any circumstances.
- ii. Since residential students may be coming from different locations, they shall remain in quarantine and self-monitor their health for a period of 14 days before being allowed to attend classes or as per the policy opted by the State Government for quarantine (even if they bring a negative test report or the university/college plan to test them on arrival).
- iii. There should be no crowding in hostel areas where students live in close proximity and share common facilities and utilities. Hence, their numbers need to be limited appropriately to avoid crowding. Also, hostel students should be called in phases.
- iv. Thermal Screening of all resident students should be ensured.
- v. They will be referred to the nearest COVID treatment facility for clinical assessment and treatment.
- vi. Density in dining halls, common rooms, playing areas should be limited, keeping in view the requirement of physical distancing.
- vii. Hygiene conditions should be regularly monitored in kitchens, dining halls, bathrooms and toilets etc.
- viii. Cleanliness is to be maintained in dining areas. Meals should be served in small batches, avoiding over-crowding. Take away options should be available for students and staff.
- ix. It must be ensured that the meals are freshly cooked. A senior staff should monitor the same.

- x. Utensils should be properly cleaned.
- xi. Wearing of face covers/ masks and proper sanitization of hands of the staff engaged for the preparation and distribution of meals should be ensured.
- xii. Resident students and staff should avoid or limit visiting the markets. As far as possible, essential items may be made available within the campus.
- xiii. Hostels may define the number of students in dining halls at any point in time. Mess timings may be increased to avoid overcrowding.

4.2.4 Regular Monitoring of Health

- i. Every institution should regularly monitor the health of its students, faculty, and staff.
- ii. Faculty, staff and students should also be sensitized on self-monitoring of their health.
- iii. Faculty, Staff and students should submit self-disclosure, if any of their family members have been infected/availed treatment for COVID-19.

4.2.5 Counselling & Guidance for Mental Health

In order to reassure the students' community to avoid any kind of stress or panic in the prevailing situation *vis-a-vis* their studies, health and related issues, Universities and Colleges should take the following measures for the mental health, psychological aspects and well-being of the students:

- i. All the faculty members, students and staff should be made aware of the Web page named "Manodarpan" – created on the Ministry of Education website to provide psychosocial support for Mental Health & Well-being during the COVID – 19 outbreak and beyond. The web page contains advisory, practical tips, posters, videos, do's and don'ts for Psychosocial support, FAQ and online query system. Also, a National Toll Free Helpline (8445440632) for country wide outreach to students from schools, colleges and universities has also been set up which will provide tele-counselling to address their mental health and psychosocial issues.
- ii. Set up helplines for mental health, psychological concerns and well-being of students in Universities/ Colleges which need to be regularly monitored by Counsellors and other identified faculty.

- iii. Regular mentoring of students through interactions, and appeals/letters by the Universities/ Colleges to remain calm and stress-free. This can be achieved through telephones, e-mails, digital and social media platforms.
- iv. Form COVID-19 help groups of students headed by hostel wardens / senior faculty who can identify friends/ classmates in need of help and provide the immediate necessary help.
- v. Share the following video links of Ministry of Health & Family Welfare <https://www.mohfw.gov.in/> on the University/ College website and with students and faculty via e-mail, through social media like Facebook, WhatsApp and twitter etc.

Practical tips to take care of your Mental Health during the Stay In

<https://www.youtube.com/watch?v=uHB3WJsLJ8s&feature=youtu.be>

Minding our minds during the COVID-19

<https://www.mohfw.gov.in/pdf/MindingourmindsduringCoronaeditedat.pdf>

Various Health Experts on how to manage Mental health & Well Being during COVID-19 outbreak

<https://www.youtube.com/watch?v=iuKhtSchp24&feature=youtu.be>

Behavioural Health: Psycho-Social toll free helpline - 0804611007

4.2.6 Measures for Containment

- i. As soon as a student, faculty or staff is detected COVID-19 positive, such person should be immediately isolated as per the directive/advisory of the Government. Room-mates and close contacts should be quarantined and symptomatic ones to be immediately tested.
- ii. Universities and colleges should have a ready plan to provide healthcare support to those resident students and staff who test positive and are isolated.
- iii. The guidelines restricting social and physical contacts and mobility in such parts of residential places in the campus, where positive cases have been found, should be strictly enforced. Measures like holding no class, not leaving the rooms for hostellers, if applicable, no take away arrangement of food from mess etc. may be enforced, depending upon the severity of the situation.
- iv. Universities and colleges should also plan in advance, in case shut down are ordered by the Government due to outbreak in campus or the surrounding region.

4.2.7 Sensitization of Students, Teachers and Staff

- i. Awareness programmes regarding COVID-19 as to how the infection spreads, common symptoms, and precautions and measures required to contain its spread may be launched.
- ii. Maintaining hygiene, e.g., how to wash hands, how to cough or sneeze into a tissue or elbow, avoid touching of face, eyes, mouth and nose should be regularly told to the students and the staff.
- iii. The necessity of physical distancing, wearing face covers/ masks, hygiene etc. should be brought home to all.
- iv. Activities to stay fit, physically and mentally, should be encouraged like doing exercises, yoga, breathing exercises, meditation, etc.
- v. To improve resilience and mental health, students should be encouraged to share their feelings with friends, teachers and parents, remain positive, grateful, helpful, have focussed approach, take a break from work, eat healthy and sleep timely etc.
- vi. Eating healthy food and fruits, avoiding junk food, frequently drinking warm water, adopting ways to increase immunity etc. should be encouraged.
- vii. Students should be told to regularly sanitize their laptops, audio, video and other media accessories.
- viii. Factual information regarding COVID-19 and consequences of infection, without making them stressed or fearful, should be disseminated.
- ix. Posters and stickers should be pasted at appropriate places in the campus to create awareness about the risk of infection from Coronavirus.
- x. All support and facilities should be provided to persons with disabilities (*Divyangjan*).
- xi. No discrimination based on caste, creed or gender should be allowed to take place.
- xii. Sharing of books, other learning material and eatables be discouraged.

5. Role of Stakeholders

5.1 Central/ State Government(s)

- i. The Government should help educational institutions to prepare an effective plan for reopening their campuses. The plan may vary from institution to institution, keeping in view the situation regarding spread of COVID-19 pandemic in a particular area/region/zone.
- ii. The Governments may issue clear instructions to the universities and colleges to ensure the safety and health of all concerned. This may include instructions for wearing of face masks, physical distancing, and the number of students in a class, library, hostels, and dining halls etc.
- iii. State governments, in consultations with higher education institutions, should prepare an estimate of requirement in each of their districts and zones, of disinfectants, facemasks and prepare a plan in advance for their procurement and distribution. Universities and colleges should ensure sufficient supplies of these items to their students, faculty and staff.
- iv. Keeping in view the varying conditions in any state at district and zonal levels, the Government concerned should prepare a region-specific plan, instead of a uniform plan for the entire state.
- v. State health departments should remain in touch with the universities and colleges and work to ensure that the campuses are well prepared to maintain the safe and healthy conditions and also to deal with the COVID-19 related unexpected situations.
- vi. The Governments should keep a constant touch with the universities and colleges regarding the status of COVID-19. The government may call information regarding COVID-19 related condition in the campuses and also call meetings at appropriate intervals with the Head of institutions through video conferencing.

5.2 Head of the Institution

- i. Vice- Chancellors/ Principals may get Standard Operating Procedures(SOPs) worked out in view of COVID-19 outbreak, in accordance with the Government orders and guidelines.
- ii. A detailed institutional plan which may, inter alia, include sanitization, safety and health measures should be prepared and kept ready, before reopening of campus. Proper implementation of the institutional plan should be ensured and regular monitoring should be done with the help of faculty and the staff.
- iii. Tie-ups may be established with nearby hospitals, health centres, NGOs, health experts for help and support in fighting COVID-19.

- iv. A plan for all academic activities, i.e., the academic calendar, teaching-learning modes, examinations, evaluation etc. should be kept ready well in advance.
- v. A Task Group should be created to handle varied situations and issues related to the COVID-19 pandemic. Such Task Group may consist of senior persons from faculty and staff, students, volunteers from communities, NGOs, health organisations and Government officials etc. as the case may be.
- vi. Teachers, students and staff should be made aware of all relevant plans and activities on the campus.

5.3 Teachers

- i. Teachers should make themselves fully aware of institutional plans and Standard Operating Procedures.
- ii. Every teacher should prepare a detailed teaching plan for the subjects taught by him/her, including time table, class size, modes of delivery, assignments, theory, practical, continuous evaluation, end- semester evaluation etc.
- iii. Teachers should keep themselves updated with the latest teaching- learning methods and availability of e-resources.
- iv. Teachers should make the students aware of the COVID-19 related situation, precautions and steps to be taken to stay safe and healthy.
- v. Teachers should monitor and keep track of the physical and mental health of their students.

5.4 Parents

- i. The parents should ensure that their children observe safety norms at home and whenever they go out.
- ii. Parents should not allow their children to go out, if they are not feeling well.
- iii. Parents may be advised that the 'Aarogya Setu App' has been downloaded by their children.
- iv. Parents should sensitize them of healthy food habits and measures to increase immunity.
- v. Parents should ask them to do exercise, yoga, meditation and breathing exercises to keep them mentally and physically fit.

5.5. Students

- i. Self-discipline is most important to contain the spread of COVID-19 pandemic through social distancing and maintaining hygienic condition.
- ii. All students should wear face covers/ masks and take all preventive measures.
- iii. May consider installing 'Aarogya Setu App' in the mobile.
- iv. It is important for the students to be physically and mentally fit to handle any exigencies. By remaining fit, they can take care of others also.
- v. The students must inculcate activities that will increase immunity-boosting mechanism which may include exercise, yoga, eating fresh fruits and healthy food (avoid fast food), sleep timely.
- vi. Discrimination of fellow students in respect of whom there is a history of COVID-19 disease in the family be avoided.
- vii. Give support to your friends under stress due to COVID-19 pandemic.
- viii. Students should follow the guidelines, advisories and instructions issued by the Government authorities as well as by the universities and colleges regarding health and safety measures in view of COVID-19 pandemic.

6. In view of the present scenario and future uncertainties:

- i. The universities may adopt and implement these Guidelines in a transparent manner by making alterations/ additions/ modifications/ amendments to deal with particular situation(s) in the best interest of students, educational institution and the entire education system, except in respect of those guidelines that are mandatory.
- ii. In case of educational institutions located at places where the Government (Centre/ State) have imposed restrictions on gathering of public, the institutions may plan accordingly. In any case, the above recommendations shall not cause any restrictions on the guidelines/directions issued by the appropriate Government/ competent authority.

Notwithstanding the above Guidelines, every university/ college has to ensure that it is prepared in all respects to carry out the academic activities following necessary advisories/guidelines/directions issued by the Central/State Government, Ministry of Education (earlier referred to as MHRD) or UGC from time to time to prevent the spread of COVID-19.

राज्यातील शाळा सुरक्षितपणे सुरु
करण्यासाठी मार्गदर्शक सूचना
निर्गमित करण्याबाबत.

महाराष्ट्र शासन
शालेय शिक्षण व क्रीडा विभाग
शासन परिपत्रक क्रमांक संकीर्ण २०२०/प्र.क्र.१४०/एसडी-६
मादम कामा मार्ग, हुतात्मा राजगुरु चौक,
मंत्रालय, मुंबई-४०० ०३२.
दिनांक :- १० नोव्हेंबर, २०२०

वाचा :- १) शासन परिपत्रक क्र.संकीर्ण २०२०/प्र.क्र.८६/एसडी-६; दिनांक १५ जुन, २०२०.
२) शासन परिपत्रक क्र.संकीर्ण २०२०/प्र.क्र.८६/एसडी-६; दिनांक २४ जुन, २०२०.
३) शासन परिपत्रक क्र.संकीर्ण २०२०/प्र.क्र.८६/एसडी-६; दिनांक २२ जूलै, २०२०.
४) शासन परिपत्रक क्र.संकीर्ण २०२०/प्र.क्र.८६/एसडी-६; दिनांक १७ ऑगस्ट, २०२०.
५) शासन परिपत्रक क्र.संकीर्ण २०२०/प्र.क्र.८६/एसडी-६; दिनांक २९ ऑक्टोबर, २०२०.
६) केंद्र शासनाच्या दि.०८.०९.२०२० रोजीच्या मार्गदर्शक सूचना.

पार्श्वभूमी :-

या विभागाच्या संदर्भ क्र. ०१ येथील शासन परिपत्रकानुसार राज्यात कोव्हीड- १९ च्या प्रादुर्भावामुळे उद्भवलेल्या परिस्थितीत राज्यातील शाळा प्रत्यक्षात सुरु करणे शक्य नसल्याने दि.१५ जुन, २०२० पासून शैक्षणिक वर्ष सुरु करुन स्थानिक परिस्थितीनुसार प्रत्यक्ष शाळा टप्प्या-टप्प्याने सुरु करण्याबाबत निर्णय घेण्याचे अधिकार संबंधित जिल्हाधिकारी, महानगरपालिका आयुक्त यांच्या सहाय्याने संबंधित शाळा व्यवस्थापन समिती यांना प्रदान करण्यात आले आहेत. त्याचबरोबर शाळांमध्ये शिक्षकांच्या उपस्थितीबाबत दिनांक २४ जून, २०२० रोजीच्या परिपत्रकान्वये मार्गदर्शक सूचना निर्गमित करण्यात आल्या आहेत. कोरोनाच्या प्रादुर्भावामुळे विद्यार्थ्यांचे शिक्षण थांबू नये यासाठी वरील संदर्भ क्रमांक ०३ येथील परिपत्रकान्वये पूर्व प्राथमिक ते इयत्ता १२ वी पर्यंतच्या विद्यार्थ्यांसाठी ऑनलाईन शिक्षणाचा कालावधी व शिक्षणाच्या स्वरूपाबाबत मार्गदर्शक सूचना निर्गमित करण्यात आल्या होत्या.

राज्यात Mission Begin Again अंतर्गत राज्यातील सर्व आस्थापना टप्प्या - टप्प्याने सुरु करण्यासाठी मार्गदर्शक सूचना (SOP) निर्गमित करण्यात येत आहेत. त्याच धर्तीवर शैक्षणिक वर्ष दि.१५ जून, २०२० पासून सुरु झाले असले तरी प्रत्यक्ष प्रथम: इयत्ता ९ वी ते इयत्ता १२ वी साठी शाळा सुरु करण्याबाबतचा प्रस्ताव शासनाच्या विचाराधीन होता.

परिपत्रक:-

१. राज्यातील इयत्ता ९ वी ते इयत्ता १२ वी चे वर्ग दिनांक २३ नोव्हेंबर, २०२० पासून सुरु करण्यास मान्यता देण्यात येत आहे. तसेच इयत्ता ९ वी ते १२ वी चे वसतिगृह व आश्रमशाळा विशेषतः आंतरराष्ट्रीय विद्यार्थ्यांचे वसतिगृह सुरु करण्यास मान्यता देण्यात येत आहे. शाळा सुरु करण्यापूर्वी व शाळा सुरु झाल्यानंतर आरोग्य, स्वच्छता व इतर सुरक्षाविषयक उपाययोजनांबाबतच्या मार्गदर्शक सूचना सोबत जोडलेल्या परिशिष्ट-अ व परिशिष्ट-ब मध्ये देण्यात आल्या आहेत.

२. कोविड-१९ बाबत केंद्र व राज्य शासनाच्या सूचनांचे पालन करण्यात यावे. विद्यार्थ्यांच्या उपस्थितीबाबत पालकांकडून आवश्यक ती लेखी संमती घेण्यात यावी.

३. या विभागाच्या संदर्भाधीन दिनांक १५ जुन, २०२० व दिनांक २९ ऑक्टोबर, २०२० रोजीच्या परिपत्रकातील सूचनांचे पालन करण्यात यावे.

४. सदर शासन परिपत्रक महाराष्ट्र शासनाच्या www.maharashtra.gov.in या संकेत स्थळावर उपलब्ध करण्यात आले असून त्याचा संगणक संकेतांक २०२०१११०१६४२४८३६२१ असा आहे. सदर परिपत्रक डिजिटल स्वाक्षरीने साक्षांकित करुन निर्गमित करण्यात येत आहे.

महाराष्ट्राचे राज्यपाल यांच्या आदेशानुसार व नावाने.

**RAJENDRA
SHANKARRAO PAWAR**

Digitally signed by RAJENDRA SHANKARRAO PAWAR
DN: c=IN, o=Government Of Maharashtra, ou=SCHOOL EDUCATION &
SPORT DEPARTMENT, postalCode=400032, st=Maharashtra,
2.5.4.20=679184b88f7019ef64ad6ddc2495ca280267cd4755ce63fa70c45
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serialNumber=01d5ac9d227fc738d4d5a366976c83175db4f058411807fb
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Date: 2020.11.10 16:52:07 +05'30'

(राजेंद्र पवार)

उप सचिव, महाराष्ट्र शासन

प्रति,

- १) मा. राज्यपालांचे सचिव, राजभवन, मुंबई.
- २) मा. मुख्यमंत्री, महाराष्ट्र राज्य यांचे प्रधान सचिव.
- ३) मा. उप मुख्यमंत्री, महाराष्ट्र राज्य यांचे सचिव.
- ४) मा. अध्यक्ष व मा. उपाध्यक्ष, विधान परिषद, विधान भवन, मुंबई.
- ५) मा. सभापती व मा. उपसभापती, विधान सभा, विधान भवन, मुंबई.
- ६) मा. मंत्री, (शालेय शिक्षण) यांचे खाजगी सचिव.
- ७) मा. राज्यमंत्री, (शालेय शिक्षण) यांचे खाजगी सचिव.
- ८) आयुक्त (शिक्षण), महाराष्ट्र राज्य, पुणे.
- ९) राज्य प्रकल्प संचालक, महाराष्ट्र प्राथमिक शिक्षण परिषद, मुंबई.

- १०) संचालक, राज्य शैक्षणिक संशोधन व प्रशिक्षण परिषद, महाराष्ट्र, पुणे.
- ११) शिक्षण संचालक (माध्यमिक व उच्च माध्यमिक), शिक्षण संचालनालय, महाराष्ट्र राज्य, पुणे.
- १२) शिक्षण संचालक (प्राथमिक), शिक्षण संचालनालय, महाराष्ट्र राज्य, पुणे.
- १३) प्रभारी संचालक, बालभारती,
- १४) सर्व विभागीय शिक्षण उपसंचालक.
- १५) मुख्य कार्यकारी अधिकारी, जिल्हा परिषद, सर्व
- १६) शिक्षणाधिकारी प्राथमिक/माध्यमिक (सर्व)
- १७) प्राचार्य, जिल्हा शिक्षण व प्रशिक्षण संस्था (सर्व).
- १८) प्रशासन अधिकारी, महानगरपालिका (सर्व)
- १९) निवडनस्ती(कार्या.एसडी-६)

शासन परिपत्रक क्रमांक संकीर्ण २०२०/प्र.क्र.१४०/एसडी-६; दि. १० नोव्हेंबर, २०२० सोबतचे

परिशिष्ट-अ

शाळा सुरु करण्यापूर्वी आरोग्य, स्वच्छता व इतर सुरक्षाविषयक उपाययोजनांबाबतच्या मार्गदर्शक सूचना

१) शाळेत स्वच्छता व निर्जंतुकीकरण विषयक सुविधा सुनिश्चित करणे:-

- शाळेत हात धुण्यासाठी सुविधा उपलब्ध करून देणे.
- Thermometer, Thermal Scanner/Gun, Pulse Oxymeter, जंतूनाशक, साबण, पाणी इत्यादी आवश्यक वस्तुंची उपलब्धता तसेच शाळेची स्वच्छता व निर्जंतुकीकरण स्थानिक प्रशासनाने (ग्रामीण व शहरी) सुनिश्चित करावी. वापरण्यात येणारे thermometer हे calibrated contactless infrared digital thermometer असावे.
- शाळा वाहतुक सुविधांचे निर्जंतुकीकरण सुनिश्चित करावे.
- एखाद्या शाळेत क्वारंटाईन सेंटर असल्यास स्थानिक प्रशासनाने ते इतर ठिकाणी स्थानापन्न करावे. स्थानिक प्रशासनाने अशा शाळेचे हस्तांतरण शाळा व्यवस्थापनाकडे करण्यापूर्वी त्याचे पूर्णतः निर्जंतुकीकरण करावे.
- क्वारंटाईन सेंटर इतर ठिकाणी नेणे शक्य नसल्यास शाळा खुल्या परिसरात किंवा इतर ठिकाणी भरवावी.

२) शिक्षकांची कोविड-१९ बाबतची चाचणी:-

- शाळेतील सर्व शिक्षक व शिक्षकेतर कर्मचाऱ्यांनी दि. १७ ते २२ नोव्हेंबर, २०२० या दरम्यान कोविड-१९ साठीची RTPCR चाचणी करणे बंधनकारक असेल. शिक्षक व शिक्षकेतर कर्मचाऱ्यांनी सदर चाचणीचे प्रयोगशाळेने दिलेले प्रमाणपत्र शाळा व्यवस्थापनास सादर करावे. सदर प्रमाणपत्राची शाळा व्यवस्थापनाने पडताळणी करावी.
- ज्या शिक्षक व शिक्षकेतर कर्मचाऱ्यांचे चाचणी अहवाल positive असतील त्यांनी डॉक्टरांनी प्रमाणित केल्यानंतरच शाळेत उपस्थित राहवे.
- ज्या शिक्षक व शिक्षकेतर कर्मचाऱ्यांचे चाचणी अहवाल negative आहेत त्यांनी शाळेत उपस्थित राहताना कोविड-१९ संदर्भातील सर्व मार्गदर्शक सूचनांचे पालन करणे आवश्यक राहिल. तसेच कोविड-१९ बाबतची लक्षणे आढळल्यास त्यांनी त्वरीत चाचणी करावी.

३) कार्यगट गठीत करणे:- सर्व भागधारकांचे त्यांच्या विशिष्ट जबाबदाऱ्यांसहित विविध कार्यगट गठित करावे जसे आपत्कालीन गट, स्वच्छता पर्यवेक्षण गट, इत्यादी. शिक्षक, विद्यार्थी व इतर भागधारक या गटांचे सभासद म्हणून सहकार्याने काम करतील.

४) बैठक व्यवस्था :-

- वर्गखोली तसेच स्टाफ रुम मधील बैठक व्यवस्था शारीरिक अंतर (Physical Distancing) च्या नियमानुसार असावी.
- वर्गामध्ये एका बाकावर एक विद्यार्थी याप्रमाणे नावानिशी बैठक व्यवस्था असावी.

५) शारीरिक अंतर (Physical distancing) च्या नियमांच्या अंमलबजावणीकरिता विविध चिन्हे व खुणा प्रदर्शित करणे :-

- शाळेत दर्शनी भागावर Physical distancing, मास्कचा वापर इत्यादी संदर्भात मार्गदर्शक सूचना असणारे posters/stickers प्रदर्शित करावे.
- थूंकण्यावरील बंदीची काटेकोरपणे अंमलबजावणी करावी.
- शाळेच्या अंतर्गत व बाह्य परिसरामध्ये रांगेत उभे राहण्याकरिता किमान सहा फूट इतके शारीरिक अंतर (Physical distance) राखले जाईल याकरिता विशिष्ट चिन्हे जसे चौकोन, वर्तुळ इत्यादींचा वापर गर्दी होणारी ठिकाणे जसे पाणी पिण्याच्या सुविधा, हात धुण्याच्या सुविधा, स्वच्छतागृहे इत्यादी ठिकाणी करण्यात यावा.
- शारीरिक अंतर (Physical distance) राखण्यासाठी येण्या व जाण्याचे वेगवेगळे मार्ग निश्चित करणाऱ्या बाणांच्या खुणा दर्शविण्यात याव्यात.

६) शाळेतील कार्यक्रम आयोजनावरील निर्बंध :- परिपाठ, स्नेह संमेलन, क्रीडा व इतर तत्सम कार्यक्रम ज्यामुळे अधिक गर्दी होऊ शकते अशा कार्यक्रमांच्या आयोजनावर कडक निर्बंध असेल. शिक्षक- पालक बैठका ऑनलाईन घ्याव्यात.

७) पालकांची संमती:-

- विद्यार्थ्यांनी शाळेत उपस्थित राहण्यापूर्वी त्यांच्या पालकांची लेखी संमती आवश्यक असेल. शाळा व्यवस्थापन समितीने पालकांशी वरील विषयी चर्चा करावी.
- आजारी असलेल्या मुलांना पालकांनी शाळेत पाठवू नये.
- विद्यार्थ्यांना त्यांच्या पालकांच्या संमतीने घरी राहून देखील अभ्यास करता येईल. अशा विद्यार्थ्यांच्या शैक्षणिक प्रगतीच्या मुल्यांकनाकरिता विशिष्ट योजना राज्य शैक्षणिक संशोधन व प्रशिक्षण परिषद, महाराष्ट्र यांनी तयार करण्यात यावी.

८) विद्यार्थी, पालक, शिक्षक व समाजातील सदस्य यांना कोविड-१९ च्या संदर्भातील आव्हाने व त्याबाबतची त्यांची भूमिका याबाबत जागरूक करणे:-

- शाळा सुरु करण्यापूर्वीच विद्यार्थी, पालक, शिक्षक व समाजातील सदस्य यांच्यात जागरूकता निर्माण करण्याकरिता शाळा व्यवस्थापन समितीने पत्रके, पत्रे व सार्वजनिक घोषणांच्या माध्यमांचा वापर करून पुढील मुद्द्यांबाबत कार्यवाही करावी:-
 - i. वैयक्तिक स्वच्छता व नेहमी वापरण्यात येणारे पृष्ठभागांचे निर्जंतुकीकरण इत्यादीबाबत काय करावे किंवा काय करू नये याबाबतच्या सूचना.
 - ii. शारीरिक अंतर पालनाचे (Physical distancing) चे महत्त्व.
 - iii. कोविड-१९ च्या प्रतिबंधासाठी आवश्यक स्वच्छताविषयक सवयी.
 - iv. कोविड-१९ बाबतच्या गैरसमजुती.
 - v. कोविड-१९ ची लक्षणे आढळल्यास शाळेत जाणे टाळणे.
- केंद्रीय आरोग्य व कुटुंब कल्याण मंत्रालय यांच्या सूचनांनुसार, सर्वच कर्मचारी जे (कोविड-१९च्या अनुषंगाने) अधिक उच्च धोक्याच्या पातळीमध्ये आहेत, जसे वयोवृद्ध कर्मचारी, दिव्यांग कर्मचारी, गरोदर महिला कर्मचारी व जे कर्मचारी औषध-उपचार

घेत आहेत, त्यांनी अधिक काळजी घ्यावी. त्यांनी शक्यतो विद्यार्थ्यांच्या प्रत्यक्ष संपर्कात येऊ नये.

९) शाळेतील उपस्थिती व वैद्यकीय रजा याबाबतच्या धोरणांमध्ये सुधारणा करणे:-

- विद्यार्थ्यांची शाळेतील उपस्थिती बंधनकारक नसून पूर्णतः पालकांच्या संमती वर अवलंबून असेल.
- पूर्ण उपस्थितीबाबतची पारितोषिके बंद करण्यात यावी.
- शाळेतील कर्मचाऱ्यांना त्यांना नेमून दिलेल्या कामाव्यतिरिक्त आणबाणीच्या प्रसंगी इतर कर्मचाऱ्यांची कामे करण्यासाठी प्रशिक्षित करावे.

१०) माहितीचे एकत्रिकरण :-

- विद्यार्थी, पालक व शिक्षकांकडून पुढील माहिती स्वयंघोषित करून घ्यावी:-
त्यांची आरोग्याची स्थिती, आरोग्य सेतू ऑप वरील तपासणी अहवाल, तसेच अलीकडील आंतरराष्ट्रीय व आंतरराज्य प्रवासाची माहिती.
- स्थानिक प्रशासनाकडून राज्य व जिल्हा helpline तसेच जवळील कोविड सेंटर बदलची माहिती.

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शासन परिपत्रक क्रमांक संकीर्ण २०२०/प्र.क्र.१४०/एसडी-६; दि. १० नोव्हेंबर, २०२० सोबतचे

परिशिष्ट-ब

शाळा सुरु झाल्यानंतर आरोग्य, स्वच्छता व इतर सुरक्षाविषयक उपायोजनाबाबतच्या

मार्गदर्शक सूचना:-

१) शाळेत व शाळेच्या परिसरात स्वच्छता व आरोग्यदायी परीस्थिती सतत राखणे:-

- शाळेचा परीसर दररोज नियमितपणे स्वच्छ केला जावा.
- शाळेतील वर्गखोल्या व वर्गखोल्यांच्या बाहेरील नेहमी स्पर्श होणारा पृष्ठभाग जसे लॅचेस, अध्ययन-अध्यापन साहित्य, डेस्क, टॅबलेट्स, खुर्च्या इ.वारंवार स्वच्छता व निर्जंतुकीकरण करण्यात यावे.
- शाळेतील व शाळेच्या परीसरातील सर्व कचरा नियमितपणे विल्हेवाट लावण्यात यावी.
- हात धुण्याच्या सर्व ठिकाणी साबण, हॅन्डवॉश व स्वच्छ पाण्याची व्यवस्था करण्यात यावी. शक्य झाल्यास अल्कोहोल मिश्रित हॅन्ड सॅनिटायझर सर्व महत्वाच्या ठिकाणी ठेवण्यात यावा.
- शाळेतील स्वच्छतागृहाचे वारंवार निर्जंतुकीकरण करण्यात यावे.
- सुरक्षित व स्वच्छ पिण्याचे पाणी विद्यार्थ्यांना उपलब्ध होईल याची दक्षता घेण्यात यावी. विद्यार्थ्यांनी सोबत वॉटर बॉटल आणण्यासाठी त्यांना प्रोत्साहित करावे.
- शाळा सुरु होण्यापूर्वी व शाळा सुटल्यानंतर शाळा व वर्ग खोल्यांचे नियमितपणे निर्जंतुकीकरण करण्यात यावे.
- वरील सर्व स्वच्छतेमध्ये विद्यार्थ्यांना सहभागी करून घेऊ नये.

२) शाळेत विद्यार्थ्यांना सुरक्षित ठेवणे :-

- सर्व विद्यार्थी, शिक्षक व कर्मचारी वर्ग यांनी शाळेत येताना व शाळेत असेपर्यंत तसेच, शाळेत कोणतीही कृती करताना मास्कचा वापर करावा. तसेच, विद्यार्थी मास्कची अदलाबदल करणार नाहीत याची दक्षता घ्यावी.
- विद्यार्थी, शिक्षक व कर्मचारी वर्गाची दररोज साधी आरोग्य चाचणी जसे Thermal Screening घेण्यात यावी.
- विद्यार्थी, शिक्षक व शाळेतील कर्मचाऱ्यांव्यतिरिक्त इतर कोणत्याही व्यक्तिला शाळेचा आवारात व शाळेच्या प्रवेशद्वारावर प्रवेश देऊ नये.
- काही विद्यार्थी सूचनांचे पालन करत नसल्यास ते त्यांच्या पालकांच्या निदर्शनांस आणावे.

३) विद्यार्थ्यांच्या सुरक्षित प्रवासाची सोय करणे :-

- कोविड-१९ संसर्ग टाळण्यासाठी पालकांनी शक्यतो विद्यार्थ्यांना स्वतः त्यांच्या वैयक्तिक वाहनाने शाळेत सोडावे.

- शाळा वाहतुकीच्या वाहनाचे दिवसातून किमान दोनवेळा (विद्यार्थी वाहनात येतांना व वाहनातून उतरल्यानंतर) निर्जंतुकीकरण करण्यात यावे.
- वाहनचालक व वाहक यांनी स्वतः तसेच विद्यार्थी शारीरिक अंतराचे पालन करतील, याची दक्षता घ्यावी. किमान ६ फुट अंतर राखण्यात यावे.
- बस / कार यांच्या खिडक्यांना पडदे नसावेत. सामान्यतः खिडक्या उघड्या ठेवण्यात याव्यात.
- वातानुकूलित बसेस मध्ये २४ ते ३० डिग्री सेल्सिअस तापमान राखावे.
- शक्य असल्यास वाहनात हॅन्ड सॅनिटायझर ठेवण्यात यावे.

४) शिक्षक व शिक्षकेत्तर कर्मचारी व विद्यार्थी यांचा सुरक्षित प्रवेश व गमन (Entry and Exit) :-

- विद्यार्थ्यांनी शाळेने निश्चित केल्याप्रमाणे शाळेत उपस्थित रहावे. शाळेत वावरताना त्यांनी किमान ६ फुट अंतराचे पालन करावे.
- विद्यार्थी व कर्मचारी वर्गाचे आगमन व गमन (Entry and Exit) यांचे वेळापत्रक अशा प्रकारे निश्चित करावे, ज्यामुळे शाळेत होणारी गर्दी टाळली जाईल.
- विविध इयत्तांचे वर्ग सुरु होण्याच्या व संपण्याच्या वेळामध्ये किमान १० मिनिटांचे अंतर असावे.
- शाळेच्या परिसरात चार पेक्षा जास्त विद्यार्थी एकत्र जमणार नाहीत, ही मुख्यध्यापकांची जबाबदारी असेल.
- शाळेस एकापेक्षा अधिक प्रवेशद्वार असल्यास शाळेत येताना व जातांना सर्व प्रवेशद्वारांचा वापर करावा.
- शाळेच्या बाहेरील वाहनांची गर्दी टाळण्यासाठी वाहतुक पोलिस किंवा समाजातील स्वयंसेवकाची मदत घ्यावी.
- शाळेच्या प्रमुखांनी आजारी असल्याच्या कारणामुळे कर्मचाऱ्यास रजेवर राहण्याची परवानगी देण्यात यावी.
- कुटुंबातील एखादा सदस्य किंवा घराजवळील एखादी व्यक्ती ताप / खोकला यांनी आजारी असल्यास आपल्या मुलांना शाळेत न पाठविण्याबाबत पालकांना अवगत करावे.

५) वर्गखोल्या व इतर ठिकाणी सुरक्षिततेच्या मानकांची खात्री करावी :-

- शाळेत प्रात्यक्षिक कार्ये (Practicals) घेताना विद्यार्थ्यांचे लहान लहान गट करून घेण्यात यावेत म्हणजे शारीरिक अंतराचे (Physical Distancing) पालन करणे सुलभ होईल.
- विद्यार्थ्यांनी कोणतेही साहित्य जसे पुस्तके, वही, पेन, पेन्सिल, वॉटर बॉटल, इत्यादींची अदलाबदल करू नये.
- ज्या विद्यार्थ्यांनी ऑनलाईन शिक्षणाचा पर्याय स्वीकारला असेल त्यांच्यासाठी ऑनलाईन गृहपाठाची व्यवस्था करावी.

- शक्य असल्यास वर्ग खुल्या परिसरात घ्यावेत. शक्य नसल्यास वर्गखोल्यांची दारे व खिडक्या उघड्या ठेवण्यात याव्यात. कोणत्याही परिस्थितीत बंद खोल्यांमध्ये वर्ग भरवण्यात येऊ नये.
- उदवाहन (lift) व व्हरांड्यांतील उपस्थित व्यक्तीच्या संख्येवर निर्बंध आणावेत.
- स्वच्छतागृहामध्ये अधिक गर्दी होऊ नये, याची दक्षता घ्यावी.
- विद्यार्थ्यांनी प्रत्येक कृती केल्यानंतर हात स्वच्छ धुवावेत.
- वातानुकूलित वर्ग खोल्यांचे तापमान २४ ते ३० डिग्री सेंटिग्रेड ठेवावे.

६) अभ्यासवर्गांची व्यवस्था:-

- शाळा व्यवस्थापन समितीने शाळेतील गर्दी टाळण्यासाठी एक दिवसआड विद्यार्थ्यांना शाळेत बोलवावे (५० टक्के विद्यार्थी एका दिवशी व उर्वरित ५० टक्के विद्यार्थी दुसऱ्या दिवशी). अशाप्रकारे एकाच दिवशी ५० टक्के विद्यार्थी ऑनलाईन वर्गात व उर्वरित ५० टक्के विद्यार्थी प्रत्यक्ष वर्गात उपस्थित राहून शिक्षण घेतील.
- इयत्ता निहाय ऑनलाईन व ऑफलाईन वर्गांचे वेळापत्रक, शिक्षकांची जबाबदारी निश्चिती याची जबाबदारी संबंधित शाळेच्या मुख्याध्यापकांची असेल. शक्यतो मुख्य विषय (Core Subjects) जसे गणित, विज्ञान व इंग्रजी शाळेत शिकवावेत व उर्वरित विषय शासनाने वेळोवेळी निर्गमित केलेल्या सूचनांप्रमाणे ऑनलाईन पद्धतीने शिकवावेत.
- प्रत्यक्ष वर्गाचा कालावधी ३ ते ४ तासांपेक्षा अधिक असू नये. प्रत्यक्ष वर्गाकरिता जेवणाची सुट्टी नसेल.

७) कोविड-१९ संशयित आढळल्यास करावयाची कार्यवाही :-

- शिक्षक, कर्मचारी वर्ग किंवा विद्यार्थी संशयित आढळल्यास त्यास एका खोलीत इतरांपासून वेगळे ठेवावे.
- तात्काळ रुग्णालय किंवा जिल्हा व राज्य संपर्क क्रमांकास (Helpline) कळवावे. त्यानंतर सर्व परिसराचे व त्या जागेचे निर्जंतुकीकरण करावे. राज्य व जिल्हा helpline क्रमांक तसेच जवळील कोविड सेंटर बदलची माहिती मुख्याध्यापक व प्रत्येक शिक्षकांच्या मोबाईलमध्ये असावी.

८) मानसिक व सामाजिक कल्याण :-

- चिंता आणि निराशा यासारख्या मानसिक आरोग्याच्या समस्या नोंदविणाऱ्या किंवा सांगणाऱ्या विद्यार्थी आणि शिक्षकांसाठी नियमित समुपदेशन केले जाईल, याची सुनिश्चिती करावी.
- शिक्षकांनी, शालेय समुपदेशकांनी आणि शालेय आरोग्य कर्मचाऱ्यांनी विद्यार्थ्यांचे व आपले मानसिक स्थिरता निश्चित करण्यासाठी एकत्रितपणे कार्य करावे.

उपरोक्त सूचनांव्यतिरिक्त स्थानिक परिस्थितीनुसार शाळांनी आवश्यक मार्गदर्शक सूचना निश्चित कराव्यात.

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Savitribai Phule Pune University
(Formerly University of Pune)



Circular No.103 of 2020

Important Notification

**Revised Dates of Conclusion of II terms for the Academic Year 2019-2020 and Commencement for the Academic Year 2020-2021
For affiliated Colleges/recognised Institutes Only.**

In view of prevailing COVID-19 situation in the Country, it is hereby informed that, the revised dates of conclusion of the Second term of 2019-2020 and Commencement for the Academic Year 2020-2021 University Courses, under various faculties shall be as under :

Sr. No.	Name of the Courses and Faculties	II Term 2019-20	I Term 2020-2021
		Conclusion	Commencement
1	Science & Technology		
	Science	05/06/2020	15/06/2020
	Engineering : SE,TE,BE & MCA-II, & III Year	05/06/2020	15/06/2020
	Engineering :ME - II Year.	05/06/2020	01/07/2020
	B.Architecture II, III, IV & V Year.	05/06/2020	15/06/2020
	M. Architecture II Year.	05/06/2020	01/07/2020
	B. Pharmacy	05/06/2020	15/06/2020
	M. Pharmacy	05/06/2020	01/07/2020
2	Commerce & Management		
	Commerce	05/06/2020	15/06/2020
	Management	05/06/2020	01/07/2020
3	Humanities		
	Arts & Fine Arts	05/06/2020	15/06/2020
	Mental Moral and Social Sciences		
	Law : UG & PG (II, III, IV & V Year.)	05/06/2020	01/07/2020
4	Inter-disciplinary Studies		
	Education II Year.(B.Ed., M.Ed.)	05/06/2020	01/07/2020
	Physical Education II Year.(B.P.Ed., M.P.Ed.)	05/06/2020	01/07/2020

NOTE

1. **Colleges / Institutes in the red zone / contenment zone shall required to follow the guidelines / instructions issued by the Government of Maharashtra.**
2. **Details of conclusion of Ist term and Commencement and conclusion of IInd term of academic year 2020-2021 will be declared later.**


Deputy Registrar
(P.G.Admission)

Ganeshkhind, Pune-07

Ref. No. PGS/ 779

Date: 02/06/2020

Copy to: for Information and necessary action

The Members of the Management Council.

The Deans of Faculties.

The Registrar, Savitribai Phule Pune University, Pune.

The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.

The Heads of all University Departments.

The Principals of all Affiliated Colleges.

The Directors of all Recognized Institutes.

The Heads of all the Administrative Sections of the University Office.

Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University

Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

Savitribai Phule Pune University
(Formerly University of Pune)



Circular No. 133 of 2021
Important Notification

Dates of Commencement and Conclusion of terms of U.G. / P.G. Courses for the Academic Year 2021-22 For University Departments.

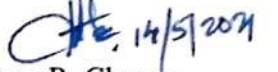
It is hereby informed that, the dates of Commencement and conclusion of terms of U.G. / P.G. Courses for the Academic Year 2021-2022, under various faculties shall be as under :

The date of Commencement and Conclusion of the academic session of the first year of all those courses whose admission was made/ will be made under Common Entrance Examination (CET) conducted by the Government/SPPU will be announced separately.

Sr. No.	Name of the Faculty	Name of the Courses	Course Year	2021 - 2022			
				First Term		Second Term	
				Commencement	Conclusion	Commencement	Conclusion
1	Science & Technology	Science	I, III, IV	01/07/2021	11/12/2021	01/01/2022	20/05/2022
		M.Tech.					
		Technology					
			II	05/10/2021	25/01/2022	01/02/2022	31/05/2022
2	Commerce & Management	Commerce	I	01/07/2021	11/12/2021	01/01/2022	20/05/2022
			II	05/10/2021	25/01/2022	01/02/2022	31/05/2022
		M.B.A. Executive	I	01/07/2021	11/12/2021	01/01/2022	20/05/2022
		M.B.A. Pharma-BT					
			II	05/10/2021	25/01/2022	01/02/2022	31/05/2022
		M.B.A.	II	15/11/2021	03/03/2022	11/03/2022	30/06/2022
3	Humanities	Arts & Fine Arts	I	01/07/2021	11/12/2021	01/01/2022	20/05/2022
		Mental, Moral and Social Sciences					
		LL.M.					
			II	05/10/2021	25/01/2022	01/02/2022	31/05/2022
4	Inter-disciplinary Studies	Education	I, III, IV	01/07/2021	11/12/2021	01/01/2022	20/05/2022
		M.A. Education					
		B.Sc. B.Ed. (Integrated)					
		M.Lib.I.Sc.					
		Fine Arts / Performing Arts					
		M.A. Journalism & Mass Communication					
		M.A. Yoga					
			II	05/10/2021	25/01/2022	01/02/2022	31/05/2022

NOTE

1. In view of prevailing COVID-19 situation in the Country, Colleges / Institutes shall required to follow the guidelines / instructions issued by the Government of Maharashtra time to time.
2. In case the Head of the department require to give additional holiday in exceptional circumstances, he may do by the compensative the same by keeping the deparments working on Sunday.


Uttam R. Chavan
Deputy Registrar
(P.G.Admission)

Ganeshkhind, Pune-07
Ref. No. PGS/ 1962
Date: 14/05/2021

Copy to:

The Heads of all University Departments, Savitribai Phule Pune University, Pune.
The Principals of all Affiliated Colleges, Savitribai Phule Pune University, Pune.
The Directors of all Recognized Institutes, Savitribai Phule Pune University, Pune.

Copy to: for information

The Members of the Management Council , Savitribai Phule Pune University, Pune.
The Registrar, Savitribai Phule Pune University, Pune.
The Deans of Faculties, Savitribai Phule Pune University, Pune.
The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.

Savitribai Phule Pune University
(Formerly University of Pune)



Circular No. 134 of 2021

Important Notification

Dates of Commencement and Conclusion of terms of U.G. / P.G. Courses for the Academic Year 2021-22 For affiliated Colleges/recognised Institutes.

It is hereby informed that, the dates of Commencement and conclusion of terms of U.G. / P.G. Courses for the Academic Year 2021-2022, under various faculties shall be as under :

The date of Commencement and Conclusion of the academic session of the first year of all those courses whose admission was made/ will be made under Common Entrance Examination (CET) conducted by the Government/SPPU will be announced seperatly.

Sr. No.	Name of the Faculty	Name of the Courses	Year	2021 - 2022			
				First Term		Second Term	
				Commencement	Conclusion	Commencement	Conclusion
1	Science & Technology	Science	I, III	15/06/2021	20/10/2021	15/11/2021	30/04/2022
			II	01/07/2021	20/10/2021	15/11/2021	30/04/2022
		Engineering	TE, BE	15/06/2021	20/10/2021	15/11/2021	30/04/2022
			SE	20/08/2021	12/11/2021	03/01/2022	15/05/2022
		ME, MCA	II	20/08/2021	12/11/2021	03/01/2022	15/05/2022
		B.Architecture	III, IV & V	15/06/2021	20/10/2021	15/11/2021	30/04/2022
			II	20/08/2021	12/11/2021	03/01/2022	15/05/2022
		M. Architecture	II	20/08/2021	12/11/2021	03/01/2022	15/05/2022
		B. Pharmacy	III & IV	15/06/2021	20/10/2021	15/11/2021	30/04/2022
			II	20/08/2021	12/11/2021	03/01/2022	15/05/2022
		M. Pharmacy	II	20/08/2021	12/11/2021	03/01/2022	15/05/2022
2	Commerce & Management	Commerce	I, III	15/06/2021	20/10/2021	15/11/2021	30/04/2022
			II	01/07/2021	20/10/2021	15/11/2021	30/04/2022
		Management	II	15/11/2021	03/03/2022	11/03/2022	30/06/2022

Sr. No.	Name of the Faculty	Name of the Courses	Year	2021 - 2022			
				First Term		Second Term	
				Commencement	Conclusion	Commencement	Conclusion
3	Humanities	Arts & Fine Arts	I, III	15/06/2021	20/10/2021	15/11/2021	30/04/2022
			II	01/07/2021	20/10/2021	15/11/2021	30/04/2022
		Mental, Moral and Social Sciences	I, III	15/06/2021	20/10/2021	15/11/2021	30/04/2022
			II	01/07/2021	20/10/2021	15/11/2021	30/04/2022
		Law : UG & PG	III, IV & V	01/07/2021	11/12/2021	01/01/2022	20/05/2022
		B.A. LL.B. 5 Yrs	II	11/10/2021	31/01/2022	05/2/2022	31/05/2022
		LL.B. 3 Years	II	11/10/2021	31/01/2022	05/2/2022	31/05/2022
4	Inter-disciplinary Studies	Education (B.Ed.)	II	15/09/2021	06/01/2022	17/01/2022	10/05/2022
		Education (M.Ed.)	II	15/09/2021	06/01/2022	17/01/2022	10/05/2022
		Physical Education (B.P.Ed.)	II	15/09/2021	06/01/2022	17/01/2022	10/05/2022
		Physical Education (M.P.Ed.)	II	15/09/2021	06/01/2022	17/01/2022	10/05/2022

NOTE

1. In view of prevailing COVID-19 situation in the Country, Colleges / Institutes shall required to follow the guidelines / instructions issued by the Government of Maharashtra time to time.
2. In case the Principal of the Affiliated Colleges require to give additional holiday in exceptional circumstances, he may do by the compensative the same by keeping the college working on Sunday.
3. The college are required to complete the theory and practical remaining syllabus of current term of academic year 2020-21.

He. 14/5/2021.

Uttam R. Chavan
Deputy Registrar
(P.G.Admission)

Ganeshkhind, Pune-07
Ref. No. PGS/ 1961
Date: 14/05/2021

Copy to:

The Heads of all University Departments, Savitribai Phule Pune University, Pune.
The Principals of all Affiliated Colleges, Savitribai Phule Pune University, Pune.
The Directors of all Recognized Institutes, Savitribai Phule Pune University, Pune.

Copy to: for information

The Members of the Management Council , Savitribai Phule Pune University, Pune.
The Registrar, Savitribai Phule Pune University, Pune.
The Deans of Faculties, Savitribai Phule Pune University, Pune.
The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.

सावित्रीबाई फुले पुणे विद्यापीठ

(पूर्वीचे पुणे विद्यापीठ)



परिपत्रक २३३/२०२२

विषय : सन २०२२ च्या स्थानिक सुट्ट्या.

‘सर्व संबंधितांना या परिपत्रकाद्वारे कळविण्यात येते की, मा. विभागीय आयुक्त, पुणे व मा. विभागीय आयुक्त, नाशिक विभाग, नाशिक यांनी अनुक्रमे पुणे व नाशिक जिल्ह्यातील शासनाच्या सर्व कार्यालयांना जाहीर केलेल्या खालील स्थानिक सुट्ट्या सावित्रीबाई फुले पुणे विद्यापीठ/ नाशिक उपकेंद्र शिक्षक सेवकांना व सावित्रीबाई फुले पुणे विद्यापीठाशी संलग्नित पुणे व नाशिक जिल्ह्यातील महाविद्यालय/मान्यताप्राप्त संस्थेतील शिक्षक सेवकांना देखील स्थानिक सुट्ट्या म्हणून जाहीर करण्यात येत आहेत.

अ.क्र.	दिनांक	वार	स्थानिक सुट्ट्या
१	११ ऑगस्ट, २०२२	गुरूवार	रक्षाबंधन
२	०९ सप्टेंबर, २०२२	शुक्रवार	अनंत चतुर्दशी
३	२६ सप्टेंबर, २०२२	सोमवार	घटस्थापना

तसेच मा. जिल्हाधिकारी, जिल्हाधिकारी कार्यालय, अहमदनगर यांनी अहमदनगर जिल्ह्यातील शासनाच्या सर्व कार्यालयांसाठी (न्यायालयीन विभाग वगळून) जाहीर केलेल्या खालील स्थानिक सुट्ट्या अहमदनगर जिल्ह्यातील सावित्रीबाई फुले पुणे विद्यापीठ उपकेंद्र यांना तसेच सावित्रीबाई फुले पुणे विद्यापीठाशी संलग्नित अहमदनगर जिल्ह्यातील महाविद्यालये/मान्यताप्राप्त संस्थेतील शिक्षक सेवकांना देखील स्थानिक सुट्ट्या म्हणून जाहीर करण्यात येत आहेत.

अ.क्र.	दिनांक	वार	स्थानिक सुट्ट्या
१	११ ऑगस्ट, २०२२	गुरूवार	रक्षाबंधन
२	२६ सप्टेंबर, २०२२	सोमवार	घटस्थापना
३	२१ ऑक्टोबर, २०२२	शुक्रवार	वसुवारस


उपकुलसचिव
शैक्षणिक प्रवेश विभाग

गणेशखिंड, पुणे ४११ ००७.)
संदर्भ क्र. शै.प्रवेश/ ३९१५)
दिनांक : १०/०८/२०२२)

प्रत माहिती व योग्य त्या कार्यवाहीसाठी :-

मा. विभागप्रमुख, सर्व शैक्षणिक विभाग, सावित्रीबाई फुले पुणे विद्यापीठ
मा. प्राचार्य, विद्यापीठाशी संलग्न सर्व महाविद्यालये.
मा. संचालक, विद्यापीठाच्या मान्यताप्राप्त सर्व परिसंस्था.
मा. उपकुलसचिव, जनसंपर्क कार्यालय

आपणांस विनंती की, वरील
परिपत्रकाचा आशय सर्व संबंधितांच्या
निदर्शनास आणून द्यावा.

क्र.साप्र/५/कावि/ १०/ २०२२
विभागीय आयुक्त कार्यालय
विधान भवन, पुणे विभाग.
(सामान्य प्रशासन विभाग)
दिनांक :- ०७/०१/२०२२

विषय- स्थानिक सुट्ट्या -२०२२ जाहीर करण्याबाबत

आदेश

शासन, राजनैतिक सेवा विभाग, निर्णय क्र.पी-१३-२ बी, दि.१६-०१-१९५८ व शासन, सामान्य प्रशासन विभाग अधिसूचना क्र.सावैसु-स्था-१०८३-१७७१-(६४)-८४-२९, दिनांक १४-०३-१९८३ अन्वये प्रदान केलेल्या अधिकाराचा वापर करून मी, सौरभ राव, विभागीय आयुक्त, पुणे विभाग पुणे सन २०२२ या वर्षासाठी पुणे जिल्ह्यामधील महाराष्ट्र शासनाच्या सर्व कार्यालयांसाठी खालील दिवस सुट्ट्यांचे दिवस म्हणून जाहीर करित आहे.

अ.क्र.	दिनांक	वार	सन २०२२ मधील स्थानिक सुट्ट्या
१.	११ ऑगस्ट, २०२२	गुरुवार	रक्षाबंधन
२.	०९ सप्टेंबर, २०२२	शुक्रवार	अनंत चतुर्दशी
३.	२६ सप्टेंबर, २०२२	सोमवार	घटस्थापना

मा.विभागीय आयुक्त, पुणे
विभाग, पुणे यांच्या मान्यतेने }

सही/-
(संतोष पाटील)
उपायुक्त (सामान्य प्रशासन)
पुणे विभाग पुणे

प्रति,

पुणे जिल्ह्यातील सर्व विभाग प्रमुख / प्रादेशिक व जिल्हा प्रमुख यांचेकडे माहितीसाठी व आवश्यक त्या कार्यवाहीसाठी अग्रेषित.

त्यांनी त्यांचे प्रशासकीय नियंत्रणाखाली पुणे जिल्ह्यातील सर्व दुय्यम कार्यालयांना उपरोक्त सुट्ट्या कळवाव्यात.

प्रत- माहिती उपसंचालक, पुणे विभाग, मध्यवर्ती इमारत, पुणे -०१ यांचेकडे माहितीसाठी व आवश्यक त्या कार्यवाहीसाठी अग्रेषित.

उपरोक्त स्थानिक सुट्ट्यांना स्थानिक वर्तमानपत्रे, आकाशवाणी व दूरदर्शनवर बातमी या सदरात प्रसिध्दी देण्याची व्यवस्था करावी अशी विनंती आहे.

प्रत- १. मंत्रालयीन सर्व विभागांचे सचिव.

२. जिल्हाधिकारी पुणे, सातारा, सांगली, सोलापूर, कोल्हापूर.


३. मुख्य कार्यकारी अधिकारी, जिल्हा परिषद पुणे, सातारा, सांगली, सोलापूर, कोल्हापूर.

४. महानगरपालिका आयुक्त पुणे, पिंपरी-चिंचवड, सांगली-मिरज कुपवाड, सोलापूर, कोल्हापूर.

५. पुणे विभागातील सर्व नगरपरिषदांचे मुख्याधिकारी.

६. आयुक्त कार्यालयातील सर्व शाखाधिकारी, स्वीय सहाय्यक.

७. महाराष्ट्र शासनाचे पुणे येथील सर्व उपक्रमांचे प्रमुख.

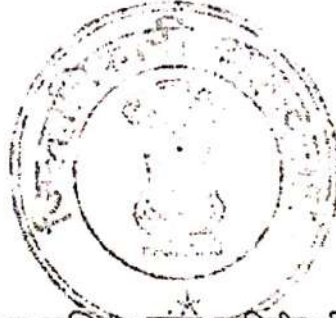

(संतोष पाटील)
उपायुक्त (सामान्य प्रशासन)
पुणे विभाग पुणे

विषय- महाराष्ट्र शासन राजकीय व सेवा विभाग पी- 13 एच बी - दिनांक 16 जानेवारी 1958

जिल्हाधिकारी कार्यालय अहमदनगर
क्र./सशा/ कार्या 7/ संकीर्ण/35/2022
अहमदनगर दिनांक- 27/01/2022

महाराष्ट्र शासनाच्या उपरोक्त ठरावामध्ये प्रदान केलेल्या अधिकाराचा वापर करून मी, जिल्हाधिकारी अहमदनगर याद्वारे सन 2022 या वर्षाकरीता अहमदनगर जिल्ह्यातील सर्व शासकीय कार्यालयासाठी (न्यायालयीन विभाग वगळून) खालील दिवस स्थानिक सुट्यांचे दिवस म्हणून जाहीर करित आहे

अ.क्र	सुट्या	वार	दिनांक
1	रक्षाबंधन	गुरुवार	11 ऑगस्ट 2022
2	घटस्थापना	सोमवार	26 सप्टेंबर 2022
3	वसुबारस	शुक्रवार	21 ऑक्टोबर 2022



(डॉ.राजेन्द्र ब. भोसले)
जिल्हाधिकारी अहमदनगर

- प्रत- 1 मा.विभागीय आयुक्त नाशिक विभाग नाशिक यांना माहितीसाठी सविनय सादर .
2 शाखा प्रमुख जिल्हाधिकारी कार्यालय अहमदनगर
3 समन्वय अधिकारी , भुसंपादन अहमदनगर
4 विशेष भुसंपादन अधिकारी क्रमांक - 7,13,14,15,
5 उपविभागीय अधिकारी (सर्व)
6 तहसिलदार (सर्व)
7 जिल्हा माहिती अधिकारी ,अहमदनगर
8 अहमदनगर जिल्ह्यातील सर्व विभाग प्रमुख

(स्वाक्षरीत/-)
(डॉ.राजेन्द्र ब. भोसले)
जिल्हाधिकारी अहमदनगर



विभागीय आयुक्त, नाशिक विभाग नाशिक यांचे कार्यालय
(सामान्य प्रशासन विभाग)

clircomnashik@gmail.com

Fax-२५३-२४६१०६३

Tel-२५३-२४६२००९

बाधले : महाराष्ट्र शासन राजकीय सेवा विभाग क्रमांक १३ चे दिनांक १६ जानेवारी, १९५८ व
दिनांक ६ ऑगस्ट, १९५८.

क्रमांक साशा.३/४३२२०/२०२१जा.क्र. २५३८७

दिनांक : २८/१२/२०२१

अधिसूचना

महाराष्ट्र शासनाच्या उपरोक्त ठरावान्वये प्रदान करण्यात आलेल्या अधिकाराचा वापर करून, मी विभागीय आयुक्त, नाशिक विभाग, नाशिक याद्वारे सन २०२२ या वर्षाकरीता नाशिक जिल्ह्यातील सर्व शासकीय कार्यालयांसाठी (न्यायालयीन विभाग वगळून) खालील नमुद केलेले तीन दिवस स्थानिक सुट्यांचे दिवस म्हणून जाहीर करीत आहे.


अ.क्र.	सणाचे नाव	दिनांक व वार
१	रक्षाबंधन	दि.११ ऑगस्ट-२०२२ गुरुवार
२	अनंत चतुर्दशी	दि.९ सप्टेंबर २०२२ शुक्रवार
३	घटस्थापना	दि.२६ सप्टेंबर -२०२२ सोमवार

(स्वाक्षरीत/-)

(साधाकृष्ण गमे)

विभागीय आयुक्त, नाशिक

- प्रत : १. जिल्हाधिकारी नाशिक यांना नाशिक जिल्ह्यातील सर्व शासकीय कार्यालयांकरीता पाठविणेसाठी अग्रेषित.
२. मा.उपसंचालक माहिती, नाशिक विभाग, नाशिक यांचेकडेस आवश्यक त्या वृत्तपत्रीय प्रसिद्धीस्तव अग्रेषित.
- २/- सदर स्थानिक सुट्यांचे दिवशी सर्व शैक्षणिक संस्था बंद राहतील, अशा आशयाची बातमी प्रसिद्धीस देण्याची विनंती आहे.
३. जिल्हा माहिती अधिकारी नाशिक यांना स्थानिक वृत्तपत्रात यातमी म्हणून प्रसिद्ध करण्यासाठी.
४. मुख्य कार्यकारी अधिकारी, जिल्हा परिषद, नाशिक/धुळे/नंदुरबार/जळगाव/अहमदनगर
५. जिल्हाधिकारी नाशिक/धुळे/जळगाव/ अहमदनगर/ नंदुरबार
६. विभागीय आयुक्त कार्यालयातील सर्व शाखा प्रमुख यांचेकडेस माहितीस्तव


२८/१२/२१

(रमेश कुळे)

उप आयुक्त (सा.प्र)

विभागीय आयुक्त नाशिक करीता

उपलब्ध प्रतिवर मा.विभागीय आयुक्त
यांनी स्वाक्षरी असे.

Savitribai Phule Pune University
(Formerly University of Pune)



Circular No. 284 of 2020

Important Notification

**Dates of Commencement and Conclusion of Ist & IInd terms for the Academic Year 2020-2021
For affiliated Colleges/recognised Institutes Only.**

It is hereby informed that, the dates of Commencement and conclusion of the Ist and IInd term of for the Academic Year 2020-2021 University Courses, under various faculties shall be as under :

Dates of Commencement and conclusion of First Year of academic session 2020-21 will be declared later.

Sr. No.	Name of the Courses and Faculties	2020-2021			
		First Term		Second Term	
		Commencement	Conclusion	Commencement	Conclusion
1	Science & Technology				
	Science	15/06/2020	05/12/2020	01/01/2021	15/05/2021
	Engineering : SE,TE,BE	15/06/2020	05/12/2020	01/01/2021	15/05/2021
	Engineering :ME - II Year. MCA- II & III Year	01/07/2020	24/12/2020	19/01/2021	31/05/2021
	B.Architecture II, III, IV & V Year.	15/06/2020	05/12/2020	01/01/2021	15/05/2021
	M. Architecture II Year.	01/07/2020	24/12/2020	19/01/2021	31/05/2021
	B. Pharmacy	15/06/2020	05/12/2020	01/01/2021	15/05/2021
	M. Pharmacy	01/07/2020	24/12/2020	19/01/2021	31/05/2021
2	Commerce & Management				
	Commerce	15/06/2020	05/12/2020	01/01/2021	15/05/2021
	Management	01/07/2020	24/12/2020	19/01/2021	31/05/2021
3	Humanities				
	Arts & Fine Arts	15/06/2020	05/12/2020	01/01/2021	15/05/2021
	Mental Moral and Social Sciences				
	Law : UG & PG (II/III/IV/V Year.)	01/07/2020	24/12/2020	19/01/2021	31/05/2021
4	Inter-disciplinary Studies				
	Education II Year. (B.Ed., M.Ed.)	01/07/2020	24/12/2020	19/01/2021	31/05/2021
	Physical Education II Year. (B.P.Ed., M.P.Ed.)	01/07/2020	24/12/2020	19/01/2021	31/05/2021

NOTE

1. In view of prevailing COVID-19 situation in the Country, Colleges / Institutes shall required to follow the guidelines / instructions issued by the Government of Maharashtra time to time.
2. In case, the Principal of the affiliated Colleges require to give additional holiday in exceptional circumstances, he may do by the compensating the same by keeping the College working on Sunday.
3. The Term & holidays for the Post-Graduate courses counducted in the Colleges/Institutes will be as per the University Department.


Deputy Registrar
(P.G.Admission)

Ganeshkhind, Pune-07
Ref. No. PGS/ 1817
Date: 15/10/2020

Copy to: for Information and necessary action

The Members of the Management Council.
The Deans of Faculties.
The Registrar, Savitribai Phule Pune University, Pune.
The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.
The Heads of all University Departments.
The Principals of all Affiliated Colleges.
The Directors of all Recognized Institutes.
The Heads of all the Administrative Sections of the University Office.
Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University
Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

Savitribai Phule Pune University
(Formerly University of Pune)



Circular No. 285 of 2020

Important Notification

**Dates of Commencement and Conclusion of Ist & IInd terms for the Academic Year 2020-2021
U. G. / P. G. Courses for University Departments**

It is hereby informed that, the dates of Commencement and Conclusion of Ist & IInd terms for the Academic Year 2020-2021 University Courses, under various faculties shall be as under :

Dates of Commencement and conclusion of First Year of academic session 2020-21 will be declared later.

Sr. No.	Name of the Courses and Faculties	2020 - 2021			
		First Term		Second Term	
		Commencement	Conclusion	Commencement	Conclusion
1	Science & Technology	01/07/2020	05/12/2020	01/01/2021	15/05/2021
	Science				
	Technology				
2	Commerce & Management				
	Commerce				
	Management				
3	Humanities				
	Arts & Fine Arts				
	Mental Moral and Social Sciences				
	Law				
4	Inter- disciplinary Studies				
	Education				
	Physical Education				

NOTE

1. In view of prevailing COVID-19 situation in the Country, Colleges / Institutes shall required to follow the guidelines / instructions issued by the Government of Maharashtra time to time.
2. In case, the Head of Departments require to give additional holiday in exceptional circumstances, he may do by the compensating the same by keeping Department working on Sunday.


Deputy Registrar
(P.G.Admission)

Ganeshkhind, Pune-07

Ref. No. PGS/ 1818

Date: 15/10/2020

Copy to: for Information and necessary action

The Members of the Management Council.

The Deans of Faculties.

The Registrar, Savitribai Phule Pune University, Pune.

The Director, Examinations & Evaluation, SPPU, Pune

The Heads of all University Departments.

The Principals of all Affiliated Colleges.

The Directors of all Recognized Institutes.

The Heads of all the Administrative Sections of the University Office.

Asstt. Registrar, office of the Hon. Vice-Chancellor SPPU, Pune

Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, SPPU, Pune.

Savitribai Phule Pune University
(Formerly University of Pune)



Circular No. 92 of 2022

Important Notification

Revised Dates of Commencement and Conclusion of terms of U.G. / P.G. Courses for the Academic Year 2021-22 for Affiliated Colleges / Recognised Institutes.

1. The dates of commencement and conclusion of First Term and commencement of Second Term shall remain same as notified in the circular no. 134 of 2021 dated 14/05/2021 for UG/PG courses in the faculties of **Humanities, Commerce and Science**. The revised dates of conclusion of Second Term shall be **25/05/2022** for UG/PG courses in the faculties of **Humanities, Commerce and Science**. Commencement of academic year 2022-23 shall be **20/06/2022** for **Humanities, Commerce and Science** faculties.
2. The dates of commencement and conclusion of Affiliated Colleges / Recognised Institutes for the Academic year 2021-22 of all those courses whose admission was made under Common Entrance Test (CET) conducted by Government of Maharashtra shall be as under :

Sr. No.	Name of the Faculty	Name of the Courses	Year	2021 – 2022			
				First Term		Second Term	
				Commencement	Conclusion	Commencement	Conclusion
1	Commerce & Management	MBA	I	10/12/2021	18/04/2022	02/05/2022	16/08/2022
		MCA	I	10/12/2021	18/04/2022	02/05/2022	20/08/2022
		MCA	II, III	15/11/2021	03/03/2022	18/04/2022	06/08/2022
2	Science & Technology	B. Pharmacy	I	03/01/2022	30/03/2022	01/04/2022	15/06/2022
		M. Pharmacy	I	27/12/2021	30/03/2022	01/04/2022	15/06/2022
		Engineering	I	13/12/2021	06/04/2022	11/04/2022	30/07/2022
		Engineering	II	20/08/2021	11/12/2021	03/01/2022	15/05/2022
		B.Architecture	I	10/12/2021	25/03/2022	04/04/2022	23/07/2022
		M. Architecture	I	10/12/2021	31/03/2022	04/04/2022	23/07/2022
4	Inter-disciplinary Studies	Physical Education (M.P.Ed.)	I	10/01/2022	30/04/2022	02/05/2022	30/09/2022
		B. Ed. (Annual)	I	14/02/2022	-----		31/08/2022
		M. Ed.	I	10/01/2022	30/04/2022	02/05/2022	30/09/2022
		B. P. Ed.	I	14/02/2022	07/06/2022	08/06/2022	26/09/2022
		B. Lib. / M. Lib.	UG/PG	25/10/2021	21/02/2022	07/03/2022	25/06/2022
		M.A. (JMC)	I, II	11/10/2021	25/01/2022	01/02/2022	25/05/2022
		M.S.W.	PG	15/11/2021	11/03/2022	20/05/2022	30/09/2022
		M.F.A.	PG	25/10/2021	24/01/2022	03/02/2022	03/05/2022
		B.F.A.	UG	25/10/2021	21/02/2022	07/03/2022	25/06/2022

NOTE :

1. The Principals and Teachers are requested to complete the theory and practical syllabus of current term of the academic year 2021-22 within stipulated period.
2. It is to be informed that circular issued by the University bearing no. 74 of 2022 dated 28.03.2022 stands cancelled.


Deputy Registrar
(P.G.Admission)

Ref. No.PGS/ 2344

Date : 30/04/2022.

Copy for favour of necessary action to :

1. The Principals of all Affiliated Colleges, Savitribai Phule Pune University, Pune.
2. The Directors of all Recognized Institutes, Savitribai Phule Pune University, Pune.

Copy for favour of information to :

1. The Members of the Management Council, Savitribai Phule Pune University, Pune.
2. The Registrar, Savitribai Phule Pune University, Pune.
3. The Deans of Faculties, Savitribai Phule Pune University, Pune.
4. The Director, Board of Examinations & Evaluation, Savitribai Phule Pune University, Pune.

Savitribai Phule Pune University
(Formerly University of Pune)



Circular No. 67 of 2018

**Dates of Commencement and Conclusion of terms for the Academic Year 2018-2019
For Affiliated Colleges Only.**

It is hereby informed that, the dates of commencement and conclusion of the First and Second term of University Courses, under various faculties, for the academic year 2018-2019 shall be as under :

Sr. No.	Name of the Courses and Faculties	2018-19			
		First Term		Second Term	
		Commencement	Conclusion	Commencement	Conclusion
1	Science & Technology				
	Science	15/06/2018	03/11/2018	29/11/2018	30/04/2019
	Engineering : SE,TE,BE & MCA- II, & III Year	15/06/2018	03/11/2018	17/12/2018	25/04/2019
	Engineering :ME - II Year.	02/07/2018	03/11/2018	15/01/2019	20/05/2019
	B.Architecture II, III, IV & V Year.	15/06/2018	03/11/2018	29/11/2018	30/04/2019
	M. Architecture II Year.	02/07/2018	03/11/2018	17/12/2018	30/04/2019
	B. Pharmacy	15/06/2018	03/11/2018	29/11/2018	30/04/2019
	M. Pharmacy	02/07/2018	03/11/2018	29/11/2018	15/05/2019
2	Commerce & Management				
	Commerce	15/06/2018	03/11/2018	29/11/2018	30/04/2019
	Management	02/07/2018	03/11/2018	29/11/2018	15/05/2019
3	Humanities				
	Arts & Fine Arts	15/06/2018	03/11/2018	29/11/2018	30/04/2019
	Mental Moral and Social Sciences				
	Law : UG & PG (II/III/IV/V Year.)	15/06/2018	03/11/2018	29/11/2018	30/04/2019
4	Inter-disciplinary Studies				
	Education II Year.	02/07/2018	03/11/2018	29/11/2018	15/05/2019
	Physical Education II Year.				

Teaching will begin on the date of commencement of the terms and immediately after the finalization of admissions; however, term would stand concluded on the dates mentioned above.

NOTE

1. In case, the Principal of the Affiliated Colleges require to give additional holiday in exceptional circumstances, he/she may do so by compensating the same by keeping the College working on Sunday.
2. The Term & holidays for the Post-graduate courses conducted in the Colleges/Institutes will be as per the University Department.
3. Details of Various Activities for Engineering and Architecture Courses for the Academic Year 2018-19 attached Separately.


Deputy Registrar
(P.G.Admission)

Ganeshkhind, Pune-07
Ref. No. PGS/ 1333
Date: 23/04/2018

Copy to: for Information and necessary action

The Members of the Management Council.

The Deans of Faculties.

The Registrar, Savitribai Phule Pune University, Pune.

The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.

The Heads of all University Departments.

The Principals of all Affiliated Colleges.

The Directors of all Recognized Institutes.

The Heads of all the Administrative Sections of the University Office.

Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University

Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

Savitribai Phule Pune University
(Formerly University of Pune)



Circular No. 77 of 2019

Dates of Commencement and Conclusion of terms for the Academic Year 2019-2020
For affiliated Colleges/recognised Institutes Only.

It is hereby informed that, the dates of commencement and conclusion of the First and Second term of University Courses, under various faculties, for the academic year 2019-2020 shall be as under :

Sr. No.	Name of the Courses and Faculties	2019-2020			
		First Term		Second Term	
		Commencement	Conclusion	Commencement	Conclusion
1	Science & Technology				
	Science	15/06/2019	24/10/2019	20/11/2019	30/04/2020
	Engineering : SE,TE,BE & MCA- II, & III Year	15/06/2019	05/11/2019	16/12/2019	27/04/2020
	Engineering :ME - II Year.	01/07/2019	09/11/2019	13/01/2020	23/05/2020
	B.Architecture II, III, IV & V Year.	15/06/2019	16/10/2019	09/12/2019	04/04/2020
	M. Architecture II Year.	08/07/2019	02/11/2019	09/12/2019	04/04/2020
	B. Pharmacy	15/06/2019	24/10/2019	20/11/2019	30/04/2020
	M. Pharmacy	01/07/2019	07/12/2019	01/01/2020	15/05/2020
2	Commerce & Management				
	Commerce	15/06/2019	24/10/2019	20/11/2019	30/04/2020
	Management	01/07/2019	07/12/2019	01/01/2020	15/05/2020
3	Humanities				
	Arts & Fine Arts	15/06/2019	24/10/2019	20/11/2019	30/04/2020
	Mental Moral and Social Sciences				
	Law : UG & PG (II/III/IV/V Year.)	01/07/2019	07/12/2019	17/01/2020	31/05/2020
4	Inter-disciplinary Studies				
	Education II Year. (B.Ed., M.Ed.)	01/07/2019	07/12/2019	01/01/2020	15/05/2020
	Physical Education II Year. (B.P.Ed., M.P.Ed.)	01/07/2019	07/12/2019	01/01/2020	15/05/2020

Teaching will begin on the date of commencement of the terms and immediately after the finalization of admissions; however, term would stand concluded on the dates mentioned above.

[Signature] 24/11/2019

NOTE

1. In case, the Principal/Director of the affiliated Colleges/recognised Institutes require to give additional holiday in exceptional circumstances, he/she may do so by compensating the same by keeping the College working on Sunday.
2. The Term & holidays for the Post-graduate courses conducted in the Colleges/Institutes will be as per the University Department.
3. Details of Various Activities for Engineering and Architecture Courses for the Academic Year 2019-20 attached Separately.


Deputy Registrar
(P.G.Admission)

Ganeshkhind, Pune-07
Ref. No. PGS/1355
Date: 26/04/2019

Copy to: for Information and necessary action

The Members of the Management Council.

The Deans of Faculties.

The Registrar, Savitribai Phule Pune University, Pune.

The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.

The Heads of all University Departments.

The Principals of all Affiliated Colleges.

The Directors of all Recognized Institutes.

The Heads of all the Administrative Sections of the University Office.

Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University

Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

Savitribai Phule Pune University
(Formerly University of Pune)



**ACADEMIC CALENDAR FOR VARIOUS ACTIVITES FOR
ENGINEERING COURSES FOR THE YEAR 2019-20**

FIRST TERM

Sr. No	Courses	Details of Activites	Date
01	S.E./T.E./ B.E. & MCA – II / III Year	Commencement of Teaching	15/06/2019
		Conclusion of Teaching	16/10/2019
		Practical/Oral /Project Stage-I Examination	18/10/2019 To 05/11/2019
		Theory Examination	14/11/2019 To 07/12/2019
02	M. E. II Year	Commencement of Teaching	01/07/2019
		Conclusion of Teaching	02/11/2019
		Practical Examination	04/11/2019 To 09/11/2019
		Theory Examination	09/12/2019 To 24/12/2019

SECOND TERM

Sr. No	Courses	Details of Activites	Date
01	F.E./S.E./T.E./ B.E. & MCA – I/II / III Year	Commencement of Teaching	16/12/2019
		Conclusion of Teaching	11/04/2020
		Practical/Oral /Project/ Examination	13/04/2020 To 27/04/2020
		Theory Examination	05/05/2020 To 30/05/2019
02	M. E. I & II Year	Commencement of Teaching	13/01/2020
		Conclusion of Teaching	14/05/2020
		Practical Examination	18/05/2020 To 23/05/2020
		Theory Examination	27/05/2020 To 12/06/2020

Project stage – II examniations will start three days later from conclusion of theory examination.


 Deputy Registrar
 (P.G. Admission)

Ganeshkhind, Pune-07
Ref. No. PGS/ 1355
Date : 25/04/2019

Savitribai Phule Pune University
(Formerly University of Pune)



Academic Calendar for Various Activities for II, III , IV & V Year B. Arch. For the Year 2019-20.

Sr. No.	Details of Activities	Dates	
		I st TERM	II nd TERM
1	Commencement of teaching	15/6/2019	09/12/2019
2	Conclusion of teaching	16/10/2019	04/04/2020
3	Sessional Exam/Viva Voce	All subjects except Practical training 18/10/2019 to 26 /10/2019 Practical Training Viva 16/12/2019 to 21/12/2019	All subjects except Arch. Project final year 06/04/2020 to 18/4/2020 Final year Arch. Project Viva 19/04/2020 to 26/4/2020
4	Preparation Time (Theory)	27/10/19 to 31/10/19	20/4/2020 to 25 /4/2020
5	Theory Examination	1/11/2019 onwards	27/4/2020 onwards

Academic Calendar for Various Activities for IInd year M.Arch. For the Year 2019-20.

Sr. No.	Details of Activities	Dates	
		I st TERM	II nd TERM
1	Commencement of teaching	08/07/2019	09/12/2019
2	Conclusion of teaching	02/11/2019	04/04/2020
3	Sessional Exam /Viva Voce	04/11/2019 to 07/11/2019	06/04/2020 to 11/04/2020 4 th Semester M.Arch. Project Exam between 27 th to 30 th April 2020.
4	Preparation Time (Theory)	08/11/2019 to 12/11/2019	13/04/2020 to 18/04/2020
5	Theory Examination	13/11/2019 to 20/11/2019	20/04/2020 to 25/04/2020

As per the syllabus a training of 40 working days is to be completed by the student in the time between the 2nd and the 3rd Semester M.Arch.

Deputy Registrar
(P.G. Admission)

Ganeshkhind, Pune-07
Ref. No. PGS/ 1355
Date: 26/04/2019

Savitribai Phule Pune University
(Formerly University of Pune)



Circular No. 78 of 2019

Dates of Commencement and Conclusion of terms for the Academic Year 2019- 2020.

Post Graduate Courses for University Departments

It is hereby informed that, the dates of commencement and conclusion of the First and Second term of University Courses, under various faculties, for the Academic Year 2019-2020 shall be as under :

Sr. No.	Name of the Courses and Faculties	2019 - 2020			
		First Term		Second Term	
		Commencement	Conclusion	Commencement	Conclusion
1	Science & Technology	01/07/2019	07/12/2019	01/01/2020	15/05/2020
	Science				
	Technology				
2	Commerce & Management				
	Commerce				
	Management				
3	Humanities				
	Arts & Fine Arts				
	Mental Moral and Social Sciences				
	Law				
4	Inter- disciplinary Studies				
	Education				
	Physical Education				

Teaching will begin on the date of commencement of the terms. The teaching shall begin immediately after the finalization of admissions, however, term would stand concluded, on the dates mentioned above.

NOTE

1. In case, the Head of the Department require to give additional holiday in exceptional circumstances, he may do so by compensating the same by keeping Department/College working on Sundays.
2. The Term & Holidays for the Post-Graduate courses conducted in the Colleges/Institutes will be as per the University Departments.


Deputy Registrar
(P.G. Admission)

Ganeshkhind, Pune-07

Ref. No. PGS/ 1356

Date: 26/04/2019

Copy to: for Information and necessary action

The Members of the Management Council.

The Deans of Faculties.

The Registrar, Savitribai Phule Pune University, Pune.

The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.

The Heads of all University Departments.

The Principals of all Affiliated Colleges.

The Directors of all Recognized Institutes.

The Heads of all the Administrative Sections of the University Office.

Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University

Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

Savitribai Phule Pune University
(Formerly University of Pune)



Circular No. 09 of 2020

It is hereby informed to all concerned that the University has declared following days as Public Holidays for the University Departments/Affiliated Colleges and Recognized Institutes for teaching faculty for the calendar year 2020.

Holidays

Sr. No.	Day of Holiday	Date	Day
1	Chattrapati Shivaji Maharaj Jayanti	19-02-2020	Wednesday
2	Mahashivratri	21-02-2020	Friday
3	Holi (Second Day)	10-03-2020	Tuesday
4	Gudipadwa	25-03-2020	Wednesday
5	Ram Navmi	02-04-2020	Thursday
6	Mahavir Jayanti	06-04-2020	Monday
7	Good Friday	10-04-2020	Friday
8	Dr. Babasaheb Ambedkar Jayanti	14-04-2020	Tuesday
9	Maharashtra Din	01-05-2020	Friday
10	Buddha Pournima	07-05-2020	Thursday
11	Ramzan Eid (Id-ul-Fitr) (Shawal - 1)	25-05-2020	Monday
12	Bakri - Id (Id-ul-Zuha)	01-08-2020	Saturday
13	Independence Day	15-08-2020	Saturday
14	Ganesh Chaturthi	22-08-2020	Saturday
15	Mahatma Gandhi Jayanti	02-10-2020	Friday
16	Id-E-Milad	30-10-2020	Friday
17	Diwali Amavasaya (Laxmi Pujan)	14-11-2020	Saturday
18	Diwali (Bali Pratipada)	16-11-2020	Monday
19	Gurunanak Jayanti	30-11-2020	Monday
20	Christmas	25-12-2020	Friday

Note

In case, the Head/ Principal/Director of the Affiliated Colleges / Recognized Institutes requires to give additional holiday in exceptional circumstances, he may do so by compensating the same by keeping the Department/ College/Institute working on Sunday.


Deputy Registrar
(P.G. Admissions)

Ganeshkhind, Pune

Ref. No. PGS/253

Date: 20/01/2020

Copy to : for information & necessary action

1. The Members of the Management Council.
2. The Deans of Faculties.
3. The Registrar, Savitribai Phule Pune University, Pune.
4. The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.
5. The Heads of all University Departments.
6. The Principals of all Affiliated Colleges.
7. The Directors of all Recognized Institutes.
8. The Heads of all the Administrative Sections of the University Office.
9. Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University
10. Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

Savitribai Phule Pune University
(Formerly University of Pune)



Circular No. 100 of 2019

List of Holidays during the year 2019 for University Departments/Affiliated Colleges and Recognized Institutes.

Holidays

Sr. No.	Day of Holiday	Date	Day
1	Ramzan - Id (Id-UI-Fitr)	05-06-2019	Wednesday
2	Bakri - Id (Id-UI-Zuha)	12-08-2019	Monday
3	Independence Day	15-08-2019	Thursday
4	Parshi New Year	17-08-2019	Saturday
5	Ganesh Chaturthi	02-09-2019	Monday
6	Gauri Poojan	06-09-2019	Friday
7	Moharum	10-09-2019	Tuesday
8	Anant Chaturdashi	12-09-2019	Thursday
9	Mahatma Gandhi Jayanti	02-10-2019	Wednesday
10	Dasara	08-10-2019	Tuesday
11	Dhanatrayodashi	25-10-2019	Friday
12	Diwali (Bali Pratipada)	28-10-2019	Monday
13	Bhaubij	29-10-2019	Tuesday
14	Guru Nanak Jayanti	12-11-2019	Tuesday
15	Christmas	25-12-2019	Wednesday

Note

In case, the Head/ Principal/Directors of the Affiliated Colleges / Recognized Institutes requires to give additional holiday in exceptional circumstances, he/she may do so by compensating the same by keeping the Department/ College/Institute working on Sunday.


Deputy Registrar
(P.G. Admissions)

Ganeshkhind, Pune

Ref. No. PGS/1620

Date: 25/05/2019

Copy to : for information & necessary action

1. The Members of the Management Council.
2. The Deans of Faculties.
3. The Registrar, Savitribai Phule Pune University, Pune.
4. The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.
5. The Heads of all University Departments.
6. The Principals of all Affiliated Colleges.
7. The Directors of all Recognized Institutes.
8. The Heads of all the Administrative Sections of the University Office.
9. Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University
10. Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

Savitribai Phule Pune University
(formerly University of Pune)



Circular No. 142 of 2017

During the Academic Year 2017 – 2018 following days are declared as Holidays for the Affiliated Colleges and Recognized Institutes for the **First Term**.

Sr.No.	Day of Holiday	Date	Day
1	Ramzan – Id (Id-Ul-Fitar)	26/06/2017	Monday
2	Independence Day	15/08/2017	Tuesday
3	Ganesh Chaturthi	25/08/2017	Friday
4	Bakri - Id (Id-Ul-Zua)	02/09/2017	Saturday
5	Dasara	30/09/2017	Saturday
6	Mahatma Gandhi Jayanti	02/10/2017	Monday

Note

In case, the Head/ Principal/Directors of the Affiliated Colleges / Recognized Institutes requires to give additional holiday in exceptional circumstances, he/she may do so by compensating the same by keeping the Department/ College/Institute working on Sunday.


Deputy Registrar
(P.G. Admissions)

Ganeshkhind,
Pune -411 007
Ref. No. PGS/2153
Date: 21 /06/2017

Copy to : for information & necessary action

1. The Members of the Management Council.
2. The Deans of Faculties.
3. The Registrar, Savitribai Phule Pune University, Pune.
4. The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.
5. The Heads of all University Departments.
6. The Principals of all Affiliated Colleges.
7. The Directors of all Recognized Institutes.
8. The Heads of all the Administrative Sections of the University Office.
9. Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University

SAVITRIBAI PHULE PUNE UNIVERSITY

(Formerly University of Pune)



Circular No. 323 / 2020

Important Notification

Regarding Commencement and Conclusion of Ist & IInd terms for the Academic Year 2020-2021

It is hereby informed that the provision of the circular 284 & 285 of 2020 dated 15 October 2020 regarding the dates of Commencement and Conclusion of the Ist and IInd terms for the Academic Year 2020-2021 is applicable for all Under Graduate/ Post Graduate courses under all Faculties for whom the admissions were NOT made under the Common Entrance Examination (CET) conducted by the Government or SPPU. The same is applicable for all such Under Graduate / Post Graduate courses for which the teaching commenced in August or September 2020.

The date of Commencement and Conclusion of the academic session of the first year of all those courses whose admission was made/ will be made under Common Entrance Examination (CET) conducted by the Government or SPPU will be announced shortly.


Deputy Registrar
(P.G. Admissions)

Ganeshkhind, Pune

Ref. No. PGS/2275

Date: 03/12/2020

Copy to: for information & necessary action

The Members of the Management Council.

The Deans of Faculties.

The Registrar, Savitribai Phule Pune University, Pune.

The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.

The Heads of all University Departments.

The Principals of all Affiliated Colleges.

The Directors of all Recognized Institutes.

The Heads of all the Administrative Sections of the University Office.

Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University

Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

Savitribai Phule Pune University

(Formerly University of Pune)



Telephone Nos. : 25601261, 25601262

Fax : 020 - 25699232

Email - pgadmis@pun.unipune.ac.in

Ganeshkhind,
Pune 411007.

Ref. No.: PGS/1193

Date: 29/07/2020

To,
The Head,
All University Departments,
Savitribai Phule Pune University
Pune - 411007.

Sub: - Regarding teaching of Sem. III/V/VII/IX for academic year 2020-21.

Sir/Madam,

In continuation with the circular No. 104/2020 dated 02/06/2020 regarding commencement of Academic Year 2020-21, you are hereby requested to begin teaching of Sem. III/V/VII/IX from 5th August, 2020 by online mode until further notice. All students should be instructed regarding the beginning of online teaching as well as completing online admission procedure on "One Campus" portal.

Thanking you,

Yours faithfully,


Deputy Registrar
(P. G. Admission)

सावित्रीबाई फुले पुणे विद्यापीठ

(पूर्वीचे पुणे विद्यापीठ)



परिपत्रक २२०/२०२०

विषय : सन २०२० च्या स्थानिक सुट्ट्या.

या परिपत्रकाद्वारे सर्व संबंधितांना कळविण्यात येते की, मा. विभागीय आयुक्त, पुणे विभाग व नाशिक विभाग यांनी जाहीर केलेल्या स्थानिक सुट्ट्या विद्यापीठ परिपत्रक क्र. ३०/२०२० दि. ०४ फेब्रुवारी २०२० अन्वये लागू केलेल्या आहेत. सदर परिपत्रकानुसार जाहीर केलेल्या स्थानिक सुट्ट्या विद्यापीठ विभाग, पुणे, नाशिक व अहमदनगर जिल्ह्यातील सर्व संलग्नित महाविद्यालय/परिसंस्था येथिल शिक्षक संवर्गाना देखील लागू राहतील, याची सर्व संबंधितांनी नोंद घ्यावी.


उपकुलसचिव

शैक्षणिक प्रवेश विभाग

गणेशखिंड, पुणे ४११ ००७.)

संदर्भ क्र. शै.प्रवेश/१२०८)

दिनांक : ३१/०७/२०२०)

प्रत माहिती व योग्य त्या कार्यवाहीसाठी :-

मा. विभागप्रमुख, सर्व शैक्षणिक विभाग, सावित्रीबाई फुले पुणे विद्यापीठ

मा. प्राचार्य, विद्यापीठाशी संलग्न सर्व महाविद्यालये

मा. संचालक, विद्यापीठाच्या मान्यताप्राप्त सर्व संस्था

आपणांस विनंती की, वरील परिपत्रकाचा आशय सर्व संबंधितांच्या निदर्शनास आणून द्यावा.

सावित्रीबाई फुले पुणे विद्यापीठ (पूर्वीचे पुणे विद्यापीठ)



परिपत्रक क्र. ३०./२०२०.

विषय : सन २०२० च्या स्थानिक सुट्ट्या...

सर्व संबंधितांना या परिपत्रकाद्वारे कळविण्यात येते की, मा.विभागीय आयुक्त, पुणे विभाग, पुणे यांनी पुणे जिल्ह्यातील शासनाच्या सर्व कार्यालयांना जाहीर केलेल्या खालील स्थानिक सुट्ट्या विद्यापीठ कार्यालयास देखील स्थानिक सुट्ट्या म्हणून जाहीर करण्यात येत आहेत.

अ.क्र.	दिनांक	वार	स्थानिक सुट्ट्या
१	०३ ऑगस्ट, २०२०	सोमवार	रक्षाबंधन
२	०१ सप्टेंबर, २०२०	मंगळवार	अनंत चतुर्दशी
३	१७ ऑक्टोबर, २०२०	शनिवार	घटस्थापना

तसेच मा.विभागीय आयुक्त, नाशिक विभाग, नाशिक यांनी नाशिक व अहमदनगर जिल्ह्यातील शासनाच्या सर्व कार्यालयांना जाहिर केलेल्या खालील स्थानिक सुट्ट्या नाशिक व अहमदनगर जिल्ह्यातील सावित्रीबाई फुले पुणे विद्यापीठाची उपकेंद्रे यांना देखील स्थानिक सुट्ट्या म्हणून जाहीर करण्यात येत आहेत.

अ.क्र.	दिनांक	वार	स्थानिक सुट्ट्या
१	०१ सप्टेंबर, २०२०	मंगळवार	अनंत चतुर्दशी
२	१७ ऑक्टोबर, २०२०	शनिवार	घटस्थापना
३	१३ नोव्हेंबर, २०२०	शुक्रवार	धनत्रयोदशी

गणेशखिंड, पुणे - ४११ ००७

जा.क्र. : एएन/९७६

दिनांक : 14 FEB 2020


(डॉ. प्रफुल्ल पवार)
कुलसचिव

प्रत माहिती व योग्य त्या कार्यवाहीसाठी :-

१. मा.विभागप्रमुख, सर्व शैक्षणिक विभाग
२. मा.शाखाप्रमुख, सर्व प्रशासकीय शाखा
३. मा.प्राचार्य, विद्यापीठाशी संलग्न सर्व महाविद्यालये
४. मा.संचालक, विद्यापीठाच्या मान्यताप्राप्त सर्व संस्था
५. मा.कुलसचिव, महाराष्ट्रातील सर्व अकृषि विद्यापीठे
६. उपकुलसचिव, जनसंपर्क कार्यालय

यांना विनंती की, वरील परिपत्रकाचा आशय सर्व संबंधितांच्या निदर्शनास आणून द्यावा.

Savitribai Phule Pune University
(Formerly University of Pune)



Circular No. 25 of 2023

It is hereby informed to all concerned that the University has declared following days as Public Holidays for the University Departments/Affiliated Colleges and Recognized Institutes for teaching faculty for the calendar year 2023.

Public Holidays

Sr. No.	Day of Holiday	Date	Day
1.	Republic Day	26-01-2023	Thursday
2.	Mahashivratri	18-02-2023	Saturday
3.	Chhatrapati Shivaji Maharaj Jayanti	19-02-2023	Sunday
4.	Holi (Second Day)	07-03-2023	Tuesday
5.	Gudhi Padwa	22-03-2023	Wednesday
6.	Ram Navami	30-03-2023	Thursday
7.	Mahavir Jayanti	04-04-2023	Tuesday
8.	Good Friday	07-04-2023	Friday
9.	Dr. Babasaheb Ambedkar Jayanti	14-04-2023	Friday
10.	Ramzan-Id (Id-ul-Fitr) (Shawal-1)	22-04-2023	Saturday
11.	Maharashtra Din	01-05-2023	Monday
12.	Buddha Pournima	05-05-2023	Friday
13.	Bakri Id (Id-Uz-Zuha)	28-06-2023	Wednesday
14.	Moharum	29-07-2023	Saturday
15.	Independence Day	15-08-2023	Tuesday
16.	Parsi New Year (Shahenshahi)	16-08-2023	Wednesday
17.	Ganesh Chaturthi	19-09-2023	Tuesday
18.	Id-E-Milad	28-09-2023	Thursday
19.	Mahatma Gandhi Jayanti	02-10-2023	Monday
20.	Dasara	24-10-2023	Tuesday
21.	Diwali Amavasya (Laxmi Pujan)	12-11-2023	Sunday
22.	Diwali (Bali Pratipada)	14-11-2023	Tuesday
23.	Bhaubeej	15-11-2023	Wednesday
24.	Guru Nanak Jayanti	27-11-2023	Monday
25.	Christmas	25-12-2023	Monday

Note

In case, the Head/ Principal/Director of the Affiliated Colleges / Recognized Institutes requires to give additional holiday in exceptional circumstances, he may do so by compensating the same by keeping the Department/ College/Institute working on Sunday.


Deputy Registrar
(P.G. Admissions)

Ganeshkhind, Pune
Ref. No. PGS/ 711
Date: 02/02/2023

Copy to : for information & necessary action

1. The Members of the Management Council.
2. The Registrar, Savitribai Phule Pune University, Pune.
3. The Deans of Faculties.
4. The Director, Board of Examinations & Evaluation, Savitribai Phule Pune University, Pune.
5. The Heads of all University Departments.
6. The Principals of all Affiliated Colleges.
7. The Directors of all Recognized Institutes.
8. The Heads of all the Administrative Sections of the University Office.
9. Statistical Analyst, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University
10. Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

Savitribai Phule Pune University

(formerly University of Pune)



Circular No. 209 of 2016

Holidays for IInd Term

During the Academic Year 2016 - 2017 following days are declared as Holidays for the University Departments, Affiliated Colleges and Recognized Institutes for Second Term.

Sr.No.	Day of Holiday	Date	Day
1	Republic Day	26/01/2017	Thursday
2	Mahashivratri	24/02/2017	Friday
3	Holi (Second day)	13/03/2017	Monday
4	Gudi Padwa	28/03/2017	Tuesday
5	Ram Navmi	04/04/2017	Tuesday
6	Dr. Babasaheb Ambedkar Jayanti	14/04/2017	Friday

Note

In case, the Head of the University Departments/Principals/Directors of the Affiliated Colleges/Recognized Institutes requires to give additional holiday in exceptional circumstances, he/she may do so by compensating the same by keeping the Department/College/Institute working on Sunday.


Deputy Registrar
(PG Admissions)

Ganeshkhind,
Pune -411 007
Ref. No. PGS/4728
Date: 07/12/2017

Copy to : for information & necessary action :

1. The Members of the Management Council.
2. The Deans of Faculties.
3. Director, B.C.U.D., Savitribai Phule Pune University, Pune.
4. The Registrar, Savitribai Phule Pune University, Pune.
5. Controller of Examination, Savitribai Phule Pune University, Pune.
6. The Co-ordinators of all Faculties.
7. The Principals of all Affiliated Colleges.
8. The Directors of all Recognized Institutes.
9. The Heads of all the Administrative Sections of the University Office.
10. Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University, Pune

Savitribai Phule Pune University
(Formerly University of Pune)



Circular No. 69 of 2018

During the Academic Year 2018 – 2019 following days are declared as Holidays for the Affiliated Colleges and Recognized Institutes for the **First Term & Second Term**.

First Term Holidays

Sr. No.	Day of Holiday	Date	Day
1	Ramzan – Id (Id-Ul-Fitar)	16/06/2018	Saturday
2	Independence Day	15/08/2018	Wednesday
3	Bakri - Id (Id-Ul-Zua)	22/08/2018	Wednesday
4	Ganesh Chaturthi	13/09/2018	Thursday
5	Mahatma Gandhi Jayanti	02/10/2018	Tuesday
6	Dasara	18/10/2018	Thursday

Second Term Holidays

Sr. No.	Day of Holiday	Date	Day
1	Christmas	25/12/2018	Tuesday
2	Republic Day	26/01/2019	Saturday
3	Chhatrapati Shivaji Maharaj Jayanti	19/02/2019	Tuesday
4	Mahashivratri	04/03/2019	Monday
5	Holi (Second Day)	21/03/2019	Thursday
6	Gudipadwa	06/04/2019	Saturday

Note

In case, the Head/ Principal/Directors of the Affiliated Colleges / Recognized Institutes requires to give additional holiday in exceptional circumstances, he/she may do so by compensating the same by keeping the Department/ College/Institute working on Sunday.


Deputy Registrar
(P.G. Admissions)

Ganeshkhind, Pune

Ref. No. PGS/1335

Date: 23/04/2018

Copy to : for information & necessary action

1. The Members of the Management Council.
2. The Deans of Faculties.
3. The Registrar, Savitribai Phule Pune University, Pune.
4. The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.
5. The Heads of all University Departments.
6. The Principals of all Affiliated Colleges.
7. The Directors of all Recognized Institutes.
8. The Heads of all the Administrative Sections of the University Office.
9. Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University
10. Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

Savitribai Phule Pune University
(Formerly University of Pune)



Circular No. 70 of 2018

During the Academic Year 2018-2019 following days are declared as Holidays for University Departments for the **First Term & Second Term**.

Sr. No.	Day of Holiday	Date	Day
1	Independence Day	15/08/2018	Wednesday
2	Ganesh Chaturthi	13/09/2018	Thursday
3	Mahatma Gandhi Jayanti	02/10/2018	Tuesday
4	Dasara	18/10/2018	Thursday
5	Diwali (Laxmipujan)	07/11/2018	Wednesday
6	Diwali (Balipratipada)	08/11/2018	Thursday

Second Term Holidays

Sr. No.	Day of Holiday	Date	Day
1	Republic Day	26/01/2019	Saturday
2	Chhatrapati Shivaji Maharaj Jayanti	19/02/2019	Tuesday
3	Mahashivratri	04/03/2019	Monday
4	Holi (Second Day)	21/03/2019	Thursday
5	Gudipadwa	06/04/2019	Saturday
6	Maharashtra Din	01/05/2019	Wednesday

Note

In case, the Head/ Principal/Directors of the Affiliated Colleges / Recognized Institutes requires to give additional holiday in exceptional circumstances, he/she may do so by compensating the same by keeping the Department/ College/Institute working on Sunday.


Deputy Registrar
(P.G. Admissions)

Ganeshkhind, Pune
Ref. No. PGS/1336
Date: 23/04/2018

Copy to: for information & necessary action:

1. The Members of the Management Council.
2. The Deans of Faculties.
3. The Registrar, Savitribai Phule Pune University, Pune.
4. The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.
5. The Heads of all University Departments.
6. The Principals of all Affiliated Colleges.
7. The Directors of all Recognized Institutes.
8. The Heads of all the Administrative Sections of the University Office.
9. Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University
10. Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

Savitribai Phule Pune University
(Formerly University of Pune)



Circular

Revised Date of Holidays for Second Term

During the Academic Year 2017 - 2018 following days are declared as Holidays for the University Departments.

Sr. No.	Day of Holiday	Date	Day
1.	Republic Day	26/01/2018	Friday
2.	Mahashivratri	13/02/2018	Tuesday
3.	Chhatrapati Shivaji Maharaj Jayanti	19/02/2018	Monday
4.	Holi (Second day)	02/03/2018	Friday
5.	Dr. Babasaheb Ambedkar Jayanti	14/04/2018	Saturday
6.	Maharashtra Din	01/05/2018	Tuesday

Note

In case, the Head of the University Departments / Principals / Directors of the Affiliated Colleges / Recognized Institutes requires to give additional holiday in exceptional circumstances, he/she may do so by compensating the same by keeping the Department/ College/Institute working on Sunday.


Deputy Registrar
(P.G. Admissions)

Ganeshkhind,
Pune - 411 007
Ref. No. PGS/1378
Date: 25/04/2018

Copy to: for Information and necessary action

1. The Members of the Management Council
2. The Deans of all Faculties
3. The Registrar, Savitribai Phule Pune University
4. The Director, Board of Examinations & Evaluation, SPPU.
5. The Head of all University Departments
6. The Principal of all Affiliated Colleges
7. The Directors of all Recognized Institutes
8. The Head of the Administrative Sections of the University office
9. Asstt. Registrar, office of the Hon. Vice-Chancellor, SPPU.
10. Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, SPPU.

Savitribai Phule Pune University
(Formerly University of Pune)



Circular No. 2150f 2017

**Revised Dates of Commencement and Conclusion of terms for the Academic Year
2017-2018**

For Affiliated Colleges Only.

It is hereby informed that, the dates of commencement and conclusion of the First Term & Second Term of University Courses, under various faculties, for the academic year 2017-2018 shall be as under :

Sr. No.	Name of the Courses	2017-18			
		First Term		Second Term	
		Commencement	Conclusion	Commencement	Conclusion
1	Humanities (Formerly Faculty of Arts & Fine Arts)	15/06/2017	14/10/2017	13/11/2017	30/04/2018
	Humanities (Formerly Faculty Mental, Moral and Social Sciences)				
2	Science & Technology (Formerly Faculty Science)	15/06/2017	14/10/2017	13/11/2017	30/04/2018
	Science & Technology (Formerly Faculty of Engineering : SE, TE, BE & MCA- II, & III Year)	15/06/2017	14/10/2017	18/12/2017	23/04/2018
3	Commerce & Management (Formerly Faculty of Commerce)	15/06/2017	14/10/2017	13/11/2017	30/04/2018

Note

- To comply with academic requirements, college may utilized holidays including Sunday for First Year Students.
- In case, the Principal of the Affiliated Collges require to give additional holiday in exceptional circumstances, he may do so by compensating the same by keeping the College working on Sundays.


Deputy Registrar
(P.G.Admission)

Ganeshkhind, Pune-07

Ref. No. PGS/ 3753

Date: 09/10/2017

Copy to: for Information and necessary action

The Members of the Management Council

The Deans of all Faculties

The Registrar, Savitribai Phule Pune University

The Direcoter, Board of Examnations & Evaluation, Savitribai Phule Pune University

The Head of all University Departments

The Principal of all Affiliated Colleges

The Directors of all Recognised Institutes

The Head of the Administrative Sections of the University office

Savitribai Phule Pune University

(Formerly University of Pune)



Circular No. 138 / 2018-19

Sub: Revised Dates of Commencement and Conclusion of terms for the Academic Year 2018-2019 for Management Institutes.

It is hereby informed that, the revised dates of commencement and conclusion of the first and second term of University Courses, for Management Institutes for the academic year 2018-19 shall be as under :

Name of the Courses	2018 - 2019			
	First Term		Second Term	
	Commencement	Conclusion	Commencement	Conclusion
Management	02/07/2018	08/12/2018	01/01/2019	15/05/2019

Teaching will begin on the date of commencement of the terms. The teaching shall begin immediately after the finalization of admissions, however, term would stand concluded, on the dates mentioned above.

NOTE

1. In case, the Head of the Department require to give additional holiday in exceptional circumstances, he may do so by compensating the same by keeping Department/College working on Sundays.
2. The Term & Holidays for the Post-Graduate courses conducted in the Colleges/Institutes will be as per the University Departments.


Deputy Registrar
(P.G. Admission)

Ganeshkhind, Pune-07

Ref. No. PGS/2877

Date: 06/08/2018

Copy to: for Information and necessary action

The Members of the Management Council.

The Deans of Faculties.

The Registrar, Savitribai Phule Pune University, Pune.

The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.

The Heads of all University Departments.

The Principals of all Affiliated Colleges.

The Directors of all Recognized Institutes.

The Heads of all the Administrative Sections of the University Office.

Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University

Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

Savitribai Phule Pune University
(Formerly University of Pune)



Circular No. 70 of 2019

During the Academic Year 2018 – 2019 following days are declared as holidays for the University Departments/Affiliated Colleges and Recognized Institutes for the **Second Term**.

Revised Holidays for Second Term

Sr. No.	Day of Holiday	Date	Day
1	Christmas	25/12/2018	Tuesday
2	Republic Day	26/01/2019	Saturday
3	Chhatrapati Shivaji Maharaj Jayanti	19/02/2019	Tuesday
4	Mahashivratri	04/03/2019	Monday
5	Holi (Second Day)	21/03/2019	Thursday
6	Gudipadwa	06/04/2019	Saturday
7	Ram Navami	13/04/2019	Saturday
8	Mahavir Jayanti	17/04/2019	Wednesday
9	Good Friday	19/04/2019	Friday
10	Maharashtra Din	01/05/2019	Wednesday
11	Buddha Pournima	18/05/2019	Saturday

Note

In case, the Head/ Principal/Directors of the Affiliated Colleges / Recognized Institutes requires to give additional holiday in exceptional circumstances, he/she may do so by compensating the same by keeping the Department/ College/Institute working on Sunday.


Deputy Registrar
(P.G. Admissions)

Ganeshkhind, Pune
Ref. No. PGS/1190
Date: 10/04/2019

Copy to : for information & necessary action

1. The Members of the Management Council.
2. The Deans of Faculties.
3. The Registrar, Savitribai Phule Pune University, Pune.
4. The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.
5. The Heads of all University Departments.
6. The Principals of all Affiliated Colleges.
7. The Directors of all Recognized Institutes.
8. The Heads of all the Administrative Sections of the University Office.
9. Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University
10. Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

सावित्रीबाई फुले पुणे विद्यापीठ

(पूर्वीचे पुणे विद्यापीठ)



परिपत्रक क्र. ३०६/२०२१

विषय : शैक्षणिक वेळापत्रकाच्या अंमलबजावणीबाबत...

- संदर्भ : १. विद्यापीठ परिपत्रक क्र. १३३/२०२१ दि. १४/०५/२०२१
२. विद्यापीठ परिपत्रक क्र. १३४/२०२१ दि. १४/०५/२०२१
३. विद्यापीठ परिपत्रक क्र. २७७/२०२१ दि. २९/०९/२०२१
४. विद्यापीठ परिपत्रक क्र. २७८/२०२१ दि. २९/०९/२०२१
५. विद्यापीठ परिपत्रक क्र. २९१/२०२१ दि. १९/१०/२०२१

कृपया वरील संदर्भीय परिपत्रकांचे अवलोकन व्हावे. त्या अनुषंगाने मा. विभागप्रमुख, सर्व शैक्षणिक विभाग, मा. प्राचार्य, सर्व संलग्नित महाविद्यालये, मा. संचालक, सर्व मान्यताप्राप्त परिसंस्था यांना या परिपत्रकाव्दारे कळविण्यात येते की, विविध विद्याशाखांच्या चालू शैक्षणिक वर्षाच्या शैक्षणिक वेळापत्रकाच्या संदर्भात यापूर्वी विद्यापीठाकडून निर्गमित केलेल्या वरील संदर्भीय परिपत्रकान्वये जाहीर केलेल्या सत्रांत व सत्रारंभाच्या तारखांमध्ये कोणताही बदल नसला तरी कोव्हिड-१९ च्या अभूतपूर्व आघाताच्या पार्श्वभूमीवर विद्यापीठ व शासनाने विद्यार्थ्यांच्या आरोग्यसुरक्षेसाठी तसेच अत्यंत तातडीचे शैक्षणिक कामकाज पूर्ण करण्यासंबंधी दिलेल्या मार्गदर्शक सूचनांचे विद्यापीठ शैक्षणिक विभाग व सर्व संलग्नित महाविद्यालय/परिसंस्था यांनी पूर्णपणे पालन करावे.

उपकुलसचिव
शैक्षणिक प्रवेश

गणेशखिंड, पुणे ४११ ००७)

संदर्भ क्र. शै.प्रवेश/४०३०)

दिनांक : २८/१०/२०२१)

प्रत माहिती व योग्य त्या कार्यवाहीसाठी :-

- मा. विभागप्रमुख, सर्व शैक्षणिक विभाग, सावित्रीबाई फुले पुणे विद्यापीठ, पुणे
मा. प्राचार्य, विद्यापीठाशी संलग्नित सर्व महाविद्यालये
मा. संचालक, विद्यापीठाच्या मान्यताप्राप्त सर्व परिसंस्था



NASHIK GRAMIN SHIKSHAN PRASARAK MANDAL
BRAHMA VALLEY INSTITUTE OF MANAGEMENT

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 Affiliated By DTE & Savitribai Phule Pune University, (SPPU)

Academic Calendar A/Y 2017-18

Sr. No	Particulars
1	Curricular Activities
2	Co curricular Activities
3	Extracurricular Activities
4	Supportive Activities
5	Administrative Activities

Curricular activities		
Sr. No	Particulars	Date & Notes
1	Starting of the sessions - first semester and third semester	17/7/2017 (2nd Year) 1/08/2017 (First Year)
2	Workshop on research project report(Sem-III)	29/7/2017
3	Article review writing Sem-III)	12/8/2017
4	Orientation program (Sem –I)	19/8/2017
5	Tutorials / class tests	As per faculty's schedule
6	Internal exams	Oct. /Nov. 2017, as per Uni. Schedule of External Exam.
7	Project Viva internal (Sem-III)	Oct. /Nov. 2017, as per Uni. Schedule of External Exam.
8	Online exam (MBA I , II And Backlog)	
9	External exam & Project Viva-MBA III Sem (External)	Nov'-Dec2017' as per university schedule
10	End of first half of academic year	14/12/2017
11	Starting of the sessions – second semester and forth semester	26/12/2017 (As per SPPU)
12	Internal exams	Mar./Apr. 2018 as per Uni. Schedule of External Exam.
13	Online exam (MBA I , II And Backlog)	Apr'-May 2018 as per university schedule
14	External exam	Apr'-May 2018 as per university schedule
15	End of second half of academic year	13/05/2018, As per university schedule



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Co curricular activities		
Sr. No	Particulars	Dates
1	Extempore	15/7/2017, 20/01/2018
2	Report writing	26/8/2017, 17/2/2018
3	Poster competition	09/9/2017, 24/2/2018
4	Management games	16/9/2017, 26/2/2018
5	Group discussion	07/10/2017, 3/3/2018
6	Debate	14/10/2017, 17/3/2018
7	Power point presentation	28/10/2017, 24/3/2018
8	Alumni meet	Feb/March

Extracurricular activities		
Sr. No	Particulars	Date & Notes
1	Founder's day celebration	29/7/2017
2	Industrial visit	In the month of Sept. 2017
3	Participation in various inter college competition	Jan' - Feb' 2018
4	In house cultural activities Ganpati festival, Navratri celebration	25/8/2017, 21/09/2017
5	In house sport & cultural activities	23/1/2018 – 27/1/2018

Supportive activities		
Sr. No	Particulars	Date & Notes
1	Six sigma green belt	10/2/2018 to 13/2/2018
2	CSR	27/2/2018, Vanvasi Ashram, Nashik.
3	CSR (Tree Plantation As per Govt. of MH Notification)	01 to 31st July 2018
4	Assistance in NIMA & AIMA	--
5	Guest Lecture	Every Saturday(as per the availability of expert speaker)

Administrative activities –FACUTY'S & STAFF		
Sr. No	Particulars	Date & Notes
1	Lecture plan	Sem I & III - 17/7/2017
		Sem II & IV – 2/1/2018
2	Tutorial and class tests schedule and evaluation	As per faculty schedule
3	SPED forms	17/3/2018
4	Student evaluation report (individual student)	24/3/2018
5	Pune university compliance and reports	As per University schedule



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Academic Calendar A/Y 2018-19

Sr. No	Particulars
1	Curricular Activities
2	Co curricular Activities
3	Extracurricular Activities
4	Supportive Activities
5	Administrative Activities

Curricular activities		
Sr. No	Particulars	Date & Notes (Sem I & III)
1	Starting of the sessions - first semester and third semester	02/7/2018 (2 nd Year) 01/08/2018 (1 st Year)
2	Workshop on Research Project report (Sem-III) 2 nd Year	28/7/2018
3	Orientation program (Sem -I) for 1 st Year	11/8/2018
4	Article review writing (Sem-III) for 2 nd Year	13/8/2018
5	Tutorials / class tests	As per faculty's schedule
6	Internal exams	Oct./Nov. 2018, as per Uni. Schedule of External Exam.
7	Project Viva internal (Sem-III)	Oct./Nov. 2018, as per Uni. Shedule of External Exam.
8	Online exam (MBA I , II And Backlog)	
9	External exam & Project Viva-MBA Sem III (External)	Nov'-Dec2018' as per university schedule
10	End of first half of academic year	15/12/2018 (As per SPPU)
11	Starting of the sessions – second semester and forth semester	02/01/2019 (As per SPPU)
12	Internal exams	Mar./Apr. 2019 as per Uni. Shedule of External Exam.
13	Online exam (MBA I , II And Backlog)	Apr'-May 2019 as per university schedule
14	External exam	Apr'-May 2019 as per university schedule
15	End of second half of academic year	15/05/2019, As per university schedule



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Co curricular activities		
Sr. No	Particulars	Dates
1	Management Games	1/8/2018, 2/1/2019
2	Group Tasks	6/8/2018 & 7/8/2018, 7,8 & 9/1/2019
3	Time Management	8/8/2018
4	Presentation Skills	13 & 14/8/2018 14 & 16/1/2019
5	Leadership Skills Development	20 & 21/08/2018 21 & 22/01/2019
6	MS Excel Orientation	27, 28 & 29/8/2018 28, 29 & 30/1/2019
7	Poster competition	3/9/2018 4/2/2019
8	Stress Management	4/9/2018 5/2/2019
9	Literature Review	5/9/2018 6/2/2019
10	Business Plan	10 & 11/9/2018 11, 12/2/2019
11	Personality Development	12/9/2018 13/2/2019
12	Extempore	17/9/2018 18/2/2019
13	Debate	18/9/2018 20/2/2019
14	Ad-MAD Show	19/9/2018
15	Case Study	24, 25 & 26/9/2018 25, 26 & 27/2/2019
16	Role-Play Or Story Telling	1/10/2018 5/3/2019
17	Report Writing	3/10/2018 6/3/2019
18	Group discussion	8/10/2018 18/3/2019
19	Business Quiz Competition	9/10/2018 19/3/2019
20	Resume Building & Development	10/10/2018
21	Interview Techniques	15 & 16/10/2018 11 & 12/3/2019
22	Power point Presentation	17/10/2018 13/3/2019
23	Soft Skills Development	22, 23 & 24/10/2018 25, 25 & 27/3/2019
24	A Day with Industrialist	27/10/2018
25	Exam Orientation	29, 30 & 31/10/2018



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Extra curricular activities		
Sr. No	Particulars	Date & Notes
1	Founder's day celebration	29/7/2018
2	Industrial visit	In the month of Sept. 2018
3	Participation in various inter college competition	Jan' - Feb' 2019
4	In house cultural activities: Ganpati festival	17/9/2018
5	In house cultural activities: Navratri celebration	13/10/2018
6	In house Sports & cultural activities	21/1/2019 – 26/1/2019
7	Alumni Meet	09/02/2019

Supportive activities		
Sr. No	Particulars	Date & Notes
1	SAS Analytics Workshop	11/10/2018 to 13/10/2018
2	CSR – World Peace & Research Foundation- “10 GOLDDEN HOURS”	As per Schedule
3	CSR (Tree Plantation As per Govt of MH Notification)	5/6/2019
4	Assistance in NIMA & AIMA	As per Schedule
5	Guest Lecture	Every Saturday(as per the availability of expert speakers)

Administrative Activities –FACULTY & STAFF		
Sr. No	Particulars	Date & Notes
1	Lecture plan	Sem I & III - 28/6/2018
		Sem II & IV – 2/1/2019
2	Tutorial and class tests schedule and evaluation	As per faculty schedule
3	SPED forms	17/3/2019
4	Student evaluation report (individual student)	24/3/2019
5	Pune university compliance and reports	As per University schedule



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ACADEMIC CALENDAR A/Y 2019-20	
Sr. No	Particulars
1	Curricular Activities
2	Co Curricular Activities
3	Extracurricular Activities
4	Supportive Activities
5	Administrative Activities

CURRICULAR ACTIVITIES		
Sr. No	Particulars	Date & Notes (Sem. I & III)
1	Commencement of MBA II Year Sem.-III	15/07/2019
2	Commencement of MBA I Year Sem.-I	16/09/2019
3	Workshop On Research Methodology	27/07/2019
4	Orientation Program For (Sem.-I) for 1st Year	12/10/2019
5	Tutorials / Class Tests	As per Faculty's Schedule
6	Internal Exams	Oct. /Nov. 2019, as per SPPU Schedule of External Exam
7	Project Viva Internal (Sem.-III)	Oct. /Nov. 2019, as per SPPU Schedule of External Exam.
8	Online exam (MBA I , II Regular And Backlog)	
9	External Exam & Project Viva-MBA Sem. III (External)	Nov'-Dec 2019' as per SPPU Schedule
10	End of first Half of Academic Year	29/01/2020 (As per SPPU)
11	Starting of the Sessions – Second Semester and Forth Semester	3/2/2020
12	Internal Exams March/April	March/April 2020 as per SPPU Schedule of External Exam.
13	Online exam (MBA I , II And Backlog)	April-May 2020 as per SPPU Schedule
14	External Exam & Dissertation Viva-MBA Sem. IV (External)	April-May 2020 as per SPPU Schedule
15	End of Second Half of Academic Year	As per SPPU Schedule



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CO-CURRICULAR ACTIVITIES		
Sr. No	Particulars	Date & Notes (Sem. I,II,III & IV)
1	Management Games	22/07/2019 , 06/01/2020
2	Time Management	31/07/2019, 20/01/2020
3	Poster competition	26/07/2019
4	Group Tasks	05/08/2019, 07/01/2020
5	Debate	07/08/2019, 11/03/2020
6	A Day with Industrialist	9/8/2019
7	Group discussion	13/08/2019, 09/03/2020
8	Case Study	19,20,21/08/2019 & 24,25,26/02/2020
9	Soft Skills Development	26,27,28/08/2019 & 16,17,18/03/2020
10	Role-Play Or Story Telling	30/08/2019
11	Interview Techniques	03,04/09/2019 & 02,03/03/2020
12	Business Plan	17,18/09/2019 & 17,18/02/2020
13	Business Quiz Competition	21/09/2019
14	Presentation Skills	27/09/2020 & 4/3/2020
15	Ad-MAD Show	26/09/2019
16	Personality Development	28/09/2019
17	Stress Management	07/10/2019 & 10/02/2020
18	MS Excel Orientation	14,15,16/10/2020 & 03,04,05/02/2020
19	Leadership Skills Development	22,23/10/2019 & 11,12/02/2020
20	Exam Orientation	18/11/2019

EXTRACURRICULAR ACTIVITIES		
Sr. No	Particulars	Date & Notes (Sem. I, II, III & IV)
1	Founder's Day Celebration	29/7/2019
2	Industrial Visit	In the Month of Oct. 2019
3	In house Cultural Activities: Ganpati Festival	In the Month of Oct. 2019
4	In House Sports	In the Month of Dec. 2019
5	Alumni Meet	1/2/2020



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SUPPORTIVE ACTIVITIES		
Sr. No	Particulars	Date & Notes (Sem. I, II, III & IV)
1	CSR – World Peace & Research Foundation- “10 GOLDDEN HOURS”	As per Schedule
2	Six Sigma Green Belt	In the month of November
3	CSR (Tree Plantation As per Govt. of MH Notification)	10/8/2019
4	Assistance in NIMA & AIMA	As per Schedule
5	Personality Development (5 Hours)	As per Schedule
6	Professional English Speaking (5 Hours)	As per Schedule
7	Entrepreneurship Development (5 Hours)	As per Schedule
8	Sales Training (5 Hours)	As per Schedule
9	Guest Lecture	Every Saturday (as per the availability of expert speakers)

ADMINISTRATIVE ACTIVITIES –FACULTY & STAFF		
Sr. No	Particulars	Date & Notes (Sem. I,II,III & IV)
1	Lecture Plan	Sem. III - 15/07/2019
		Sem. I - 26/09/2019
		Sem. II & IV – 2/1/2020
3	Tutorial and Class tests Schedule And Evaluation	As per Faculty Schedule
4	SPED Forms	As per Faculty Schedule
5	Student Evaluation Report (Individual Student)	24/3/2020
6	SPPU, Pune Compliance and Reports	As per SPPU Schedule



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ACADEMIC CALENDAR A/Y 2020-21	
Sr. No	Particulars
1	Curricular Activities
2	Co-Curricular Activities
3	Extracurricular Activities
4	Supportive Activities
5	Administrative Activities

CURRICULAR ACTIVITIES		
Sr. No	Particulars	Date & Notes
		(Sem. I & III)
1	Commencement of MBA II Year Sem.-III	4/8/2020
2	Commencement of MBA I Year Sem.-I	As per the DTE Schedule
3	Workshop On Research Methodology	10/8/2020
4	Orientation Program For (Sem.-I) for 1st Year	As per Faculty's Schedule
5	Tutorials / Class Tests	As per Faculty's Schedule
6	Internal Exams	Oct. /Nov. 2020, as per SPPU Schedule of External Exam
7	Project Viva Internal (Sem.-III)	Oct. /Nov. 2020, as per SPPU Schedule of External Exam.
8	Online exam (MBA I , II Regular And Backlog)	
9	External Exam & Project Viva-MBA Sem. III (External)	Nov'-Dec 2020' as per SPPU Schedule
10	End of first Half of Academic Year	As per SPPU Schedule
11	Starting of the Sessions – Second Semester and Forth Semester	As per SPPU Schedule
12	Internal Exams March/April 2021	March/April 2021 as per SPPU Schedule of External Exam.
13	Examination (MBA I , II And Backlog)	April-May 2021 as per SPPU Schedule



CO-CURRICULAR ACTIVITIES		
Sr. No	Particulars	Date & Notes
		(Sem. I,II,III & IV)
1	Management Games	11/08/2020, 22/02/2021
2	Time Management	27/08/2020, 23/02/2021
3	Poster competition	31/08/2020
4	Group Tasks	07/09/2020, 01/03/2021
5	Debate	08/09/2020, 03/03/2021
6	A Day with Industrialist	12/9/2020
7	Group discussion	14/09/2020, 08/03/2021
8	Case Study	21,22,23/09/2020 & 15,16,17/03/2021
9	Role-Play Or Story Telling	29/09/2020
10	Business Plan	05,06/10/2020 & 22,23,24/03/2021
11	Business Quiz Competition	7/10/2020
12	Presentation Skills	13/10/2020 & 30/03/2021
13	Personality Development	19/10/2020
14	Stress Management	26/10/2020 & 05/04/2021
15	MS Excel Orientation	9 & 10/10/2020
16	Exam Orientation	18/11/2020

EXTRACURRICULAR ACTIVITIES		
Sr. No	Particulars	Date & Notes
		(Sem. I, II, III & IV)
1	Founder's Day Celebration	29/7/2020
2	Industrial Visit	If Lockdown is Eased
3	Library Day Celebration	If Lockdown is Eased
4	In house Cultural Activities: Ganpati Festival	If Lockdown is Eased
5	In House Sports	If Lockdown is Eased
6	Alumni Meet	In the Month of January
7	Mentor – Mentee Program	As per Schedule



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SUPPORTIVE ACTIVITIES		
Sr. No	Particulars	Date & Notes
		(Sem. I, II, III & IV)
1	CSR – World Peace & Research Foundation- “10 Golden Hours”	As per Schedule
2	Workshop On Research Methodology	As per Schedule
3	Six Sigma Green Belt	In the Month of November 2020
4	CSR (Tree Plantation As per Govt. of MH Notification)	4/8/2020
5	Assistance in NIMA & AIMA	As per Schedule
6	Personality Development (5 Hours)	As per Schedule
7	Professional English Speaking (5 Hours)	As per Schedule
8	Entrepreneurship Development (5 Hours)	As per Schedule
9	Sales Training (5 Hours)	As per Schedule
10	Guest Lecture	Every Saturday (as per the availability of expert speakers)
11	Workshop On Human Rights	As per Schedule
12	Workshop On Cyber Security	As per Schedule

ADMINISTRATIVE ACTIVITIES –FACULTY & STAFF		
Sr. No	Particulars	Date & Notes (Sem. I,II,III & IV)
1	Lecture Plan	4/8/2020
		As per the Concern Authority Schedule
		As per the Concern Authority Schedule
2	Tutorial and Class tests Schedule And Evaluation	As per Faculty Schedule
3	SPED Forms	As per Faculty Schedule
4	Student Evaluation Report (Individual Student)	As per Faculty Schedule
5	SPPU, Pune Compliance and Reports	As per SPPU Schedule



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ACADEMIC CALENDAR A/Y 2021-22

Sr. No	Particulars
1	CURRICULAR ACTIVITIES
2	CO CURRICULAR ACTIVITIES
3	EXTRACURRICULAR ACTIVITIES
4	SUPPORTIVE ACTIVITIES
5	ADMINISTRATIVE ACTIVITIES

CURRICULAR ACTIVITIES

Sr. No	Particulars	Date & Notes (Sem I & III)
1	Commencement of MBA II Year Sem-III	08/10/2021
2	Commencement of MBA I Year Sem-I	27/12/2021
3	Workshop On Research Methodology	9/10/2021
4	Orientation Program For (Sem-I) for 1st Year	As per SPP University schedule
5	Tutorials / Class Tests	As per faculty's schedule
6	Online Internal Examination Nov./Dec.2021 (MBA I, II Regular And Backlog)	March/April 2022, as per University Shedule
7	Internal 303 Summer Internship Project & Backlog Viva Voce MBA II Year Sem III Nov./Dec.2021	
8	External Online Examination MBA I, Sem I (External) Nov./Dec.2021	March/April 2022, as per University Schedule
9	External Online Examination & Project Viva - MBA II Sem III (External) Nov./Dec.2021	March/April 2022, as per University Schedule
10	End of first half of academic year	March/April 2022 2022 (As per University Schedule)
11	Starting of the Sessions – Second Semester and Forth Semester	From May 2022
12	Internal Online Examination March/April 2022	In the month of August 2022 as per University Schedule
13	External Online Examination MBA I, Sem II and MBA II, Sem IV & Backlog SIP Viva-MBA Sem III (External 2019 Pattern) March/April 2022	In the month of September2022 as per University Schedule



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CO-CURRICULAR ACTIVITIES

Sr. No	Particulars	Date & Notes (Sem I,II,III & IV)
1	Management Games	10/01/2022 , 23/05/2022
2	Time Management	18/01/2022, 24/05/2022
3	Extempore	7/1/2022
4	Group Tasks	11/01/2022, 30/05/2022
5	Debate	31/01/2022, 31/05/2022
6	Entrepreneur Success Formula of an Entrepreneur	4/12/2021
7	Group Discussion	17/01/2022, 17/05/2022
8	Case Study	14,15,16/02/2022 & 06,07,08/06/2022
9	Soft Skills Development	29,30/12/2022 & 11,12/05/2022
10	Interview Techniques	06,07/12/2022 & 02.03/03/2020
11	Business Plan	21,22/02/2022 & 28,29/06/2022
12	Start Up Idea Competition	11/12/2021
13	Presentation Skills	27/09/2020 & 4/3/2020
14	Ad-MAD Show	8/1/2022
15	Personality Development	28/12/2022
16	Stress Management	03/01/2022 & 10/02/2020
17	Leadership Skills Development	24,25/01/2022 & 13,14/06/2022
18	Exam Orientation	In the month of April 2022 & September 2022

EXTRACURRICULAR ACTIVITIES

Sr. No	Particulars	Date & Notes (Sem I,II,III & IV)
1	Founder's Day Celebration	29/7/2021
2	Industrial Visit	In the Month of Feb. 2022
3	In house Cultural Activities: Ganpati Festival	In the Month of Sept. 2021
4	In House Sports	In the Month of Jan. 2022
5	Alumni Meet	As Per Schedule

SUPPORTIVE ACTIVITIES

Sr. No	Particulars	Date & Notes (Sem I,II,III & IV)
1	CSR – World Peace & Research Foundation- "10 GOLDEN HOURS"	As per Schedule
2	CSR (Tree Plantation As per Govt of MH Notification)	3/9/2022
3	Personality Development (5 Hours)	As per Schedule
4	Professional English Speaking (5 Hours)	As per Schedule
5	Entrepreneurship Development (5 Hours)	As per Schedule
6	Sales Training (5 Hours)	As per Schedule
7	Guest Lecture	Every Saturday (As per the availability of expert speakers)
8	Movie Day	As per the Schedule and free slot



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ADMINISTRATIVE ACTIVITIES –FACULTY & STAFF		
Sr. No	Particulars	Date & Notes (Sem I,II,III & IV)
1	Lecture Plan	Sem III - 29/11/2021
		Sem I - 27/12/2021
		In the Month of May 2022
3	Tutorial and Class tests Schedule And Evaluation	As per Faculty Schedule
4	SPED Forms	As per Faculty Schedule
5	Student Evaluation Report (Individual Student)	September 2022



Institute Vision & Mission

Vision:

To emerge as one of the aspiring business schools and provide quality management education and Foundation for life skills.

Mission:

*To develop necessary competencies in students by providing exposure in various areas of knowledge,
To enhance employability for gainful employment and promote entrepreneurship. To promote
Ethical and value based learning.*



Director

Nashik Gramin Shikshan Prasarak Mandal
Brahma Valley Institute of Management
Anganga, Nashik

Master of Business Administration (MBA) –Syllabus 2019 Pattern (revised)

2 year, 4 Semester Full time Programme Choice Based Credit System (CBCS) and Grading System Outcome Based Education Pattern

MBA I effective from AY 2022-23

MBA II effective from AY 2022-23

1.0 Preamble: The revised MBA Curriculum 2022 finetunes the MBA 2019 Pattern which was built upon the Choice Based Credit System (CBCS) and Grading System and the Outcome Based Education. The MBA Curriculum 2022 also incorporates several aspects of NEP.

2.0 Definitions:

2.1 Outcome Based Education:

2.1.1 Outcome Based Education (OBE) Approach: Outcomes are about performance, and this implies:

- a) There must be a performer – the student (learner), not only the teacher
- b) There must be something performable (thus demonstrable or assessable) to perform
- c) The focus is on the performance, not the activity or task to be performed

2.1.2 Programme Educational Objectives (PEOs): Programme Educational Objectives are a set of **broad future-focused student performance outcomes** that explicitly identify what students will be **able to do with what they have learned**, and **what they will be like** after they leave school and are **living full and productive lives**. Thus PEOs are what the programme is preparing graduates for in their **career and professional life** (to attain within a **few years** after graduation¹).

2.1.3 Graduate Attributes (GAs): Graduate Attributes (GAs) are the **qualities, knowledge and capabilities** that students are encouraged to take responsibility for developing throughout their studies and are the **defining characteristics** of the students passing out of the MBA program. These attributes include, but go **beyond, the disciplinary expertise or technical knowledge**.

2.1.4 Programme Outcomes (POs): Programme Outcomes are a set of **narrow statements** that describes what students (learners) **of the programme** are expected to know and be able to perform or attain **by the time of graduation**.

2.1.5 Programme Specific Outcomes (PSOs): Programme Outcomes are a set of **narrow statements** that describes what students (learners) **of a particular specialization of the programme** are expected to know and be able to perform or attain **by the time of graduation**. PSOs are also a function of the various course combinations offered by the Institute.

2.1.6 Learning Outcomes: A learning outcome is what a student CAN DO as a result of a learning experience. It describes a **specific task** that he/she is able to perform at a **given level of competence under a certain situation**. The three broad types of learning outcomes are:

- a) Disciplinary knowledge and skills
- b) Generic skills
- c) Attitudes and values

2.1.7 Course Outcomes (COs): A set of specific statements that describes the **complex performances** a student should be capable of as a result of **learning experiences within a course**.

2.1.8 Teaching and Learning Activities (TLAs): The set of **pedagogical tools and techniques** or the teaching and learning activities that aim to **help students to attain** the intended learning outcomes and engage them in these learning activities through the teaching process.

2.1.9 Assessment: It is the process of collecting, recording, scoring, describing and interpreting information about learning

2.1.10 Outcome Based Assessment (OBA): An assessment system that asks course teachers to first identify what it is that we expect students to be able to do once they have completed a course or program. It then asks course teachers to provide evidence that they are able to do so. In other words, how will each learning outcome be assessed? What **evidence of student learning** is most **relevant for each learning outcome** and **what standard or criteria** will be used to evaluate that evidence? Assessment is therefore a key part of outcome-based education and used to determine whether or not a qualification has been achieved.

2.1.11 Rubric (Assessment Rubric): A rubric for assessment, also called a scoring guide, is a tool used to interpret and grade students on any kind of work against criteria and standards.

2.2 Academic credit: An academic credit is a unit by which the course work (theory/ practical/ training) is measured. Each course may be allotted credits in proportion to the time expected to be devoted by the student for that course. Thus, it determines the number of hours of instructions required per week

¹ Graduation refers to passing out of the MBA programme. Graduation does NOT refer to 10+2+3/4 degree e.g. BA, BE, etc.

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

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

Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e. LTP Pattern. Indicative LTP, for each course, is documented in the syllabus.

The course teacher may modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools proposed. The modified LTP shall have to be approved by the Director / Head of the Department / Designated academic authority of the Institute.

2.2.2 Session: Each teaching-learning, evaluation session shall be of 60 minutes. However, institutes shall have the flexibility to define their time slots in a manner as to use their faculty and infrastructure resources in the best possible way and ensure effective learning.

2.2.3 Course Announcement: The institute shall announce the elective courses and specializations it proposes to offer the students out of the wider course basket. It is not mandatory to offer all the specializations and all the electives. The decision of the Director shall be final in this case. However, in the spirit of Choice Based Credit System, institutes should offer choices to the students for the elective courses and not offer only the minimum number of electives.

2.2.4 Course Registration: It is mandatory for every student, to register every semester, for the courses opted for that semester. Each student, on admission shall be assigned to a Faculty Advisor who shall advise her/him about the academic programs and counsel on the choice of courses considering the student's profile, career goals and courses taken in the earlier semesters. With the advice and consent of the Faculty Advisor, the student shall register for a set of courses he/she plans to take up for the Semester. Students shall have to register for the courses for the semester within first week of Semester I and immediately after conclusion of the preceding term for subsequent Semesters II, III and IV.

3.0 MBA Programme Focus:

3.1 Programme Educational Objectives (PEOs):

1. **PEO1:** Graduates of the MBA program will *successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with the real world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world.*
2. **PEO2:** Graduates of the MBA program will possess excellent *communication skills, excel in cross-functional, multi-disciplinary, multi-cultural teams*, and have an appreciation for *local, domestic and global contexts* so as to manage *continuity, change, risk, ambiguity and complexity.*
3. **PEO3:** Graduates of the MBA program will be appreciative of the significance of *Indian ethos and values in managerial decision making* and *exhibit value centered leadership.*
4. **PEO4:** Graduates of the MBA program will be ready to *engage in successful career pursuits* covering a broad spectrum of areas in *corporate, non-profit organizations, public policy, entrepreneurial ventures* and engage in *life-long learning.*
5. **PEO5:** Graduates of the MBA program will be recognized in their chosen fields for their *managerial competence, creativity & innovation, integrity & sensitivity* to local and global issues of social relevance and earn the *trust & respect* of others as *inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs* and change agents.

3.2 Programme Outcomes (POs): At the end of the MBA programme the learner will possess the

1. **Generic and Domain Knowledge** - Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues
2. **Problem Solving & Innovation** - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques.
3. **Critical Thinking** - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
4. **Effective Communication** - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
5. **Leadership and Team Work** - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
6. **Global Orientation and Cross-Cultural Appreciation:** Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.
7. **Entrepreneurship** - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
8. **Environment and Sustainability** - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.
9. **Social Responsiveness and Ethics** - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity.
10. **LifeLong Learning** – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

3.3 Programme Specific Outcomes (PSOs): It is expected that **Institutes define the PSOs for each specialization / major-minor combination**. PSOs shall also vary based upon the **customized combination** of Generic Core, Generic Elective, Subject Core, Subject Elective, Foundation, Enrichment & Alternative Study Credit Courses that they offer.

3.4 Graduate Attributes (GAs): At the end of the MBA programme the learner shall exhibit:

GA1: Managerial competence

GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership

GA3: Competence in Creativity & Innovation

GA4: Research Aptitude, Scholarship & Enquiry

GA5: Global Orientation

GA6: Proficiency in ICT & Digital Literacy

GA7: Entrepreneurship & Intrapreneurship Orientation

GA8: Cross-functional & Inter-disciplinary Orientation

GA9: Results Orientation

GA10: Professionalism, Ethical, Values Oriented & Socially Responsible behaviour

GA11: Life-Long Learning Orientation

4.0 MBA Programme Course Types & Evaluation Pattern:

Sr.No.	Course Type	Credits	Nature	Formative Assessment (FA) Marks	Summative Evaluation (SE) Marks	Total Marks
BASIC COURSE TYPES						
1	Generic Core (GC)	3	Compulsory	50	50	100
2	Subject Core (SC)	3	Compulsory (Specialization specific)	50	50	100
3	Generic Elective (GE - UL)	2	Elective	0	50	50
4	Generic Elective (GE - IL)	2	Elective	50	0	50
5	Subject Elective (SE - IL)	2	Elective (Specialization specific)	50	0	50
6	Summer Internship Project (SIP)	6	Project (Compulsory)	50	50	100
ADDITIONAL COURSE TYPES						

1	Enrichment Courses (ENR)	1	Elective	25	0	25
2	Foundation Courses (FOU)	1	Elective	25	0	25
3	Alternative Study Credit Courses (ASCC)	2	Elective	50	0	50
4	Open Electives (OE)	3 or 2	Subject Core / Subject Elective	As per Subject Core / Subject Elective Pattern		

4.1 Course Types

- 4.1.1 **Foundation Course:** These courses focus on developing the basic abilities that support the understanding of other courses.
- 4.1.2 **Core courses** are the compulsory courses for all the students. Core courses are of two types: Generic Core & Subject Core.
- 4.1.3 **Generic Core:** This is the course which should compulsorily be studied by a candidate as a core requirement to complete the requirement of a degree in a said discipline of study. Therefore, Generic Core courses are mandatory and fundamental in nature. These courses cannot be substituted by any other courses. Such courses are also known as Hard Core Courses.
- 4.1.4 **Subject Core:** A Core course may be a Subject Core if there is a choice or an option for the candidate to choose from a broad category (grouping) of subjects (specializations / electives). These are also known as Soft Core Courses.
- 4.1.5 **Elective Course:** Elective course is a course which can be chosen from a pool of courses. It may be:
- Very Specialized or advanced course focusing on a specific aspect
 - Supportive to the discipline of study
 - Providing an extended scope
 - Enabling an exposure to some other discipline/domain
 - Nurturing candidate's proficiency/skills.
- 4.1.6 **Generic Elective:** An elective course which is common across disciplines / subjects is called a generic elective. 'Generic Elective' courses develop generic proficiencies amongst the students.
- 4.1.7 **Generic Elective – University Level:** These elective courses are supportive to the discipline of study and focus on the knowledge aspect of competence building. The course outcomes for such courses can be better assessed through traditional End Semester Evaluation (Summative Evaluation).
- 4.1.8 **Generic Elective – Institute Level:** These elective courses are aimed to develop inter-personal, technical and other skills aspect of competence building. The course outcomes for such courses can be better assessed through Comprehensive Concurrent Evaluation.
- 4.1.9 **Subject Elective:** A 'Discipline (specialization) centric' elective is called 'Subject Elective.' Subject Elective courses, in the Semester II, III and IV are focused on a specialization.
- 4.1.10 **Open Elective:** A subject elective course chosen generally from another Discipline / specialization / subject, with an intention to seek cross-functional exposure is called an Open Elective. A Subject Elective offered in one specialization area may be treated as an Open Elective by another specialization area and vice-a-versa.
- 4.1.11 **Enrichment Course:** This is a course generally offered to bright learners / fast learners for advanced inputs beyond the curriculum. Enrichment / Add-on Course shall be a 1 Credit Course. The course is of the nature of Course of Independent Study (CIS) and is designed for learners who have the ability and inclination to work independently with limited guidance, supervision and interaction with the faculty member(s).
- 4.1.12 **Alternative Study Credit Courses:** These courses prepare the learners for a VUCA (Volatile Uncertain, Complex and Ambiguous) world by going beyond the boundaries of their campus. Apart from core and elective courses, these courses engage students in discussion, debate and solution of real world challenges.
- 4.1.13 **Massive Open Online Courses (MOOCs)²:** Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (2016) or equivalent; following the four quadrant approach and made available on the SWAYAM platform of Government of India.

² AICTE (Credit Framework for online learning course through SWAYAM) Regulations, 2016

4.2 MBA Programme Structure: The Basic Programme Structure shall be as depicted below

	Course#	Semester I		Semester II		Semester III		Semester IV		Credits	FA Marks	SE Marks				
COMPULSORY CORE COURSES (GENERIC (GC) + SUBJECT (SC) + Summer Internship Project SIP)																
A	1	GC - 1	1	GC - 7	1	GC - 11	1	GC - 14		66 Credits						
	2	GC - 2	2	GC - 8	2	GC - 12	2	GC - 15								
	3	GC - 3	3	GC - 9	3	GC -13 (SIP)	3	SC - 5								
	4	GC - 4	4	GC - 10	4	SC - 3	4	SC - 6								
	5	GC - 5	5	SC - 1	5	SC - 4					1050	1050				
	6	GC- 6	6	SC - 2							2100					
GENERIC ELECTIVE COURSES (UNIVERSITY LEVEL) – GE - UL																
B	7	GE UL - 1	7	GE UL - 4	6	GE UL – 7	5	GE UL - 10		22 Credits						
	8	GE UL - 2	8	GE UL - 5	7	GE UL – 8	6	GE UL - 11			0	550				
	9	GE UL - 3	9	GE UL - 6	8	GE UL – 9					550					
GENERIC / SUBJECT ELECTIVE COURSES (INSTITUTE LEVEL) - GE – IL / SE - IL																
C	10	GE IL - 1	10	GE IL - 4	9	SE IL -3	7	SE IL -6		22 Credits						
	11	GE IL - 2	11	SE IL -1	10	SE IL -4	8	SE IL -7			550	0				
	12	GE IL - 3	12	SE IL -2	11	SE IL -5					550					
12										12	11	8	43	110 Credits	1600 FA	1600 SE
FOUNDATION COURSES (OPTIONAL)																
D	FOUNDATION 1 FOUNDATION 2 FOUNDATION 3 FOUNDATION 4 FOUNDATION 5 FOUNDATION 6		FOUNDATION 7 FOUNDATION 8 FOUNDATION 9 FOUNDATION 10							0 to 10 Credits						
ENRICHMENT COURSES (OPTIONAL)																
E	ENRICHMENT 1 ENRICHMENT 2 ENRICHMENT 3 ENRICHMENT 4 ENRICHMENT 5 ENRICHMENT 6		ENRICHMENT 7 ENRICHMENT 8 ENRICHMENT 9 ENRICHMENT 10		ENRICHMENT 11 ENRICHMENT 12		ENRICHMENT 13 ENRICHMENT 14			0 to 14 Credits						
ALTERNATIVE STUDY CREDIT COURSES (OPTIONAL)																
F	ASCC 1		ASCC 4		ASCC 7		ASCC 10			0 to 22 Credits						
	ASCC 2		ASCC 5		ASCC 8		ASCC 11									
	ASCC 3		ASCC 6		ASCC 9											

Note:

- The basic programme structure comprises of Block A, B & C above.
- Variations to the basic programme structure shall be defined at the institute level using any permissible combination of A,B,C,D,E and F blocks depicted above, taking into consideration institutional vision-mission-focus areas, industry demand, student learning capabilities, faculty competencies, availability of learning resources, etc. PSOs shall be appropriately defined by the institute.

LEGEND:

#	Block	FA - SA(Credits per course)	Course Type	Credits	Courses	Nature
1.1	A1	50-50 (3 Credits)	GENERIC CORE (GC)	42	14	COMPULSORY
1.2	A2	50-50 (3 Credits)	SUBJECT CORE (SC)	18	6	COMPULSORY
1.3	A3	50-50 (3 Credits)	PROJECT	6	1	COMPULSORY
2	B	0 - 50 (2 Credits)	GENERIC ELECTIVE (UNIVERSITY LEVEL) GE – UL	22	11	ELECTIVES
3.1	C1	50-0 (2 Credits)	GENERIC ELECTIVE (INSTITUTE LEVEL) GE – IL	8	4	ELECTIVES
3.4	C2	50-0 (2 Credits)	SUBJECT ELECTIVE (INSTITUTE LEVEL) SE - IL	14	7	ELECTIVES
			TOTAL	110	43	
OPTIONAL COURSES (In Lieu of C1 / C2 ONLY)						
4.1	D	25 - 0 (1 Credit)	FOUNDATION COURSES	0 -10	0 - 10	ELECTIVES
4.2	E	25 - 0 (1 Credit)	ENRICHMENT COURSES	0- 14	0 - 14	ELECTIVES
4.3	F	50 - 0 (2 Credits)	ALTERNATIVE STUDY CREDIT COURSES	0 -22	0 -11	ELECTIVES

5.0 Specializations offered: The following specializations shall be offered as MAJOR / MINOR:

1. Marketing Management (MKT)
2. Financial Management (FIN)
3. Human Resources Management (HRM)
4. Operations & Supply Chain Management (OSCM)
5. Business Analytics (BA)

The following specializations shall be offered ONLY as MINOR Specializations:

1. Rural & Agribusiness Management (RABM)
2. Pharma & Healthcare Management (PHM)
3. Tourism & Hospitality Management (THM)
4. International Business Management (IB)

Note:

1. Institutes may offer ONLY SELECT specializations based on industry needs, faculty strength & competencies, student demands, employability potential, etc.
2. Institutes MAY NOT offer a specialization if a **minimum of 20% of students** are not registered for that specialization.
3. The Institute MAY NOT offer an elective course if a **minimum of 20% of students** are not registered for that elective course.

5.1 Open Elective(s):

1. Learners who intend to learn specific courses from other specialization(s) can opt for Subject Elective (SE - IL) courses from other specializations in lieu of the Subject Elective (SE - IL) courses from their native specialization.
2. These open electives MAY BE from two different specializations.
3. Open Electives can be opted for only in Sem III and Sem IV.
4. Students can opt for maximum 1 Subject Elective (SE - IL) course in Sem III and Sem IV each. i.e. Students can opt for maximum 2 Open Electives (total 4 credits).

5.2 Major Specialization + Minor Specialization Combination:

1. For a **Major + Minor Specialization combination** the learner shall **complete**
 - a) Major Specialization – Courses: Total 9 (4 Subject Core courses and 5 Subject Elective courses)
 - b) Minor Specialization – Courses: Total 4 (2 Subject Core courses and 2 Subject Elective courses)
2. For a **Major + Minor Specialization combination** the learner shall **earn**
 - a) Major Specialization – Credits: Total 22 (12 Credits from Subject Core + Minimum 10 Credits from Subject Electives)
 - b) Minor Specialization – Credits: Total 10 (6 Credits from Subject Core + Minimum 4 Credits from Subject Electives)
3. The 10 credits of the MINOR specialization shall be from a single specialization, out of which 6 credits shall be mandatorily earned through the Subject Core Courses.
4. The Major + Minor specialization combination is **OPTIONAL**.
5. Students shall be permitted to opt for **ANY Major + ANY Minor** specialization combination, subject to institutional norms and guidelines, issued from time to time.

6. A student opting for Major + Minor specialization combination shall opt for Foundation Courses / Enrichment Courses / Alternative Study Credit Courses **ONLY in lieu of Generic Elective (GE - IL) Courses.**
7. Institutes may stipulate additional criteria of minimum SGPA / CGPA, number of backlogs, expectations about specific graduation discipline for students who wish to take up a specific specialization / specific major minor combination. Such criteria may also involve the potential employability criteria for a particular specialization / Major + Minor specialization combination.

5.3 Options & Guidelines for Choice of Specialization:

1. Students can opt for a single specialization (i.e. Major Only – 5 choices)
2. Students can opt for a two specializations (i.e. Major + Minor Combination – 1(Major) + 8(Minor) choices)
3. Specializations which are offered **ONLY** as MINOR shall be offered in SECOND YEAR ONLY. (4 choices)
8. Courses for the Minor specialization shall be taken up in the second year **ONLY** (in either Sem III or Sem IV or in a combination of Sem III and IV). **Courses Listed in a specific semester shall be available only in that semester. i.e. Courses listed in Semester III cannot be taken up in Semester IV or Semester II and like wise.**
4. The Major specialization of a student shall be determined by the Subject Core (SC) courses and the Subject Elective (SE - IL) courses chosen in Sem II.
5. All courses (Subject Core (SC) courses and the Subject Elective (SE - IL) courses) chosen in Sem II shall belong to the same specialization.
6. The learners shall generally complete 6 Subject Core courses (2 each in semester II, III, IV) and 7 Subject Elective courses (2, 3, 2 each in semester II, III, IV respectively). In this case he /she shall be awarded MBA (Functional Area Specialization) degree, e.g. MBA (Marketing), MBA (Finance), etc.
7. The learners shall complete 4 Subject Core courses and 5 Subject Elective courses of Major specialization and 2 Subject Core courses and 2 Subject Elective courses of Minor specialization. In this case he /she shall be awarded MBA (Functional Area Specialization Major + Functional Area Specialization Minor) degree, e.g. MBA (Marketing + Finance), etc.

5.4 Foundation Courses:

1. All the Foundation Courses shall be of 1 credit each.
2. Maximum credits for Foundation Courses **shall not exceed 10 (Ten) Credits.**
3. Foundation Courses can be opted for **ONLY IN LIEU** of Generic Elective (GE - IL) and / or Subject Elective (SE - IL) courses.³
4. This choice can be exercised in Semester I (minimum zero Credits – maximum six credits) or Semester II (minimum zero Credits – maximum four credits) **ONLY**.
5. Foundation Courses **CANNOT** be opted for in Sem III and in Sem IV.
6. It is **NOT MANDATORY** for a learner to opt for Foundation Courses. However, Faculty members may advise a student to enroll for Foundation Course(s) after a methodical assessment of the relevant competencies of the student.
7. Foundation Courses shall be offered **ONLY** to those students who lack the basic competencies in the specific course. The institute shall conduct a methodical assessment of the relevant competencies of the student. to identify the learners who need to take up foundation courses. Records of the evaluation shall be preserved.
8. Institutes may stipulate additional criteria for students desirous to take up Foundation Courses.
9. Foundation Courses shall be taught by the course teacher in workshop mode / project mode.
10. The course teacher shall oversee the progress of the learner as well as evaluate the learner for 25 marks / 1 credit.
11. Pre- and post-test: A test or other assessment activity shall be administered to the students both at the beginning of the foundation course and at the end of the foundation course, with the intention of demonstrating improved skills upon completion. The tests shall be essentially **SKILL** based.
12. Best of the two assessments shall be treated as the final evaluation.
13. The list of Foundation Courses is mentioned in Annexure I.

5.5 Enrichment Courses:

1. All the Enrichment Courses shall be of 1 credit each.
2. Maximum credits for Enrichment Courses **shall not exceed 14 (Fourteen) Credits.**
3. Enrichment Courses can be opted for, **ONLY IN LIEU** of Generic Elective (GE - IL) and / or Subject Elective (SE - IL) courses⁴.
4. This choice can be exercised in Semester I (minimum zero Credits – maximum six credits) or Semester II (minimum zero Credits – maximum four credits) or Semester III (minimum zero Credits – maximum two credits) or Semester IV (minimum zero Credits – maximum two credits).

³ Except for a learner who opts for Major + Minor Specialization combination

⁴ Except for a learner who opts for Major + Minor Specialization combination

5. It is NOT MANDATORY for a learner to opt for Enrichment Courses. However, Faculty members may advise a student to enroll for Enrichment Course(s) after a methodical assessment of the relevant competencies of the student.
6. Institutes may stipulate additional criteria for students desirous to take up Enrichment Courses.
7. Enrichment Courses shall be executed as **Course of Independent Study (CIS)** in guided self study mode.
8. A faculty guide shall be assigned for such courses. The learner shall select the Enrichment Course that he/she desires to opt for and submit an outline of the proposed study relevant to the course. The faculty guide shall approve the proposal after considering the nature of the work, learning effort required, desired outcomes and comprehensive coverage of the topic.
9. Since enrichment course is a guided self study course, 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 25 marks / 1 credit.
10. The learners shall document and submit details such as questionnaires, interview schedules, interview transcripts, observation sheets, photographs, testimonials from the organizations / persons interacted with, permission letters, acceptance letters, field work sampling plans, etc.
11. Enrichment Courses can be carried out in the campus library / in the campus IT lab / in a local community setting / in a start-up / in a government undertaking / in a NGO / in a cooperative / in a corporate entity.
12. The Enrichment Courses are organized in different Proficiency Tracks. Learners shall normally opt for enrichment courses from **NOT MORE THAN 3 Proficiency Tracks**.
13. **Enrichment Courses are of the following types:**
 - a) **Seminar** - Involves Desk Research of distributed learning material and information resources and submission and presentation of an analytical report. Maximum credits for Enrichment Courses of Seminar type shall not exceed 10 (Ten) Credits.
 - b) **Review** – Involves Desk Research of a small set of specific published reports/ databases and submission and presentation of an analytical report. Maximum credits for **Enrichment Courses of Seminar type** shall not exceed 10 (Ten) Credits.
 - c) **Case Study Development and Presentation** – Involves desk research and field work leading to the development, presenting and publishing of a case study. Maximum credits for **Enrichment Courses of Case Study Development and Presentation type** shall not exceed 10 (Ten) Credits.
 - d) **Project** – Involves field work leading to presentation of a comprehensive report based on the experiential learning. Maximum credits for **Enrichment Courses of Project type** shall not exceed 10 (Ten) Credits.
 - e) **Lab / Workshop** - Involves experiential learning through focused skill building activity. Maximum credits for **Enrichment Courses of Lab / Workshop type** shall not exceed 10 (Ten) Credits.
 - f) **Clinic / Fest** – Involves experiential learning through organizing an event / campaign. Maximum credits for **Enrichment Courses of Clinic / Fest type** shall not exceed 4 (Four) Credits.
 - g) **Personal Interest Course** - Involves experiential learning through club activities at the Institute Level. Maximum credits for **Enrichment Courses of Personal Interest Course type** shall not exceed 4 (Four) Credits.
14. A well documented and comprehensive spiral bound report / publication, with appropriate referencing, is essential for all the enrichment courses. Relevant Audio, Video Material, should be included as a part of the report.
15. The Evaluation for the Enrichment Courses shall be as follows –
 - a) Proposal and Scope of Work – 5 Marks
 - b) Report – 10 Marks
 - c) Presentation – 5 Marks
 - d) Viva Voce – 5 Marks
16. The presentation shall be similar to an open defence. The Viva Voce shall be carried out by minimum two faculty members including the guide.
17. The sum total of the number of Foundation Courses and the number of Enrichment Courses opted by a student in a particular semester should generally be an even number.
18. The list of Enrichment Courses is provided in Annexure I.

5.6 Alternative Study Credit Courses:

1. All the ASCC shall be of 2 credits each.
2. Maximum credits for ASCC **shall not exceed 22 (Twenty two) Credits**.
3. Alternative Study Credit Courses (ASCC) can be opted for, ONLY IN LIEU of Generic Elective (GE - IL) and / or Subject Elective (SE - IL) courses⁵.
4. This choice can be exercised in Semester I (minimum zero Credits – maximum six credits) or Semester II (minimum zero Credits – maximum six credits) or Semester III (minimum zero Credits – maximum six credits) or Semester IV (minimum zero Credits – maximum four credits). i.e. a learner may skip Generic Elective (GE - IL) courses all together and earn the required 22 credits entirely through ASCC.

⁵ Except for a learner who opts for Major + Minor Specialization combination

5. It is NOT MANDATORY for a learner to opt for Alternative Study Credit Courses. However, Faculty members may advise a student to enroll for Alternative Study Credit Course(s) after a methodical assessment of the relevant competencies of the student.
6. Institutes may stipulate additional criteria for students desirous to take up Alternative Study Credit Courses.
7. **A MINIMUM of 60% of the total credits earned by a learner through ASCC shall either be from MOOCs or from Professional Certification Programmes.**
8. Thus a learner may skip all Generic Elective (GE - IL) courses and skip all Subject Elective (SE - IL) courses and earn the required 22 credits entirely through ASCC.
9. The same TYPE of ASCC can be opted for multiple number of times. Norms for the same are prescribed in the relevant section later in this syllabus document. For e.g. A student may undertake 11 "Professional Certification Programs" and earn 22 credits or complete 11 MOOCs and earn 22 Credits.
10. ASCC shall be executed in online study mode / field work or project mode / certification mode.
11. A faculty guide shall be assigned for such courses. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
12. The learner shall select the ASCC that he/she desires to opt for and submit an outline of the proposed study relevant to the course. The faculty guide shall approve the proposal after considering the nature of the work, learning effort required, desired outcomes and comprehensive coverage of the topic.
13. There is no defined syllabus for the ASCC courses. Institutes shall define the syllabus and announce the same on the website.
14. Since ASCC is a guided self study course 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
15. The start date of the ASCC such as Professional Certifications shall be after the admission date for the MBA programme and the end date of the ASCC shall be within 6 months of the start date of the ASCC, but before the completion of Sem IV.
16. The list of ASCC is provided in Annexure I.

5.7 Combination of Options: A learner may opt for any combination of earning the 22 credits assigned to Generic Elective (GE - IL) courses and Subject Elective (SE - IL) courses through

- e) Generic Elective (GE - IL) courses
- f) Subject Elective (SE - IL) courses
- g) Open Elective Courses
- h) Major + Minor specialization combination
- i) Foundation Courses
- j) Enrichment Courses
- k) Alternative Study Credit Courses

SUBJECT TO THE minimum and maximum limits of credits prescribed and, subject to institutional norms and guidelines, issued from time to time.

6.0 Summer Internship Project: At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for a **minimum of 8 weeks**. For SIP, 1 credit is equivalent to minimum 40-45 hours of effective work. SIP shall have 6 credits. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic and organization before commencing the SIP.

The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. **Ideally the SIP should exhibit a cross-functional orientation.**

SIP can be carried out in a

1. Corporate Entity
2. NGO
3. SME
4. Government Undertaking
5. Cooperative Sector.

SIP may be

1. a research project – based on primary / secondary data
2. may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry.

It is expected that the SIP shall sensitize the students to the demands of the workplace and apply conceptual knowledge in practice..

Each student shall maintain a SIP Progress Diary detailing the work carried out and the progress achieved on a daily basis. The student shall submit a written structured SIP report based on work done during this period. The student shall submit the SIP Progress Diary along with the SIP Report.

Students shall also seek a formal evaluation of their SIP from the company guide. The formal evaluation by the company guide shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The learning outcomes of the SIP and utility of the SIP to the host organization must be specifically highlighted in the formal evaluation by the company guide. The SIP evaluation sheet duly signed and stamped by the industry guide shall be included in the final SIP report.

The SIP report must reflect 8 weeks of work and justify the same. The SIP report should be well documented and supported by –

1. Institute's Certificate
2. Certificate by the Company
3. Formal feedback from the company guide
4. Executive Summary
5. Organization profile
6. Outline of the problem/task undertaken
7. Research methodology & data analysis (in case of research projects only)
8. Relevant activity charts, tables, graphs, diagrams, AV material, etc.
9. Learning of the student through the project
10. Contribution to the host organization
11. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ Government Entity/ Cooperative/ etc.) shall also certify the SIP work.

The students shall submit a spiral bound copy of the SIP report by 15th September. The Institute shall conduct an internal viva-voce for evaluation of the SIP for 50 marks between 15th September to 30th September. The Panel shall comprise of two evaluators appointed by the Director of the Institute / Head of Department (for MBA departments in engineering colleges). Institutes are encouraged to involve senior alumni, industry experts, recruiters to conduct the internal viva-voce. The internal viva-voce panel shall provide a detailed assessment of the SIP report and suggest changes required, if any.

After the internal viva-voce, the student shall finalize the SIP report by incorporating all the suggestions and recommendations of the internal viva-voce panel. The internal guide shall then issue the Institute's Certificate to the student.

The student shall submit TWO hard copies & one soft copy (CD) of the project report before 30th October in Sem III. One hard copy of the SIP report is to be returned to the student by the Institute after the External Viva-Voce. In the interest of environmental considerations, students are encouraged to print their project reports on both faces of the paper. Spiral bound copies may be accepted.

There shall be an external viva-voce for the SIP for 50 marks. The external viva-voce shall be conducted after the theory exam of Semester III.

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

1. **Clear and concise objectives**
2. **Clear methodology, articulated using technical terms indicating all steps and tools**
3. **Citation of substantial current and good quality literature**
4. **Application of concepts learned in Sem I and II**
5. **Understanding of the organization and business environment**
6. **Benchmarks used / Assumptions made**
7. **Technical Writing & Documentation Skills**
8. **Interpretation of results and justification thereof and validity of the results presented**
9. **Utility of the project to the organization**
10. **Comprehensiveness and stakeholder relevance of the learning experience**

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

7.0 Formative Assessment (FA) / Concurrent Assessment (CA):

1. The course teacher shall prepare the scheme of Formative Assessment before commencement of the term. The scheme of Formative Assessment shall explicitly state the linkages of each Formative Assessment Item with the Course Outcomes and define the targeted attainment levels for each CO.
2. The Director / Head of the Department / designated academic authority shall approve the scheme of Formative Assessment with or without modifications.
3. The course teacher shall display, on the notice board, the approved Formative Assessment scheme of the course and the same shall also be hosted on the website, not later than the first week of the term.
4. Each Formative Assessment item shall be of minimum 25 marks.
5. For a 3 Credit Course there shall be a MINIMUM of three Formative Assessment items. The final scores shall be converted to 50, using an average or best two out of three formula.
6. For 2 Credit Course there shall be a MINIMUM of two Formative Assessment items. The final scores shall be converted to 50.
7. For a 1 Credit Course there shall be a MINIMUM of one Formative Assessment item.
8. Formative Assessment shall be spread through the duration of course and shall be conceptualized, executed, assessed and documented by the course teacher along with student-wise and class-wise attainment levels of the COs and the attainment levels of the course.
9. The assessment outcome of each Formative Assessment shall be duly signed by the course teacher, programme coordinator / academic head and the Director / Head of the Department / designated academic authority of the Institute.
10. A copy of the duly signed Formative Assessment *outcome* shall be displayed on the notice boards, within a week of the assessment and course teachers shall guide the students on a need basis.
11. Institute may conduct additional make up / remedial Formative Assessment items at its discretion.
12. At the end of the term aggregate Formative Assessment scores / grades shall be calculated and the CO attainment levels shall be calculated by the course teacher. The same shall be displayed on the notice board

7.1 Formative Assessment Methods: Student assessment should be as comprehensive as possible and provide meaningful and constructive feedback to faculty and student about the teaching-learning process. Over-use of question-answers may be discouraged for formative assessments. Course teachers shall opt for a combination of one of more FORMATIVE ASSESSMENT methods listed below.

Group A (Individual Assessment) – Not more than 1 per course

1. MCQs with multiple correct answers
2. Class Test
3. Open Book Test
4. Written Home Assignment
5. In-depth Viva-Voce

Group B (Individual Assessment) – Atleast 1 per course

6. Case Study
7. Caselet
8. Situation Analysis
9. Presentations

Group C (Group Assessment) – Not more than 1 per course

10. Field Visit / Study tour and report of the same
11. Small Group Project & Internal Viva-Voce
12. Model Development
13. Role Play
14. Story Telling
15. Fish Bowls

Group D (Creative - Individual Assessment) – Not more than 1 per course

16. Learning Diary
17. Scrap Book / Story of the week / Story of the month
18. Creating a Quiz
19. Designing comic strips / Cartoon strips
20. Drama scripts
21. Creating Brochures / Bumper Stickers / Fliers
22. Creating Crossword Puzzles
23. Creating and Presenting Posters
24. Writing an Advice Column
25. Library Magazines based assessment
26. Peer assessment

27. Autobiography/Biography
28. Writing a Memo
29. Work Portfolio

Group E (Use of Literature / Research Publications- Individual Assessment) – Not more than 1 per course

30. Book Review
31. Drafting a Policy Brief
32. Drafting an Executive Summary
33. Literature Review
34. Term Paper
35. Thematic Presentation
36. Publishing a Research Paper
37. Annotated Bibliography
38. Creating Taxonomy
39. Creating Concept maps

Group F (Use of Technology - Individual Assessment) – Not more than 1 per course

40. E-portfolios
41. Digital stories
42. eNewsletter, eMagazine
43. Recorded interviews of stakeholders posted on You Tube
44. Simulation Exercises
45. Gamification Exercises
46. Presentation based on Google Alerts
47. Webinar based assessment
48. Creating Webpage / Website / Blog
49. Creating infographics / infomercial
50. Creating podcasts / Newscast
51. Discussion Boards

Rubrics: The course teacher shall design Rubrics for each Formative Assessment. Rubrics are scoring tools that define performance expectations for learners. The course teacher shall seek approval for the rubrics from the Director / Head of the Department / other designated competent academic authority of the institute. The course teacher shall share the approved Rubrics with the students at the start of the course. The rubric shall detail the following:

1. Linkages of the Formative Assessment to COs.
2. A description of the assessment - brief concept note
3. Criteria that will be assessed - the expected learning outcomes.
4. Descriptions of what is expected for each assessment component - the expectations from the student.
5. Substantive description of the expected performance levels indicating mastering of various components - the assessment criteria.
6. The team composition, if applicable.
7. The format and mode of submission, submission timelines
8. Any other relevant details.

7.3 Safeguards for Credibility of Formative Assessment: The following practices are encouraged to enhance transparency and authenticity of concurrent evaluation:

1. Involving faculty members from other management institutes.
2. Setting multiple question paper sets and choosing the final question paper in a random manner.
3. One of the internal faculty members (other than the course teacher) acting as jury during activity based evaluations.
4. Involvement of Industry personnel in evaluating projects / field based assignments.
5. Involvement of alumni in evaluating presentations, role plays, etc.
6. 100% moderation of answer sheets, in exceptional cases.

7.4 Retention of Formative Assessment Documents: Records of FORMATIVE ASSESSMENT shall be retained for 3 years from the completion of the Academic Year. i.e. **Current Academic Year (CAY) + 3 years**. Likewise records of assessments to decide the learning needs of students for opting for **Foundation Courses / capabilities for Enrichment Courses/ ASCC/ start-up option** etc. shall be retained for 3 years from the completion of the Academic Year.

8.0 Summative Evaluation (End Semester Evaluation):

1. The Summative Evaluation for the Generic Core (GC), Subject Core (SC) and the Generic Elective (GE - UL) course shall be conducted by the Savitribai Phule Pune University.
2. The SE shall have 5 questions each of 10 marks.
3. All questions shall be compulsory with internal choice within the questions.
4. The broad structure of the SE question paper shall be as follows:

Question Number	COGNITIVE ABILITIES EVALUATED	Nature
Q.1	REMEMBERING	Answer any 5 out of 8 (2 marks each)
Q.2	UNDERSTANDING	Answer any 2 out of 3 (5 marks each)
Q.3	APPLYING	Answer 3 (a) or 3 (b) (10 marks)
Q.4	ANALYSING	Answer 4 (a) or 4 (b) (10 marks)
Q.5	EVALUATING	Answer 5 (a) or 5 (b) (10 marks)
	CREATING	

Either Question 4 or Question 5 shall involve a case study in the Summative Evaluation. i.e. Both 4 (a) or 4 (b) shall be a Case Study based question OR Both Question 5 (a) or 5 (b) shall be a case study based question.

9.0 Programme Flexibility:

9.1 Average Credits per semester, Fast & Slow Learners:

1. It is expected that a student registers for 30 credits in Semester I, II, III each and balance 20 credits in Semester IV.
2. **Fast learners** (under accelerated plan), may be permitted to register for upto 6 additional credits per semester, subject to fulfilling the pre-requisites defined for a course, if any. However the degree shall be awarded not earlier than the end of the 2 academic years since the first admission to the MBA programme.
3. **Slow learners**, may be permitted to register for less than the normal credits defined for a semester but shall have to complete the programme within the stipulated maximum duration of 4 academic years since the first admission to the MBA programme.

9.2 Dropping an Elective Course:

1. Students who opt for an elective course and fail to earn the credits for the elective course (generic / subject / open) are permitted to opt for another elective course (generic / subject / open) in case they feel to do so.
2. In such a case they shall be said to have dropped the original course and opted for a new one.
3. Generic Core (GC), Subject Core (SC) CANNOT be dropped.
4. Generic Elective (GE - UL), Generic Elective (GE - IL) & Subject Elective (SE - IL) can be dropped and replaced with equivalent alternative courses
5. Not more than four courses can be dropped and replaced with equivalent alternative courses during the entire MBA programme.

9.3 Horizontal or Lateral Credit Transfer:

1. When a learner successfully completes the courses included in an academic program at a certain level, he/she is allowed to transfer his/her credits in some of these courses to another same-level academic program having these courses in common. This is referred to as 'Horizontal or Lateral Credit Transfer'.
2. Horizontal or Lateral Credit Transfer shall be permitted **between the MBA and the MCA programme of SPPU** for the equivalent number of credits provided the courses are related to the MBA programme's PEOs and POs and are opted by the students during the period of his enrolment for the MBA programme.
3. The list of such courses eligible for Horizontal or Lateral Credit Transfer **between the MBA and the MCA programme of SPPU** shall be announced by the BOS/Faculty.
4. The upper limit for Horizontal or Lateral Credit Transfer shall be 6 credits.
5. Such transfer shall be permitted for Generic Elective (GE - IL) & Subject Elective (SE - IL) only.

9.4 Block Credit Transfer:

1. Block credit transfer refers to a group of courses, such as a completed certificate or diploma program that are accepted for transfer of credit into a degree program.
2. Block credit transfer shall be permitted for all **national and international professional certifications** achieved by the learner provided the **courses learning outcomes (CLOs)** are related to the **MBA programme's PEOs and POs** and are opted by the students **during the period of his enrolment for the MBA programme**. The institute shall verify the linkages between the CLOs and the MBA PEOs and POs.
3. Such transfer shall be permitted for Generic Elective (GE - IL) & Subject Elective (SE - IL) courses ONLY.

9.5 Credit Transfer for MOOCs:

1. Learners are encouraged to opt for MOOCs (Massive Online Open Courses) through **SWAYAM, NPTEL, EdX, Coursera, Udemy** as a part of ASCC.
2. Priority shall be given to the SWAYAM platform. If a course is not available of SWAYAM, other online platforms may be used.
3. Not more than 20% of the total credits (22 Credits) shall be earned through the MOOCs.
4. Not more than 20% of the credits per semester (6 credits) per semester shall be earned through the MOOCs.
5. Since MOOC is a guided self study course 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
6. Students shall apply to the Director / Head of the Department / other designated competent academic authority of the institute in advance and seek permission for seeking credit transfer for the proposed MOOCs, he/she wishes to pursue.
7. Online courses of SWAYAM or equivalent platform shall be allowed if:
 - a) There is non-availability of suitable teaching staff for running a course in the Institution or
 - b) The facilities for offering the elective papers (courses), sought for by the students are not on offer in the Institution, but are available on the SWAYAM or equivalent platform.
8. Evaluation of MOOCs through SWAYAM:
 - 8.1 In case of SWAYAM, the students shall be evaluated as a part of the MOOC itself by the host institution (i.e. institution who has launched the MOOC through SWAYAM).
 - 8.2 The evaluation should be based on predefined norms and parameter and shall be based on a concurrent comprehensive evaluation throughout the length and breadth of course based on specified instruments like discussions, forms, quizzes, assignments, sessional examinations and final examination.
 - 8.3 After conduct of the examination and completion of the evaluation, the host institution shall award marks/grade as per the evaluation scheme announced and communicate the marks/grade to the students as well the parent institution of the student, within 4 weeks from the date of completion of the final examination.
 - 8.4 The parent institution shall, incorporate the marks/grade obtained by the student, as communicated by the Host Institution of the SWAYAM course in the marks sheet of the student that counts for final award of the degree/diploma by the University with the proviso that the programs in which Lab/Practical Component is involved, the parent institution will evaluate the students for the practical/Lab component and accordingly incorporate these marks/grade in the overall marks/grade.
 - 8.5 A certificate regarding successful completion of the MOOCs course shall be signed by the PI and issued through the Host Institution and sent to the Parent Institution.
9. Evaluation of MOOCs through EdX, Coursera, Udemy:
 - 9.1 The concurrent comprehensive evaluation conducted by EdX, Coursera, Udemy may be adopted by the institute and the institute may accordingly incorporate these marks/grade in the overall marks/grade for the course.
 - 9.2 Alternatively, the institute may carry out a concurrent comprehensive evaluation of such students who undertake MOOCs through the EdX, Coursera, Udemy platform.

9.6 Professional Certification Programmes:

1. Learners may opt for Professional Certification Programmes as a part of ASCC. These Professional Certification Programmes shall be offered by National, International organizations, Apex bodies, Chambers of Commerce, Professional certifying bodies, E-learning companies of repute.
2. Not more than 20% of the total credits (22 Credits) shall be earned through the Professional Certification Programmes.
3. Not more than 20% of the credits per semester (6 credits) per semester shall be earned through the Professional Certification Programmes.
4. Students shall apply to the Director / Head of the Department / other designated competent academic authority of the institute in advance and seek permission for seeking credit transfer for the proposed Professional Certification Programmes, he/she wishes to pursue.
5. For Professional Certification Programmes, 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
6. A valid certificate regarding successful completion of the Professional Certification Programmes shall be submitted by the learner to the institute for claiming the 2 credits.
7. Indicative list is provided below -
 - i. Business English Certificate (Cambridge) / IELTS / TOEFL Certification
 - ii. Foreign Language Certification Equivalent to A1/A2 or above
 - iii. Google / MicroSoft / Oracle / Sun Certification
 - iv. NSE / BSE / NISM Certification

- v. SAP Financial Accounting (FI) / Controlling (CO) / Sales and Distribution (SD) / Production Planning (PP) / Materials Management (MM) / Quality Management (QM) / Human Capital Management (HCM) / CRM Certification
- vi. Six Sigma Certification
- vii. ISO Certification (as an auditor)
- viii. Tally ERP Certification
- ix. NLP Certification

9.7 Start-up: Launching and Sustaining' program⁶: AICTE has launched the 'Start-up: Launching and Sustaining' program to promote entrepreneurship.

Learners opting for the 'Start-up: Launching and Sustaining' program shall earn the credits for the Generic Core (GC), Subject Core (SC) & Generic Elective (GE - UL); with the minimum desired CGPA.

However, these learners shall skip the Generic Elective (GE - IL) & Subject Elective (SE - IL) courses and instead opt for the Milestone based concurrent comprehensive evaluation for 'Start-up: Launching and Sustaining' Programme as per the AICTE Policy laid down in this regard.

Such students shall have to fulfill two out of the five measurable outcomes as below:

- a) **Funding:** Student Start-up should acquire at least 1-5 Lakhs INR of start-up funding as capital/convertible equity or other similar equity instruments used in start-up investments.
- b) **Employment Created:** At least 5 additional jobs, (other than student founders) with a minimum of 15,000 CTC/employee/per month, paid for one full year, should be created by the student start-up.
- c) **Revenues Generated:** At least 5 Lakhs INR of Cumulative revenues should be generated by the student start-up as per Audited Profit and Loss Statements.
- d) **Surplus Generated:** At least 5 Lakhs INR of Cumulative surpluses should be generated by the student start-up as per Audited Profit and Loss Statements.
- e) **Patent Application or Granted:** The student start-up should have applied for registration of One Indian or International Patent OR such patent should be granted to the start-up

Other modalities and guidelines as per the AICTE policy shall be adhered to.

Students opting for the 'Start-up: Launching and Sustaining' program have the flexibility to create 'graduation outcomes' within 4 years of registering under the 'Start-up: Launching and Sustaining' program.

It would be mentioned in the Academic Transcript that the student has graduated through the 'Start-up: Launching and Sustaining' Graduation Programme.

Students who join only the 'Start-up: Launching and Sustaining' stream and are either unable to meet the requisite graduation outcomes or unable to continue for any reason can opt to fall back into the academic stream through the regular registration of the University Semesters.

SPPU may suitably verify the details of fulfilment of the two out of the five measurable outcomes listed above.

9.8 Additional Specialization:

- 1. A student who has earned the MBA with a MAJOR Specialization may enroll for additional specialization after passing out the regular MBA programme.
- 2. Additional specialization can be pursued in the MAJOR Specialization ONLY. i.e. Additional specialization cannot be pursued in the Specializations which are listed as MINOR ONLY.
- 3. Such students will be exempted from appearing for all the generic core and generic elective courses.
- 4. Such students shall have to appear for the subject core and subject elective courses of the additional specialization that they have opted for.
- 5. Students opting for MAJOR + MINOR specialization combination are NOT eligible to enroll for additional specialization.

10.0 Passing Standards:

- 1. A student shall be said to have earned the credits for a course if he/she earns minimum 40% marks.
- 2. Formative Assessment and Summative Evaluation shall be separate heads of passing.

10.1 Grading System: The Indirect and Absolute Grading System shall be used, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks. However the marks shall later be converted into

⁶ As per AICTE Policy approved by the Executive Committee in its 100th meeting held on June 28, 2016

Grades by a defined mechanism wherein the overall performance of the learners can be reflected after considering the Credit Points for any given course. The overall evaluation shall be designated in terms of Grade. The 10 point standard scale mandated by UGC shall be used.

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

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

10.2 Scaling Down of Formative Assessment Scores: The marks obtained by the student for the FORMATIVE ASSESSMENT shall be scaled down, to the required extent, if percentage of the marks of FORMATIVE ASSESSMENT exceeds the percentage of marks scored in the SE (End Semester University Examination) by 25% for the respective course.

10.3 Degree Requirements: The degree requirements for the MBA programme are completion of minimum 110 credits.

10.4 Maximum Attempts per Course:

1. A student shall earn the credits for a given course in maximum FOUR attempts.
2. Dropping a course and opting for another equivalent course can be done ONLY in the case of Generic Elective (GE - UL) , Generic Elective (GE - IL) and Subject Elective (SE - IL).
3. If a student drops a course and opts for another course in lieu of the dropped course the attempts utilized for the dropped course shall be included in the maximum 4 attempts available to earn the credits for a course.
4. The facility of dropping a course and opting for a new course in lieu of the dropped course shall be availed by the student only once per course during these four attempts available to him.
5. A student may drop at the most 4 courses (GE – UL / GE – IL / SE – IL).

10.5 Maximum Duration for completion of the Programme: The candidates shall complete the MBA Programme within 4 years from the date of admission.

10.6 Grade Improvement:

1. A Candidate who has secured any grade other than F (i.e. passed the MBA programme) and desires to avail the Grade Improvement option, may apply under Grade Improvement Scheme within five years from passing that Examination.
2. He/she can avail not more than three attempts, according to the syllabus in existence, for grade improvement.
3. He /she shall appear for University Evaluation of **at least 1/3rd** of the Generic Core / Subject Core Courses (except SIP) for the purpose of Grade Improvement.
4. Generic Elective (GE - UL), Generic Elective (GE - IL) & Subject Elective (SE - IL) cannot be selected for Grade Improvement.

11. Miscellaneous

11.1 Attendance: The student must meet the requirement of **75% attendance per semester per course** for grant of the term. The institute may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10%. The institute shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

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

11.3 LTP indicated in the syllabus is indicative.

11.4 Numbers indicated against each unit indicate L+T. These are indicative in nature. Course teachers may modify based on teaching & assessment, evaluation methods adopted.

11.5 Text Books and Reference Books refer to latest edition.

12. Detailed Course List for each category of courses is provided in Annexure I.

13. Detailed syllabus of each course is provided in Annexure II.

ANNEXURE I

GENERIC CORE (GC) COURSES – 3 Credits Each			
50 Marks FORMATIVE ASSESSMENT, 50 Marks SUMMATIVE EVALUATION			
Course No.	Course Code	Course	Semester
101	GC – 01	Managerial Accounting	I
102	GC – 02	Organizational Behaviour	I
103	GC – 03	Economic Analysis for Business Decisions	I
104	GC – 04	Business Research Methods	I
105	GC – 05	Basics of Marketing	I
106	GC – 06	Digital Business	I
201	GC – 07	Marketing Management	II
202	GC – 08	Financial Management	II
203	GC – 09	Human Resources Management	II
204	GC – 10	Operations & Supply Chain Management	II
301	GC – 11	Strategic Management	III
302	GC – 12	Decision Science	III
303	GC – 13	Summer Internship Project*	III
401	GC – 14	Enterprise Performance Management	IV
402	GC – 15	Indian Ethos & Business Ethics	IV

*** Six Credits**

GENERIC ELECTIVES UNIVERSITY LEVEL (GE – UL) COURSES – 2 Credits Each			
00 Marks FORMATIVE ASSESSMENT , 50 Marks SUMMATIVE EVALUATION			
Course #	Course Code	Course	Semester
Any 3 courses to be selected from the following list in Semester I			
107	GE - UL - 01	Management Fundamentals	I
108	GE - UL - 02	Indian Economy	I
109	GE - UL - 03	Entrepreneurship Development	I
110	GE - UL - 04	Essentials of Psychology for Managers	I
111	GE - UL - 05	Legal Aspects of Business	I
112	GE - UL - 06	Demand Analysis & Forecasting	I
Any 3 courses to be selected from the following list in Semester II			
207	GE - UL - 07	Contemporary Frameworks in Management	II
208	GE - UL - 08	Geopolitics & World Economic Systems	II
209	GE - UL - 09	Start Up and New Venture Management	II
210	GE - UL - 10	Qualitative Research Methods	II
211	GE - UL - 11	Business, Government & Society	II
212	GE - UL - 12	Business Process Re-engineering	II
Any 3 courses to be selected from the following list in Semester III			
306	GE - UL - 13	International Business Economics	III
307	GE - UL - 14	International Business Environment	III
308	GE - UL - 15	Project Management	III
309	GE - UL - 16	Knowledge Management	III
310	GE - UL - 17	Corporate Governance	III
311	GE - UL - 18	Management of Non-profit organizations	III
Any 2 courses to be selected from the following list in Semester IV			
405	GE - UL - 19	Global Strategic Management	IV
406	GE - UL - 20	Technology Competition and Strategy	IV
407	GE - UL - 21	Cyber Laws	IV
408	GE - UL - 22	Corporate Social Responsibility & Sustainability	IV

GENERIC ELECTIVES INSTITUTE LEVEL (GE – IL) COURSES – 2 Credits Each			
50 Marks FORMATIVE ASSESSMENT , 00 Marks SUMMATIVE EVALUATION			
Course No.	Course Code	Course	Semester
Maximum 3 courses to be selected from the following list in Semester I			
113	GE - IL - 01	Verbal Communication Lab	I
114	GE - IL - 02	Enterprise Analysis & Desk Research	I
115	GE - IL - 03	Selling & Negotiation Skills Lab	I
116	GE - IL - 04	MS Excel	I
117	GE - IL - 05	Business Systems & Procedures	I
118	GE – IL- 06	Managing Innovation	I
119	GE – IL- 07	Foreign Language – I	I
Maximum 1 course to be selected from the following list in Semester II			
213	GE – IL - 08	Written Analysis and Communication Lab	II
214	GE – IL - 09	Industry Analysis & Desk Research	II
215	GE – IL - 10	Entrepreneurship Lab	II
216	GE – IL - 11	SPSS	II
217	GE – IL - 12	Foreign Language – II	II

SUBJECT CORE (SC) COURSES: Specialization – Marketing Management (MKT)			
3 Credits Each, 50 Marks FORMATIVE ASSESSMENT, 50 Marks SUMMATIVE EVALUATION			
Course No.	Course Code	Course	Semester
205 MKT	SC – MKT- 01	Marketing Research	II
206 MKT	SC – MKT- 02	Consumer Behaviour	II
304 MKT	SC – MKT- 03	Services Marketing	III
305 MKT	SC – MKT- 04	Sales & Distribution Management	III
403 MKT	SC – MKT- 05	Marketing 4.0	IV
404 MKT	SC – MKT- 06	Marketing Strategy	IV

SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Marketing Management (MKT)			
2 Credits Each, 50 Marks FORMATIVE ASSESSMENT, 00 Marks SUMMATIVE EVALUATION			
Course No.	Course Code	Course	Semester
Maximum 2 courses to be selected from the following list in Semester II			
217 MKT	SE – IL - MKT- 01	Integrated Marketing Communications	II
218 MKT	SE – IL - MKT- 02	Product & Brand Management	II
219 MKT	SE – IL - MKT- 03	Personal Selling Lab	II
220 MKT	SE – IL - MKT- 04	Digital Marketing - I	II
221 MKT	SE – IL - MKT- 05	Marketing of Financial Services - I	II
222 MKT	SE – IL - MKT- 06	Marketing of Luxury Products	II
Maximum 3 courses to be selected from the following list in Semester III			
312 MKT	SE – IL - MKT- 07	Business to Business Marketing	III
313 MKT	SE – IL - MKT- 08	International Marketing	III
314 MKT	SE – IL - MKT- 09	Digital Marketing - II	III
315 MKT	SE – IL - MKT- 10	Marketing of Financial Services - II	III
316 MKT	SE – IL - MKT- 11	Marketing Analytics	III
317 MKT	SE – IL - MKT- 12	Marketing of High Technology Products	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 MKT	SE – IL - MKT- 13	Customer Relationship Management	IV
410 MKT	SE – IL - MKT- 14	Rural & Agriculture Marketing	IV
411 MKT	SE – IL - MKT- 15	Tourism & Hospitality Marketing	IV
412 MKT	SE – IL - MKT- 16	Retail Marketing	IV
413 MKT	SE – IL - MKT- 17	Retailing Analytics	IV
414 MKT	SE – IL - MKT- 18	Marketing to Emerging Markets & Bottom of the Pyramid	IV

SUBJECT CORE (SC) COURSES: Specialization – Financial Management (FIN)			
3 Credits Each, 50 Marks FORMATIVE ASSESSMENT, 50 Marks SUMMATIVE EVALUATION			
Course No.	Course Code	Course	Semester
205 FIN	SC – FIN - 01	Financial Markets and Banking Operations	II
206 FIN	SC – FIN - 02	Personal Financial Planning	II
304 FIN	SC – FIN - 03	Advanced Financial Management	III
305 FIN	SC – FIN - 04	International Finance	III
403 FIN	SC – FIN - 05	Financial Laws	IV
404 FIN	SC – FIN - 06	Current Trends & Cases in Finance	IV

SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Financial Management (FIN)			
2 Credits Each, 50 Marks FORMATIVE ASSESSMENT, 00 Marks SUMMATIVE EVALUATION			
Course No.	Course Code	Course	Semester
Maximum 2 courses to be selected from the following list in Semester II			
217 FIN	SE – IL - FIN - 01	Securities Analysis & Portfolio Management	II
218 FIN	SE – IL - FIN - 02	Futures and Options	II
219 FIN	SE – IL - FIN - 03	Direct Taxation	II
220 FIN	SE – IL - FIN - 04	Financial Reporting	II
221 FIN	SE – IL - FIN - 05	Retail Credit Management- Lending & Recovery	II
222 FIN	SE – IL - FIN - 06	Banking Laws & Regulations	II
223 FIN	SE – IL - FIN - 07	Fundamentals of Life Insurance – Products and Underwriting	II
224 FIN	SE – IL - FIN - 08	General Insurance - Health and Vehicle	II
Maximum 3 courses to be selected from the following list in Semester III			
312 FIN	SE – IL - FIN - 09	Behavioural Finance	III
313 FIN	SE – IL - FIN - 10	Technical Analysis of Financial Markets	III
314 FIN	SE – IL - FIN - 11	Commodities Markets	III
315 FIN	SE – IL - FIN – 12	Indirect Taxation	III
316 FIN	SE – IL - FIN – 13	Corporate Financial Restructuring	III
317 FIN	SE – IL - FIN - 14	Financial Modeling	III
318 FIN	SE – IL - FIN – 15	Digital Banking	III
319 FIN	SE – IL - FIN – 16	Treasury Management	III
320 FIN	SE – IL - FIN – 17	Project Finance and Trade Finance	III
321 FIN	SE – IL - FIN – 18	Insurance Laws & Regulations	III
322 FIN	SE – IL - FIN – 19	Marine Insurance	III
323 FIN	SE – IL - FIN – 20	Fire Insurance	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 FIN	SE – IL - FIN – 21	Fixed Income Securities	IV
410 FIN	SE – IL - FIN – 22	Business Valuation	IV
411 FIN	SE – IL - FIN – 23	Risk Management	IV
412 FIN	SE – IL - FIN – 24	Strategic Cost Management	IV
413 FIN	SE – IL - FIN – 25	Rural and Micro Finance	IV
414 FIN	SE – IL - FIN - 26	Reinsurance	IV
415 FIN	SE – IL - FIN – 27	Agricultural Insurance	IV

SUBJECT CORE (SC) COURSES: Specialization – Human Resource Management (HRM)			
3 Credits Each, 50 Marks FORMATIVE ASSESSMENT, 50 Marks SUMMATIVE EVALUATION			
Course No.	Course Code	Course	Semester
205 HR	SC – HRM – 01	Competency Based Human Resource Management	II

206 HR	SC – HRM – 02	Employee Relations & Labour Legislation	II
304 HR	SC – HRM - 03	Strategic Human Resource Management	III
305 HR	SC – HRM - 04	HR Operations	III
403 HR	SC – HRM - 05	Organizational Diagnosis & Development	IV
404 HR	SC – HRM - 06	Current Trends & Cases in Human Resource Management	IV

SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Human Resource Management (HRM)			
2 Credits Each, 50 Marks FORMATIVE ASSESSMENT, 00 Marks SUMMATIVE EVALUATION			
Course No.	Course Code	Course	Semester
Maximum 2 courses to be selected from the following list in Semester II			
217 HRM	SE – IL - HRM - 01	Labour Welfare	II
218 HRM	SE – IL - HRM - 02	Lab in Recruitment and Selection	II
219 HRM	SE – IL - HRM - 03	Learning and Development	II
220 HRM	SE – IL - HRM - 04	Public Relations & Corporate Communications	II
221 HRM	SE – IL - HRM - 05	HR Analytics	II
222 HRM	SE – IL - HRM - 06	Conflict and Negotiation Management	II
Maximum 3 courses to be selected from the following list in Semester III			
312 HR	SE – IL - HRM - 07	Talent Management	III
313 HR	SE – IL - HRM - 08	Psychometric Testing and Assessment	III
314 HR	SE – IL - HRM - 09	HR perspective in Mergers and Acquisition	III
315 HR	SE – IL - HRM - 10	International HR	III
316 HR	SE – IL - HRM - 11	Mentoring and Coaching	III
317 HR	SE – IL - HRM - 12	Compensation and Reward management	III
318 HR	SE – IL - HRM - 13	Performance Management System	III
319 HR	SE – IL - HRM - 14	Change Management & New Technologies in HRM	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 HR	SE – IL - HRM - 15	Labour Legislation	IV
410 HR	SE – IL - HRM - 16	Designing HR Policies	IV
411 HR	SE – IL - HRM - 17	Labour Economics and Costing	IV
412 HR	SE – IL - HRM - 18	Best Practices in HRM	IV
413 HR	SE – IL - HRM - 19	Employee Engagement and Ownership	IV
414 HR	SE – IL - HRM – 20	Leadership and Succession Planning	IV
415 HR	SE – IL - HRM - 21	E - HRM	IV

SUBJECT CORE (SC) COURSES: Specialization – Operations & Supply Chain Management (OSCM)			
3 Credits Each, 50 Marks FORMATIVE ASSESSMENT, 50 Marks SUMMATIVE EVALUATION			
Course No.	Course Code	Course	Semester
205 OSCM	SC – OSCM - 01	Services Operations Management - I	II
206 OSCM	SC – OSCM - 02	Supply Chain Management	II
304 OSCM	SC – OSCM - 03	Services Operations Management - II	III
305 OSCM	SC – OSCM - 04	Logistics Management	III
403 OSCM	SC – OSCM - 05	E Supply Chains & Logistics	IV
404 OSCM	SC – OSCM - 06	Industry 4.0	IV

SUBJECT ELECTIVE (SE - IL) COURSES : Specialization – Operations & Supply Chain Management (OSCM)			
2 Credits Each, 50 Marks FORMATIVE ASSESSMENT, 00 Marks SUMMATIVE EVALUATION			
Course No.	Course Code	Course	Semester
Maximum 2 courses to be selected from the following list in Semester II			
217 OSCM	SE – IL - OSCM - 01	Planning & Control of Operations	II
218 OSCM	SE – IL - OSCM - 02	Productivity Management	II
219 OSCM	SE – IL - OSCM - 03	Inventory Management	II
220 OSCM	SE – IL - OSCM - 04	Theory of Constraints	II
221 OSCM	SE – IL - OSCM - 05	Quality Management Standards	II
222 OSCM	SE – IL - OSCM - 06	Service Value Chain Management	II
Maximum 3 courses to be selected from the following list in Semester III			
312 OSCM	SE – IL - OSCM – 07	Manufacturing Resource Planning	III
313 OSCM	SE – IL - OSCM – 08	Sustainable Supply Chains	III
314 OSCM	SE – IL - OSCM – 09	Business Excellence	III
315 OSCM	SE – IL - OSCM – 10	Toyota Production System	III
316 OSCM	SE – IL - OSCM – 11	Operations and Services Strategy	III
317 OSCM	SE – IL - OSCM – 12	Six Sigma for Operations	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 OSCM	SE – IL - OSCM – 14	Enterprise Resource Planning	IV
410 OSCM	SE – IL - OSCM – 15	World Class Manufacturing	IV
411 OSCM	SE – IL - OSCM – 16	Supply Chain Strategy	IV
412 OSCM	SE – IL – OSCM – 17	Financial Perspectives in Operations Management	IV
413 OSCM	SE – IL - OSCM – 18	Facilities Planning	IV
414 OSCM	SE – IL - OSCM – 19	Purchasing and Supplier Relationship Management	IV
415 OSCM	SE – IL - OSCM - 20	Strategic Supply Chain Management	IV

SUBJECT CORE (SC) COURSES: Specialization – Business Analytics (BA)			
3 Credits Each, 50 Marks FORMATIVE ASSESSMENT, 50 Marks SUMMATIVE EVALUATION			
Course No.	Course Code	Course	Semester
205 BA	SC – BA - 01	Basic Business Analytics using R	II
206 BA	SC – BA - 02	Data Mining	II
304 BA	SC – BA - 03	Advanced Statistical Methods using R	III
305 BA	SC – BA - 04	Machine Learning & Cognitive intelligence using Python	III
403 BA	SC – BA - 05	Economics of Network Industries	IV
404 BA	SC – BA - 06	Artificial Intelligence in Business Applications	IV

SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Business Analytics (BA)			
2 Credits Each, 50 Marks FORMATIVE ASSESSMENT, 00 Marks SUMMATIVE EVALUATION			
Course No.	Course Code	Course	Semester
Maximum 2 courses to be selected from the following list in Semester II			
217 BA	SE – IL - BA - 01	Marketing Analytics	II
218 BA	SE – IL - BA - 02	Retailing Analytics	II
219 BA	SE – IL - BA - 03	Workforce Analytics	II
220 BA	SE – IL - BA - 04	Tableau	II
221 BA	SE – IL - BA - 05	Data Warehousing Project Life Cycle Management	II
Maximum 3 courses to be selected from the following list in Semester III			
312 BA	SE – IL - BA – 06	Social Media, Web & Text Analytics	III
313 BA	SE – IL - BA – 07	Industrial Internet of Things	III
314 BA	SE – IL - BA – 08	Supply Chain Analytics	III
315 BA	SE – IL - BA – 09	Cognos Analytics	III
316 BA	SE – IL - BA – 10	Predictive Modelling using SPSS Modeler	III
317 BA	SE – IL - BA – 11	E commerce Analytics - I	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 BA	SE – IL - BA - 13	E Commerce Analytics - II	IV
410 BA	SE – IL - BA - 14	Healthcare Analytics	IV
411 BA	SE – IL - BA – 15	Watson	IV
412 BA	SE – IL - BA – 16	Scala and Spark	IV

[D] FOUNDATION (FOU) COURSES (ELECTIVES) – 1 Credit Each			
25 Marks FORMATIVE ASSESSMENT, 00 Marks SUMMATIVE EVALUATION			
Between ZERO to SIX courses to be selected from the following list in Semester I and / or Between ZERO to FOUR courses to be selected from the following list in Semester II			
Course No.	Course Code	Course	Semester
1	FOU - 001	Elementary English	I
2	FOU - 002	Elementary Mathematics & Statistics	I
3	FOU - 003	Elementary Economics	I
4	FOU - 004	Elementary Accounting	I
5	FOU - 005	Elementary Information Technology	I
6	FOU - 006	Elementary Business Etiquette	I
7	FOU - 007	Elementary MS WORD	II
8	FOU - 008	Elementary MS POWERPOINT	II
9	FOU - 009	Elementary Data Interpretation & Logical Reasoning	II
10	FOU - 010	Elementary Verbal and Reading Comprehension	II
11	FOU - 011	Elementary Quantitative Ability	II

[E] ENRICHMENT (ENR) COURSES (ELECTIVES) – 1 Credit Each				
25 Marks FORMATIVE ASSESSMENT, 00 Marks SUMMATIVE EVALUATION				
<p>Between ZERO to SIX courses to be selected from the following list in Semester I and / or</p> <p>Between ZERO to FOUR courses to be selected from the following list in Semester II and / or</p> <p>Between ZERO to TWO courses to be selected from the following list in Semester III and / or</p> <p>Between ZERO to FOUR courses to be selected from the following list in Semester IV</p>				
Course No	Course Code	Proficiency Track	Course	Semester
1	ENR - 1	Entrepreneurship	Entrepreneurship in The Online Economy – Seminar	Any
2	ENR - 2	Entrepreneurship	Management Skills for MSMEs – Seminar	Any
3	ENR - 3	Entrepreneurship	Business Plan for Small Business - Case Study Development and Presentation	Any
4	ENR - 4	Entrepreneurship	The Elevator Pitch - Case Study Development and Presentation	Any
5	ENR - 5	Entrepreneurship	Private Equity – Seminar	Any
6	ENR - 6	Entrepreneurship	Launching & Sustaining Start-Ups- Case Study Development and Presentation	Any
7	ENR - 7	Entrepreneurship	Start-Up Fest	Any
8	ENR - 8	Entrepreneurship	Marketing on a shoe string budget for Small Business - Case Study Development and Presentation	Any
9	ENR - 9	Entrepreneurship	Growing business through Franchising - Case Study Development and Presentation	Any
10	ENR - 10	Entrepreneurship	Finance and Accounting aspects of Small Businesses - Case Study Development and Presentation	Any
11	ENR - 11	Entrepreneurship	Planning, Structuring, and Financing Small Businesses - Case Study Development and Presentation	Any
12	ENR - 12	Entrepreneurship	Digital Marketing for MSMEs- Case Study Development and Presentation	Any
13	ENR - 13	Entrepreneurship	Legal Compliances for MSMEs – Seminar	Any
14	ENR - 14	Entrepreneurship	Contemporary Indian Models in Entrepreneurship - Case Study Development and Presentation	Any
15	ENR - 15	Entrepreneurship	Women Entrepreneurs in Contemporary India - Case Study Development and Presentation	Any
16	ENR - 16	Desk Research	Review of National Databases & Reports	Any
17	ENR - 17	Desk Research	Review of Industry Databases	Any
18	ENR - 18	Desk Research	Review of Industry Best Practice Surveys	Any
19	ENR - 19	Desk Research	Review of Global Best Practice Surveys	Any
20	ENR - 20	Desk Research	Review of TED Talks	Any
21	ENR - 21	Desk Research	Book Reviews	Any
22	ENR - 22	Desk Research	Emerging Trends in Business - Seminar	Any
23	ENR - 23	Desk Research	Best Business Practices - Case Study Development and Presentation	Any
24	ENR - 24	Desk Research	Disruptive Business Practices - Case Study Development and Presentation	Any

25	ENR - 25	Desk Research	Business Houses & Business Families in India - Case Study Development and Presentation	Any
26	ENR - 26	Desk Research	Industry Specific Governance & Compliances - Seminar	Any
27	ENR - 27	Desk Research	Business Excellence Awards & Awardees - Case Study Development and Presentation	Any
28	ENR - 28	Managerial Effectiveness	Design Thinking Workshop	Any
29	ENR - 29	Managerial Effectiveness	Problem Solving Tools & Techniques Workshop	Any
30	ENR - 30	Managerial Effectiveness	Theory of Constraints Workshop	Any
31	ENR - 31	Managerial Effectiveness	Six Sigma Applications in Business Workshop	Any
32	ENR - 32	Managerial Effectiveness	Budgeting Workshop	Any
33	ENR - 33	Managerial Effectiveness	i-Lab Design Thinking Projects Workshop	Any
34	ENR - 34	Managerial Effectiveness	Public Relations Workshop	Any
35	ENR - 35	Managerial Effectiveness	Cross Cultural Relationship Marketing Workshop	Any
36	ENR - 36	Managerial Effectiveness	Digital Productivity Tools Workshop	Any
37	ENR - 37	Managerial Effectiveness	Effective Meetings Management Workshop	Any
38	ENR - 38	Managerial Effectiveness	Balanced Score Card - Case Study Development and Presentation	Any
39	ENR - 39	Perspectives on Management	Management Thinkers & Contributions - Seminar	Any
40	ENR - 40	Perspectives on Management	Enduring Management Principles & Thoughts - Seminar	Any
41	ENR - 41	Perspectives on Management	Mysteries in Management - Seminar	Any
42	ENR - 42	Perspectives on Management	Management - The Future Frontiers - Seminar	Any
43	ENR - 43	Perspectives on Management	Leaderships Lessons from Non-business leaders – Seminar	Any
44	ENR - 44	Perspectives on Management	Leadership Lessons from Antiquity - Seminar	Any
45	ENR - 45	Perspectives on Management	Leading in the 21st Century - Case Study Development and Presentation	Any
46	ENR - 46	Perspectives on Management	Strategy in a VUCA world - Case Study Development and Presentation	Any
47	ENR - 47	Economy & Polity	The Economics & Politics of NGOs - Case Study Development and Presentation	Any
48	ENR - 48	Economy & Polity	Politics & Governance - Seminar	Any
49	ENR - 49	Economy & Polity	Climate Change Politics & Policy - Seminar	Any
50	ENR - 50	Economy & Polity	Energy Economics - Seminar	Any
51	ENR - 51	Economy & Polity	Civil Society, New Social Movements & Public Policy - Case Study Development and Presentation	Any
52	ENR - 52	Economy & Polity	Corporations, NGOs & Civil societies - Seminar	Any
53	ENR - 53	Economy & Polity	Environment & Development - Seminar	Any
54	ENR - 54	Economy & Polity	Globalization & Localization - Seminar	Any
55	ENR - 55	Economy & Polity	Strategic Transformation and Change in the Indian Economy - Case Study Development and Presentation	Any
56	ENR - 56	Communication	Verbal Communication & Presentation Skills Workshop	Any

57	ENR - 57	Communication	Visual Communication Workshop	Any
58	ENR - 58	Communication	Communication Through Theatre Techniques Workshop	Any
59	ENR - 59	Communication	Technical Writing Workshop	Any
60	ENR - 60	Communication	Walk the Talk - Leader / Entrepreneur Interviews Lab	Any
61	ENR - 61	Communication	Creative Writing Workshop	Any
62	ENR - 62	Communication	Blog Writing Workshop	Any
63	ENR - 63	Behavioural & Interpersonal Skills	Transactional Analysis Lab	Any
64	ENR - 64	Behavioural & Interpersonal Skills	Emotional Intelligence & Managerial Effectiveness Lab	Any
65	ENR - 65	Behavioural & Interpersonal Skills	Influence & Persuasion Lab	Any
66	ENR - 66	Behavioural & Interpersonal Skills	Negotiation Skills Lab	Any
67	ENR - 67	Behavioural & Interpersonal Skills	Team Selling Lab	Any
68	ENR - 68	Technology	Technology Clinic	Any
69	ENR - 69	Technology	Digital Innovation and Transformation – Seminar	Any
70	ENR - 70	Technology	Social Impact of Technology - Case Study Development and Presentation	Any
71	ENR - 71	Technology	Technology Commercialization – Seminar	Any
72	ENR - 72	Technology	Intellectual Property Rights – Seminar	Any
73	ENR - 73	Technology	Strategy and Technology – Seminar	Any
74	ENR - 74	Technology	Internet of Things – Seminar	Any
75	ENR - 75	Technology	Cyber Security – Seminar	Any
76	ENR - 76	Technology	Gamification Workshop	Any
77	ENR - 77	Understanding India	Skill-India - Case Study Development and Presentation	Any
78	ENR - 78	Understanding India	Smart-Cities - Case Study Development and Presentation	Any
79	ENR - 79	Understanding India	Swachh Bharat - Case Study Development and Presentation	Any
80	ENR - 80	Understanding India	Make-in-India - Case Study Development and Presentation	Any
81	ENR - 81	Understanding India	Constitution of India – Seminar	Any
82	ENR - 82	Understanding India	Indian Social Structure - Case Study Development and Presentation	Any
83	ENR - 83	Understanding India	Methodological Foundations of Indian Scientific Tradition – Seminar	Any
84	ENR - 84	Understanding India	Some Scientific Concepts from Sanskrit Texts – Seminar	Any
85	ENR - 85	Understanding India	Film Appreciation - Case Study Development and Presentation	Any
86	ENR - 86	Understanding India	Culture, Diversity & Society – Seminar	Any
87	ENR - 87	Understanding India	Contemporary Debates in Business & Society – Seminar	Any
88	ENR - 88	Understanding India	Consumerism and Sociology of the Family – Seminar	Any
89	ENR - 89	Understanding India	Culture and Media – Seminar	Any
90	ENR - 90	Understanding India	Business History – Seminar	Any
91	ENR - 91	Unconventional Sectors	Educational Institutions Management - Case Study Development and Presentation	Any
92	ENR - 92	Unconventional Sectors	The Business of Bollywood - Case Study Development and Presentation	Any

93	ENR - 93	Unconventional Sectors	Contemporary Sports: A Business Perspective - Case Study Development and Presentation	Any
94	ENR - 94	Unconventional Sectors	Managing Public Festivals , Exhibitions & Fairs - Case Study Development and Presentation	Any
95	ENR - 95	Unconventional Sectors	Agro Tourism- Case Study Development and Presentation	Any
96	ENR - 96	Ethics & Social Responsibility	Rural Immersion Project	Any
97	ENR - 97	Ethics & Social Responsibility	Managing for bottom of the Pyramid Business – Seminar	Any
98	ENR - 98	Ethics & Social Responsibility	Digital Technologies For Social Inclusion - Case Study Development and Presentation	Any
99	ENR - 99	Ethics & Social Responsibility	Social Impact Analysis for Local Community Projects - Case Study Development and Presentation	Any
100	ENR - 100	Ethics & Social Responsibility	Social & Ethical Aspects of Healthcare – Seminar	Any
101	ENR - 101	Ethics & Social Responsibility	Spirituality for Managers – Seminar	Any
102	ENR – 102	Personal Interest Course	Yoga	Any
103	ENR – 103	Personal Interest Course	Vedic Maths	Any
104	ENR – 104	Personal Interest Course	Graphology	Any
105	ENR – 105	Personal Interest Course	Caligraphy	Any
106	ENR – 106	Personal Interest Course	Music	Any
107	ENR – 107	Personal Interest Course	Dance	Any
108	ENR – 108	Personal Interest Course	Adventure Sports	Any
109	ENR – 109	Personal Interest Course	Hackathon	Any
110	ENR - 110	Personal Interest Course	Local Community Development Project	Any
111	ENR - 111	Personal Interest Course	Videography	Any
112	ENR - 112	Personal Interest Course	Fine Arts	Any

[F] ALTERNATIVE STUDY CREDIT COURSES (ASCC) (ELECTIVES) – 2 Credit Each			
50 Marks FORMATIVE ASSESSMENT, 00 Marks SUMMATIVE EVALUATION			
<p>Between ZERO to THREE courses to be selected from the following list in Semester I[#] and / or</p> <p>Between ZERO to THREE courses to be selected from the following list in Semester II[#] and / or</p> <p>Between ZERO to THREE courses to be selected from the following list in Semester III[#] and / or</p> <p>Between ZERO to TWO courses to be selected from the following list in Semester IV[#]</p>			
Course No.	Course Code	Course	Semester
1	ASCC - 001	MOOCs	Any
2	ASCC - 002	Professional Certification Programs	Any
3	ASCC - 003	CSR Project	Any
4	ASCC - 004	Innovation Projects	Any
5	ASCC - 005	Industry or Academic Internships	Any
6	ASCC - 006	Field/Live Projects	Any

Same type of course can be selected multiple number of times.

MINOR ONLY SPECIALIZATIONS

Specialization – Rural & Agri -Business Management (RABM)			
Course No.	Course Code	Course	Semester
2 CORE courses as per the following list – in Semester III or Semester IV			
1	SC – RABM – 01	Agriculture and Indian Economy	III
2	SC – RABM – 02	ICT for Agriculture Management	IV
Any 2 ELECTIVE courses to be selected from the following list – either in Semester III or Semester IV			
1	SE – RABM – 03	Rural Credit and Finance	III
2	SE – RABM – 04	Rural Marketing - I	III
3	SE – RABM – 05	Agri – Entrepreneurship	IV
4	SE – RABM – 06	Rural Marketing II	IV
Specialization – Pharma & Health Care Management (PHCM)			
Course No.	Course Code	Course	Semester
2 CORE courses as per the following list – in Semester III or Semester IV			
1	SC – PHCM- 01	Fundamentals of Pharma and Healthcare Management	III
2	SC – PHCM- 02	Pharma and healthcare regulatory environment in India	IV
Any 2 ELECTIVE courses to be selected from the following list – either in Semester III or Semester IV			
1	SE – PHCM- 03	Strategic Planning & Healthcare Management	III
2	SE – PHCM- 04	Information Technology in Pharma and Healthcare	III
3	SE – PHCM- 05	Pharmaceutical Import and Export	IV
4	SE – PHCM- 06	Entrepreneurship in Pharma and Healthcare	IV
Specialization – Tourism & Hospitality Management (THM)			
Course No.	Course Code	Course	Semester
2 CORE courses as per the following list – in Semester III & Semester IV			
1	SC – THM – 01	Fundamentals of Hospitality Management	III
2	SC – THM - 02	Tourism & Travel Management	IV
Any 2 ELECTIVE courses to be selected from the following list – either in Semester III or Semester IV			
1	SE – THM - 03	Event Management	III
2	SE – THM - 04	Tourism Planning & Development	III
3	SE – THM - 05	Strategic Hospitality Management	IV
4	SE – THM - 06	Revenue Management	IV
Specialization – International Business Management (IB)			
Course No.	Course Code	Course	Semester
2 CORE courses as per the following list – in Semester III & Semester IV			
1	SC – IB – 01	Import Export Documentation and Procedures	III
2	SC – IB - 02	Global Trade and Logistics Management	IV
Any 2 ELECTIVE courses to be selected from the following list – either in Semester III or Semester IV			
1	SE – IB - 03	Cross Cultural Management and Global Leadership	III
2	SE – IB - 04	International Business and Employment Laws	III
3	SE – IB- 05	Global Competitiveness, Value Chains and Alliances	IV
4	SE – IB- 06	International Banking and Foreign Exchange Management	IV

ANNEXURE II – COURSE WISE DETAILED SYLLABUS

Generic Core Courses (Compulsory) – Semester I & II		
Semester I		101 – Managerial Accounting
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO101.1	REMEMBERING	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
CO101.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
CO101.3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.
CO101.4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
CO101.5	EVALUATING	EVALUATE the financial impact of the decision.
CO101.6	CREATING	CREATE the Financial Statement of Sole Proprietor, Cost Sheet and Budgets

- 1. Basic Concepts:** Forms of Business Organization. Meaning and Importance of Accounting in Business Organization, Basic concepts and terms used in accounting, Capital & Revenue Expenditure, Capital & Revenue Receipts, Users of Accounting Information. Accounting Concepts and Conventions, Fundamental Accounting Equation, Journal, Ledger and Trial Balance. **(4+2)**
- 2. Financial Statements:** Meaning of Financial Statements, Importance and Objectives of Financial Statements. Preparation of Final Accounts of sole proprietary firm. **(7 + 2)**
- 3. Cost Accounting:** Basic Concepts of Cost Accounting, Objectives, Importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Elements of Cost, Classification and Analysis of Costs, Relevant and Irrelevant Costs, Differential Costs, Sunk Cost, Opportunity Cost, Preparation of Cost Sheet. **(8 + 2)**
- 4. Short Term Business Decision Techniques – Marginal Costing:** Meaning, Principles, Advantages and Limitations, Contribution, P/V Ratio, Break-Even Point (BEP), Cost Volume Profit (CVP) Analysis, Short Term Business Decisions–Product Mix Decisions, Make or Buy (Outsourcing) Decisions, Accept or Reject Special Order Decisions, Shutting Down Decisions. **(8 + 2)**
- 5. Exercising Control – Budgetary Control & Standard Costing: Budgetary Control:** Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages, Cash Budget and Flexible Budget, Functional Budgets (overview). Standard Costing: Meaning, Importance, Advantages and Disadvantages, Cost Variance Analysis. Material Variances– Material Cost Variance, Material Rate Variance, Material Usage Variance, Material Mix Variance and Material Yield Variance. Labour Variances –Labour Cost Variance, Labour Rate Variance, Labour Efficiency Variance, Labour Mix Variance, Labour Idle Time Variance and Labour Yield Variance. **(8 + 2)**

Note: Numerical Problems will be asked on the following –

1. Final Accounts of Sole Proprietary Firm
2. Preparation of Cost Sheet
3. Marginal Costing and Short-Term Business Decisions
4. Raw Material Purchase & Procurement Budget, Cash Budget, Flexible Budget
5. Material Variances and Labour Variances

Suggested Text Books:

1. Management Accounting, Khan and Jain, Tata McGraw Hill
2. Fundamentals of Management Accounting, H. V.Jhamb
3. Managerial Accounting, Dr. Mahesh Abale and Dr. Shriprakash Soni
4. Management Accounting, Dr. Mahesh Kulkarni

Suggested Reference Books:

1. Financial Cost and Management Accounting, P.Periasamy
2. Financial Accounting for Management, Shankarnarayanan Ramanath, CENGAGE Learning
3. Accounting For Management, S. N. Maheshwari
4. Management Accounting, MadhuVij
5. Fundamentals of Management Accounting, H. V.Jhamb
6. Cost and Management Accounting, M. N. Arora
7. Financial Accounting for Managers, Sanjay Dhmiya, Pearson Publications
8. Management Accounting, Mr. Anthony Atkinson, Robert Kaplan, Pearson

9. Accounting For Management, Jawarhar Lal
10. Accounting, Shukla Grewal
11. Management Accounting, Ravi Kishore
12. Accounting for Managers, Dearden and Bhattacharya

Semester I		102 - Organizational Behaviour
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO102.1	REMEMBERING	Describe complexities of individual and group behavior in the organizations.
CO102.2	UNDERSTANDING	Explain the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
CO102.3	APPLYING	APPLY Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings
CO102.4	ANALYSING	ANALYZE human behavioural problems like conflict, low motivational levels, politics, attitudinal issues etc. and develop solutions to these problems.
CO102.5	EVALUATING	FORMULATE approaches to reorient individual, team, managerial and leadership behavior in order to achieve organizational goals.
CO102.6	CREATING	DEVELOP strategies for challenges faced during shaping organizational behavior, organizational culture and organizational change.

1. **Fundamentals of OB:** Evolution of management thought , five functions of management, Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC), Limitations of OB. **Values, Attitudes and Emotions:** Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence - Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence , difference between EQ and IQ. **Personality & Attitude:** Definition Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Johari Window , Transaction Analysis , Definition Attitude Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude. Relevant case studies for Attitude and personality **(7+2)**
2. **Perception:** Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect). **Motivation:** Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation. Relevant case studies on Perception and Motivation **(8+2)**
3. **Group and Team Dynamics :** The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development Team Effectiveness & Team Building. **Leadership:** Introduction, Managers V/s Leaders. Overview of Leadership- Traits and Types, Theories of Leadership.- Trait and Behavioral Theories. Relevant case studies on Group dynamics and Leadership **(8+2)**
4. **Conflict Management** – Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches. **Organizational Culture:** Meaning and Nature of Organization Culture - Origin of Organization Culture, Functions of Organization Culture, Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity. Relevant case studies on Conflict management and organization culture. **(7+2)**
5. **Stress at workplace:** Work Stressors – Prevention and Management of stress – Balancing work and Life, workplace spirituality. **Organizational Change:** Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to change. Kurt Lewin's- Three step model, How to overcome the Resistance to Change, Methods of Implementing Organizational Change, Developing a Learning Organization. Relevant case studies on stress management and organizational change **(5+2)**

Note: Evolution of Management thought to OB and functions of management to be covered in brief as a background interface to the subject only

Suggested Text Books:

1. Organizational Behaviour, Robins
2. Organizational Behaviour, Nelson & Quick
3. Organizational Behaviour, Fred Luthans
4. Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra
5. Organizational Behaviour, M N Mishra

6. Organizational Behaviour, K Ashwathappa

Suggested Reference Books

1. Understanding OB, Uday Pareek
2. Change & Knowledge Management, Janakiram, Ravindra and Shubha Murlidhar
3. Human Resource Management, Nkomo, CENGAGE Learning

Semester I		103 – Economic Analysis for Business Decisions
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO103.1	REMEMBERING	DEFINE the key terms.
CO103.2	UNDERSTANDING	EXPLAIN the key concepts in economics, from a managerial perspective.
CO103.3	APPLYING	IDENTIFY the various issues in an economics context and HIGHLIGHT their significance from the perspective of business decision making.
CO103.4	ANALYSING	EXAMINE the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
CO103.5	EVALUATING	EVALUATE critical thinking based on principles of micro-economics for informed business decision making.
CO103.6	CREATING	ELABORATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.

1. **Managerial Economics:** Concept of Economy, Economics, Microeconomics, Macroeconomics. Nature and Scope of Managerial Economics, Managerial Economics and decision-making. Concept of Firm, Market, Objectives of Firm: Profit Maximization Model, Economist Theory of the Firm. **(6+1)**
2. **Utility & Demand Analysis:** Utility – Meaning, Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus. Demand - Concept of Demand, Types of Demand, Determinants of Demand, Law of Demand, Elasticity of Demand, Exceptions to Law of Demand. Uses of the concept of elasticity. Forecasting: Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods of Demand Forecasting, Survey Methods, Statistical Methods, Qualitative Methods, Demand Forecasting for a New Products. (Demand Forecasting methods - Conceptual treatment only numerals not expected) **(8+1)**
3. **Supply & Market Equilibrium:** Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Production Analysis: Introduction, Meaning of Production and Production Function, Cost of Production. Cost Analysis: Private costs and Social Costs, Accounting Costs and Economic costs, Short run and Long Run costs, Economies of scale, Cost-Output Relationship - Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run. **(8+1)**
4. **Revenue Analysis and Pricing Policies:** Introduction, Revenue: Meaning and Types, Relationship between Revenues and Price Elasticity of Demand, Pricing Policies, Objectives of Pricing Policies, Cost plus pricing. Marginal cost pricing. Cyclical pricing. Penetration Pricing. Price Leadership, Price Skimming. Transfer pricing. Price Determination under Perfect Competition- Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium under Perfect Competition, Short-run Firm Equilibrium under Perfect Competition, Long-run Industry Equilibrium under Perfect Competition, Long-run Firm Equilibrium under Perfect Competition. Pricing Under Imperfect Competition- Introduction, Monopoly, Price Discrimination under Monopoly, Bilateral Monopoly, Monopolistic Competition, Oligopoly, Collusive Oligopoly and Price Leadership, Pricing Power, Duopoly, Industry Analysis, Need for Government Intervention in Markets, Preventions and Control of Monopolies. **(11+1)**
5. **Consumption Function and Investment Function:** Introduction, Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator. Business Cycle: Introduction, Meaning and Features, Phases of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions. **(7+1)**

Suggested Text Books:

1. Managerial Economics, Peterson, Lewis, Sudhir Jain, Pearson, Prentice Hall
2. Managerial Economics, D. Salvatore, McGraw Hill, New Delhi.
3. Managerial Economics, Pearson and Lewis, Prentice Hall, New Delhi
4. Managerial Economics, G.S. Gupta, T M H, New Delhi.

5. Managerial Economics, Mote, Paul and Gupta, T M H, New Delhi.

Suggested Reference Books:

1. Managerial Economics, Homas and Maurice, Tata McGraw Hill
2. Managerial Economics - Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi.
3. Managerial Economics, Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.
4. Managerial Economics, D.M.Mithani
5. Managerial Economics, Joel Dean, Prentice Hall, USA.
6. Managerial Economics by H L Ahuja, S Chand & Co. New Delhi.

Semester I		104 - Business Research Methods
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO104.1	REMEMBERING	DEFINE various concepts & terms associated with scientific business research.
CO104.2	UNDERSTANDING	EXPLAIN the terms and concepts used in all aspects of scientific business research.
CO104.3	APPLYING	MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.
CO104.4	ANALYSING	EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective.
CO104.5	EVALUATING	JUDGE the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective.
CO104.6	CREATING	FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.

1. Foundations of Research: Definition of Research, Need of business research, Characteristics of scientific research method, Typical Research applications in business and management. **Questions in Research:** Formulation of Research Problem – Management Question – Research Question – Investigation Question. **The process of business research:** Literature review - Concepts and theories - Research questions - Sampling - Data collection - Data analysis - Writing up - The iterative nature of business research process, Elements of a Research Proposal. **Practical considerations:** Values – researcher & organization. Ethical principles - Harm to participants, Lack of informed consent, Invasion of privacy, Deception, Reciprocity and trust, Affiliation and conflicts of interest. Legal considerations - Data management, Copyright. **(6+1)**

2. Research Design: Concept, Features of a robust research design. Exploratory, Descriptive, Quasi Experimental, Experimental research designs, Concept of Cause and Effect, Difference between Correlation and causation. Types of Variables – Independent, Dependent, concomitant, mediating, moderating, extraneous variables, Basic knowledge of Treatment & Control group, Case study design. Cross-sectional and Longitudinal designs, Qualitative and Quantitative research approaches, Pros and Cons of various designs, choice of a research design. **Hypothesis:** Definition, research Hypothesis, Statistical hypothesis, Null hypothesis, Alternative Hypothesis, Directional Hypothesis, Non-directional hypothesis. Qualities of a good Hypothesis, Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing - Logic & Importance. **(7+1)**

3. Data & Measurement: Meaning of data, Need for data. **Secondary Data:** Definition, Sources, Characteristics, Advantages and disadvantages over primary data, Quality of secondary data - Sufficiency, adequacy, reliability and consistency. **Primary Data:** Definition, Advantages and disadvantages over secondary data. **Measurement:** Concept of measurement, What is measured? Problems in measurement in management research - Validity and Reliability, Levels of measurement - Nominal, Ordinal, Interval, Ratio. **Attitude Scaling Techniques:** Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking - Concept and Application. **Questionnaire:** Questionnaire Construction - Personal Interviews, Telephonic survey Interviewing, Online questionnaire tools. **(8+1)**

4. Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame, determining the sample frame, Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response. **Probability Sample:** Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. **Non Probability Sample:** Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. **Determining size of**

the sample: Practical considerations in sampling and sample size, (sample size determination formulae and numericals not expected) **(9+1)**

5. Data Analysis & Report Writing: Data Analysis: Cleaning of Data, Editing, Coding, Tabular representation of data, frequency tables, Univariate analysis - Interpretation of Mean, Median Mode; Standard deviation, Coefficient of Variation. **Graphical Representation of Data:** Appropriate Usage of Bar charts, Pie charts, Line charts, Histograms. **Bivariate Analysis:** Cross tabulations, Bivariate Correlation Analysis - meaning & types of correlation, Karl Person's coefficient of correlation and spearman's rank correlation. Chi-square test including testing hypothesis of association, association of attributes. **Linear Regression Analysis:** Meaning of regression, Purpose and use, Linear regression; Interpretation of regression co-efficient, Applications in business scenarios. **Test of Significance:** Small sample tests: t (Mean, proportion) and F tests, Z test. Non-parametric tests: Binomial test of proportion, Randomness test. Analysis of Variance: One way and two-way Classifications. **Research Reports:** Structure of Research report, Report writing and Presentation. **(10+1)**

Note:

1. It is desirable to use MS Excel / SPSS / Systat for delivery of unit 5.
2. For unit 5, Formulae and calculations are not expected. Interpretation of the given data/test outcomes is expected for appropriate managerial decisions / inferences.

Suggested Text Books:

1. Business Research Methods, Donald Cooper & Pamela Schindler, TMGH.
2. Business Research Methods, Alan Bryman & Emma Bell, Oxford University Press
3. Research Methods for Social Work, Allen, Earl R. Babbie, Cengage
4. Research Methods in Business Studies: A Practical Guide, Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall

Suggested Reference Books:

1. Business Research Methods, William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning
2. Approaches to social research, Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press
3. Research Methods: The Basics, Nicholas S. R. Walliman, Nicholas Walliman, Routledge,
4. Research Methodology In Management, Dr.V.P.Michael

Semester I		105 – Basics of Marketing
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO105.1	REMEMBERING	REPRODUCE the key marketing concepts, components and principles of marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
CO105.2	UNDERSTANDING	INTERPRET the basic concepts, principles and frameworks of marketing in the context of diverse business situations for explaining the relevant issues with regard to marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
CO105.3	APPLYING	APPLY the contemporary marketing theories, frameworks and tools to inform problem solving with respect to marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
CO105.4	ANALYSING	EXAMINE the critical marketing issues for drawing inferences about the underlying causes and relationships concerning marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
CO105.5	EVALUATING	EVALUATE the alternative courses of actions to make judgments with regard to the solution for problems involving marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
CO105.6	CREATING	GENERATE alternative approaches to the emerging business challenges in the context of marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.

1. Introduction to Marketing: Definition & Functions of Marketing- Scope of Marketing, Evolution of Marketing. Core Concepts of Marketing – Need, Want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer loyalty. Concepts of Marketers and Prospects, Key customer Markets, Marketplaces, Marketspaces, Meta markets. Digital Markets, Brick & Click Model. Impact of Globalization, Technology and Social Responsibility on Marketing. New Consumer Capabilities, New Company Capabilities. Functions of Marketing Manager. Linkage of Marketing Function with All Functions in the Organization. Company Orientation Toward the Marketplace - Production, Product, Selling, Marketing, Holistic Marketing Orientation. Selling versus Marketing. Concept of Marketing Myopia. Marketing Process, Understanding Marketing as Creating, Communicating, and Delivering Value. **(7+2)**

2. Marketing Environment: Concept of Environment, Macro Environment & Micro Environment – Components and Characteristics, Needs & Trends, Major Forces Impacting the Macro Environment & Micro Environment, Need for Analyzing the Marketing Environment. Analyzing the Demographic, Economic, Sociocultural, Natural, Technological, and Political-Legal Environment. **(7+2)**

3. Segmentation, Market Targeting & Positioning: Segmentation: Concept, Need & Benefits. Bases for Segmenting Consumer Markets - Geographic, Demographic, Psychographic, Behavioural. Bases for Segmentation for Business Markets. Levels of Segmentation, Criteria for Effective Segmentation. Market Potential & Market Share. Market Targeting - Concept of Target Markets Market Targeting and Criteria for Selection, Evaluating and Selecting the Market Segments – Full Market Coverage, Multiple Segment Specialization, Single-Segment Concentration, Individual Marketing, Long Tail Marketing. Positioning - Concept of Differentiation & Positioning, Value Proposition & Unique Selling Proposition. **(7+2)**

4. Consumer Behavior: Meaning & Importance of Consumer Behavior, Comparison between Organizational Buying Behavior and Consumer Buying Behavior, Buying Roles, Five-Stage Model of Buying Decision Process – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase Behavior. Moment of Truth, Zero Moment of Truth, ZMOT. Moderating Effects on Consumer Decision Making. **(7+2)**

5. Marketing Mix: Origin & Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process, Physical Evidence. Product Life Cycle: Concept & Characteristics of Product Life Cycle (PLC), Relevance of PLC, Types of PLC and Strategies Across Stages of the PLC. **(7+2)**

Note: Real world examples / cases are expected to be analyzed in the class as well as included in the examination.

Suggested Text Books:

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson, 14th Edition
2. Marketing Management, Rajan Saxena, TMGH
3. Marketing, Lamb, Hair, Sharma, McDaniel, Cengage Learning

Suggested Reference Books:

1. Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson, 13th Edition
2. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
3. Marketing Management, Ramaswamy & Namakumari, Macmillan.
4. Marketing Whitebook

Semester I		106 – Digital Business
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO106.1	REMEMBERING	DESCRIBE the conceptual framework of e commerce, mobile commerce and social commerce.
CO106.2	UNDERSTANDING	SUMMARIZE the impact of information, mobile, social, digital, IOT and related technologies on society, markets & commerce.
CO106.3	APPLYING	ILLUSTRATE value creation & competitive advantage in a digital Business environment.
CO106.4	ANALYSING	EXAMINE the changing role of intermediaries, changing nature of supply chain and payment systems in the online and offline world.
CO106.5	EVALUATING	ELABORATE upon the various types of digital business models and OUTLINE their benefits and limitations.
CO106.6	CREATING	DISCUSS the various applications of Digital Business in the present day world.

1. **Electronic Commerce:** The Digital Revolution and Society, The Digital and Social Worlds - The Digital Economy, The Digital Enterprise, Virtual Communities, Online Communities, Defining Electronic Commerce, Emerging

E-Commerce Platforms. E-Business, Electronic Markets and Networks; The Content and Framework of E-Commerce, Classification of E-Commerce by the Nature of the Transactions and the Relationships Among Participants, E-Commerce Business Models, Integrating the Marketplace with the Marketplace, Web 2.0. Drivers, Benefits and Limitations of E-Commerce, Impact of E-Commerce on business, government, customers, citizens and society. **(7+2)**

2. **Mobile Commerce, Social Commerce and IoT:** Mobile Commerce, Attributes Applications and Benefits of M-Commerce, Mobile Marketing - Shopping and Advertising. **Social Commerce:** Social Commerce, Social Business (Enterprise), Social Business Networks and Social Enterprise, Social Media – Platforms and its comparison, marketing/Enterprise 2.0, Improved Business Models. Entrepreneur Networks, Enterprise Social Networks, The Benefits and Limitations of Social Commerce, Benefits to Customers, Retailers, Employees, players in the ecosystem. Social Collaboration (Collaboration 2.0) - Essentials of Social Collaboration, Consumer-to-Consumer Electronic Commerce (C2C), Person-to-Person models. **Internet of Things:** Concept of IoT, Smart Homes and Appliances, Smart Cities, Smart Cars, Wearable Computing and Smart Gadgets. **(7+2)**

3. **Digital Business Ecosystem:** Electronic Commerce Mechanisms, Online Purchasing Process, E-Marketplaces - Types, Components and Participants, Disintermediation and Reintermediation; Customer Shopping Mechanisms - Webstores, Malls, and Portals, Webstores, Electronic Malls, Web (Information) Portals. **Intermediaries:** Roles of Intermediaries in E-Marketplaces, Merchant Solutions: Electronic Catalogs, Search Engines, and Shopping Carts, Electronic Catalogs, E-Commerce Search Activities, Auctions - Traditional Auctions Versus E-Auctions, Dynamic Pricing. **Changing Supply Chains:** Structure of the Supply Chain, EC Order Fulfillment Process, Speeding Up Deliveries, Partnering Efforts and Outsourcing Logistics, Order Fulfillment in Make-to- Order (MTO) and Mass Customization. **Digital Payments:** Smart Cards, Stored-Value Cards, EC Micropayments, Payment Gateways, Mobile Payments, Digital and Virtual Currencies, Security, Ethical, Legal, Privacy, and Technology Issues. **(7+2)**

4. **Digital Business Applications - I: Electronic Retailing:** B2C Electronic Retailing, Characteristics, Advantages, Limitations, E-Tailing Business Models, Classification of Models by Distribution Channel, Referring Directories, Malls with Shared Services. Social Shopping – Concept, Benefits and Drivers, Social Shopping Aids – Recommendations, Reviews, Ratings, and Marketplaces, Real-Time Online Shopping. The Online Versus Off-Line Competition, Click-and-Brick models, Product and Service Customization and Personalization. **Fintech:** E-Banking, Mobile Banking, Pure Virtual Banks, Insurance, and Stock Trading, Other Mobile Finance Applications. **Digital Government:** Government-to-Citizens, Government-to-Business, Government-to-Government, Government-to-Employees Models, Internal Efficiency and Effectiveness, E-Government and Social Networking, M-Government. **E-Learning, E-Training, and E-Books:** Basics of E-Learning, Characteristics, Advantages, Limitations, Distance Learning and Online Universities, Online Corporate Training, Social Networks and E-Learning, E-Learning Management Systems, Electronic Books. **(7+2)**

5. **Digital Business Applications - II: Online Travel and Tourism Services:** Characteristics of Online Travel, Benefits, Limitations, and Competition in Online Travel Services. **E-Employment:** Online Job Market, Social Networks Based Job Markets, Social Recruiting, Virtual Job Fairs and Recruiting Events, Benefits and Limitations of the Electronic Job Market. **E-Health:** Definition, Electronic Medical Record Systems (EMR), Doctors' System, Patients Services, Medical Devices and Patients Surveillance. **Entertainment, Media & Gaming:** Service Industry Consumer Applications. Digital Products, Internet TV and Internet Radio, Social Television (TV) Mobile Entertainment, Mobile Marketing, Mobile Streaming Music and Video Providers, Entertainment in Cars; Gaming - Mobile Games, Social Games and Gamification, Business of Social Games, Educational Social Games; Mobile Gambling, Mobility and Sports; Social Entertainment. **(7+2)**

Note: The focus of the entire course should be on business issues and not merely on technology.

Suggested Text Books:

1. Introduction to E Commerce & Social Commerce, Turban E, Whiteside J, King D, Outland J Springer
2. E-Business and E-Commerce Management- Strategy, Implementation and Practice, Dave Chaffey, Pearson Education.
3. Electronic Commerce – A Managerial Perspective, Efraim Turban, David King, Dennis Viehland, Jae Lee, Pearson Education.

Semester II		201 – Marketing Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO201.1	REMEMBERING	DESCRIBE the key terms associated with the 4 Ps of marketing for a real world marketing offering.
CO201.2	UNDERSTANDING	DEMONSTRATE the relevance of marketing mix concepts and frameworks for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.3	APPLYING	APPLY marketing Mix decisions for a real world marketing offering (commodities, goods, services, e-products/ e- Services.)

CO201.4	ANALYSING	EXAMINE marketing issues pertaining to Marketing Mix and Marketing Plan in the context of real world marketing offering (commodities, goods, services, e-products/ e-services)
CO201.5	EVALUATING	EXPLAIN the interrelationships between various elements of Marketing mix in the context of real world marketing offering (commodities, goods, services, e-products/ e-services)
CO201.6	CREATING	DESIGN a marketing plan for a real world marketing offering (commodities, goods, services, e-products/ e-services.)

- Product:** Meaning, The Role of Product as a market offering, Goods & Services Continuum Classification of consumer products- convenience, shopping, shopping, unsought goods. Classification of industrial products- materials and parts, capital items, supplies and services. The Product Hierarchy, Product Systems and Mixes, Product Line Analysis, Product Line Length, the Customer Value Hierarchy. New Product Development - Need, Booz Allen & Hamilton Classification Scheme for New Products, New Product Development Process - Idea Generation to commercialization. Branding: Concept, Definition and Commodity vs. Brand, Product Vs Brand, and Concept of Brand equity. (7 + 2)
- Pricing:** Meaning, The Role of Pricing, Importance and Factors influencing pricing decisions. Setting the Price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors' pricing, Selecting pricing method, selecting final price. Adapting the Price: Geographical pricing, Price discounts & allowances, Promotional pricing, Differentiated pricing, concept of transfer pricing, Dynamic pricing (surge pricing, auction pricing), Pricing in online marketing (free, premium, freemium). Price Change: Initiating & responding to price changes. (7 + 2)
- Place:** Meaning, The Role of Marketing Channels, Channel functions & flows, Channel Levels, Channel Design Decisions - Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying & evaluating major channel alternatives. Channel Options - Introduction to Wholesaling, Retailing, Franchising, Direct marketing, Introduction to Omni channel & hybrid channel options. Market Logistics Decisions - Order processing, Warehousing, Inventory, and Logistics. (7 + 2)
- Promotion:** Meaning, The role of marketing communications in marketing effort. Communication Mix Elements, Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing. Concept of Integrated Marketing Communications (IMC), Developing Effective Communication - Communication Process, Steps in Developing effective marketing communication - identifying target audience, determining communication objectives, designing a message, Choosing media, Selecting message source, Collecting feedback. Shaping the overall promotion mix: promotional mix strategy, push-pull strategies. (7 + 2)
- Product Level Planning:** Preparation & evaluation of a product level marketing plan, Nature & contents of Marketing Plans - Executive Summary, Situation Analysis, Marketing Strategy, Financials, Control. Marketing Evaluation & Control - Concept, Process & types of control - Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control, Marketing audit. (7 + 2)

Note: Real world examples / cases are expected to be analyzed in the class as well as included in the examination.

Suggested Text Books:

- Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson
- Marketing Management, Rajan Saxena, TMGH
- Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning

Suggested Reference Books:

- Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson
- Marketing Management- Text and Cases, Tapan K Panda, Excel Books
- Marketing Management, Ramaswamy & Namakumari, Macmillan.
- Marketing Whitebook

Semester II		202 – Financial Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO202.1	REMEMBERING	DESCRIBE the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting.
CO202.2	UNDERSTANDING	EXPLAIN in detail all theoretical concepts throughout the syllabus

CO202.3	APPLYING	PERFORM all the required calculations through relevant numerical problems.
CO202.4	ANALYSING	ANALYZE the situation and <ul style="list-style-type: none"> comment on financial position of the firm estimate working capital required decide ideal capital structure evaluate various project proposals
CO202.5	EVALUATING	EVALUATE impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm
CO202.6	CREATING	CREATE Common Size Comparative Statements, Comparative Financial Statements using Ratio Analysis (Year-wise, Industry – wise), Comparative Proposals using Capital Budgeting Techniques

- 1. Business Finance:** Introduction to Business Finance, Meaning and Definition of Financial Management, Objectives of Financial Management- (Profit Maximization and Wealth Maximization), Modern Approach to Financial Management- (Investment Decision, Financing Decision, Dividend Policy Decision), Finance and its relation with other disciplines, Functions of Finance Manager **(3+2)**
- 2. Techniques of Financial Statement Analysis:** Introduction, Objectives of financial statement analysis, various techniques of analysis viz Common Size Statements, Comparative Statements, Trend Analysis, Ratio Analysis, Funds Flow Statement & Cash Flow Statement **(10 + 2)**
- 3. Working Capital Management:** Meaning of Working Capital, its components& types, Operating Cycle, Factors affecting working capital, Estimation of working capital requirement. (Total Cost Method & Cash Cost Method) **(8 + 2)**
- 4. Capital Structure:** Meaning and Factors affecting Capital Structure, Different sources of finance. Concept and measurement of Cost of Capital (measurement of Specific Cost and WACC), Trading on Equity, Concept of Leverages and its types. **(6 + 2)**
- 5. Capital Budgeting:** Meaning, Definition of Capital Budgeting, Time value of money. Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR **(6+2)**

Note: Numerical Problems will be asked on following topics only—

- Common Size Statements
- Comparative Statements
- Trend Analysis
- Ratio Analysis (Calculation of ratios plus its interpretation)
- Estimation of working capital requirement (Total Cost Method & Cash Cost Method)
- Operating Cycle
- Measurement of Specific Cost (Cost of Equity, Preference, Retained Earnings and Debt) and WACC
- Capital Structure
- Leverages
- Capital Budgeting (ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR)

Suggested Text Books:

- Financial Management, Shashi K. Gupta and R.K. Sharma (Kalyani Publication)
- Basics of Financial Management, V.K. Saxena and C.D.Vashist (Sultan Chand & Sons)
- Financial Management, A Contemporary Approach, Rajesh Kothari (SAGE)
- Financial Management, Dr. Mahesh Abale & Dr. Shriprakash Soni (Himalaya Publishing House Pvt. Ltd.)
- Working Capital Management, Theory and Practice, Dr. P. Periasamy (Himalaya Publishing House)
- Financial Management, I M Pandey (Vikas Publishing House Pvt. Ltd)
- Fundamentals of Financial Management, A.P.Rao (Everest Publishing House)
- Advanced Financial management, N.M. Vechalekar

Suggested Reference Books:

- Financial Management, Rajiv Srivastava and Anil Misra (OXFORD University Press)
- Financial Management, Ravi Kishore (Taxmann)
- Financial management, V.K. Bhalla (S. Chand)
- Financial Management, Jonathan Berk, Peter DeMarzo and Ashok Thampy (Pearson Publication)

Semester II		203 – Human Resource Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO203.1	REMEMBERING	DESCRIBE the role of Human Resource Function in an Organization.
CO203.2	UNDERSTANDING	DISCUSS the emerging trends and practices in HRM.
CO203.3	APPLYING	ILLUSTRATE the different methods of HR Acquisition and retention.
CO203.4	ANALYSING	IDENTIFY the use of different appraisal and training methods in an organization.
CO203.5	EVALUATING	INTERPRET the sample job descriptions and job specifications for contemporary entry level roles in real world organizations.
CO203.6	CREATING	DESIGN the HR manual and compensation policy of the organization.

- Human Resource Management: Concept and Challenges** - Introduction, Objectives, Scope, Features of HRM, Role of HRM, Importance of HRM, Policies and Practices of HRM, Functions of HRM, Challenges of HRM. Introduction to SHRM: Define SHRM, importance and nature. HRM Models: Harvard Model, SHRM "matching model". **(5+2)**
- HR Acquisition & Retention:** Human Resource Planning: Definition, Objective, Need and Importance, HRP Process, Barriers to HRP. Job Analysis Process – Contents of Job Description & Job Specification, Job description Vs job specification, Job design, Factors affecting Job design, Job enrichment Vs job enlargement. Recruitment Introduction & Sources of Recruitment, Difference between recruitment and selection-Recruitment, Selection Process, Induction and Orientation. Career Planning-Process of career planning and development Succession Planning Process, Transfer and Promotion. Retention of Employees: Importance of retention, strategies of retention. **(8+2)**
- Managing Employee Performance and Training:** Performance Appraisal & Performance Management – Definition, Objective, Importance, Appraisal Process and Appraisal Methods. Why to measure performance and its purpose. Performance Appraisal Vs Performance Management, Potential Management. Training and Development - Definition – Scope – Conceptual framework of Training and development of Employees, Role of Training in Organizations, Objectives, The Training and Development Process, Training Need Assessment, Types of training, Difference between training and development, E-Learning. Benefits of training, Evaluation of Training Effectiveness: Kirkpatrick model. **(8+2)**
- Compensation Management:** Concept, Objectives, Importance of Compensation Management, Process, Current Trends in Compensation. Factors in compensation plan. Wage/ Salary differentials, Components of salary. Incentives and Benefits – Financial & Nonfinancial Incentive, Fringe Benefits. Employees Separation - Retirement, Termination, VRS, Golden Handshake, Suspension, Concepts & Methods, Grievance Procedure in Indian Industry. **(8+2)**
- Emerging Trends in HRM:** HRIS- Need, Advantages & Uses of HRIS. HR Accounting- Concepts, Objective, Advantage, Limitation & Method. HR Audit- Concept, Objective, Scope & Process. HR Shared Services- Concept, Objective, Benefits, Issues creating HR Shared Services. **(6+2)**

Suggested Text Books:

- Human Resource Management, Dr. S.S. Khanka, Sultan Chanda, Delhi
- Human Resource Management, Deepak Bhattacharya, Sage Publishing Ltd.
- Human Resource Management, Arun Monappa, Tata McGraw Hill Publishing Company
- Human Resource Management, Mirza & Zaiyaddin
- Human Resource Management, Dr. P.C. Pardeshi, Niramli Publication
- Human Resource Management, R.S. Dwiwedi, Vikas Publishing House.
- Human Resource Management, C.B. Mamoria, Himalaya Publishing House
- Human Resource Management, Gary Dessler, Dorling Kindersley Pvt Ltd.
- Human Resource Management: Text and Cases, K Aswathappa, Tata McGraw Hill Publishing Company.
- Performance Appraisal and Management, Himalaya Publishing House.

Suggested Reference Books:

- Human Resource Management in Organizations, Izabela Robinson, Jaico Publishing House.
- Armstrong's Essential Human Resource Management Practice - A guide to people management, Michael Armstrong, Koganpage.
- Applied Psychology in Human Resource Management, Cascio & Aguinis, PHI.

Semester II		204 – Operations & Supply Chain Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO204.1	REMEMBERING	DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management.

CO204.2	UNDERSTANDING	EXPLAIN the process characteristics and their linkages with process-product matrix in a real world context.
CO204.3	APPLYING	DESCRIBE the various dimensions of production planning and control and their inter-linkages with forecasting.
CO204.4	ANALYSING	CALCULATE inventory levels and order quantities and MAKE USE OF various inventory classification methods.
CO204.5	EVALUATING	OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages with Customer Issues, Logistic and Business Issues in a real world context.
CO204.6	CREATING	ELABORATE upon different operational issues in manufacturing and services organisations where the decision-making element is emphasized.

- 1. Introduction to Operations and Supply Chain Management:** Definition, Concept, Significance and Functions of Operations and SCM. Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. **Quality:** Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions. **(7+2)**
- 2. Operations Processes: Process Characteristics in Operations:** Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. **Process Product Matrix:** Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout. **Service System Design Matrix:** Design of Service Systems, Service Blueprinting. **(6+2)**
- 3. Production Planning & Control (PPC):** Role and Functions of PPC **Demand Forecasting:** Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning. **Production Planning:** Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP, MRP II. **Production Control:** Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts. **(8+2)**
- 4. Inventory Planning and Control:** Continuous and intermittent demand system, concept of inventory, need for inventory, types of inventory - seasonal, decoupling, and cyclic, pipeline, safety - Implications for Inventory Control Methods. Inventory Costs - Concept and behavior of ordering cost, carrying cost, and shortage cost. **EOQ** – definition, basic EOQ Model, EOQ with discounts. Inventory control - Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS. (Numericals expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order quantity Model - Periodic Review and Re-order Point. **(8+2)**
- 5. Supply Chain Management:** Supply chain concept, Generalized Supply Chain Management Model - Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash-to-Cash Conversion. **Customer Service:** Supply Chain Management and customer service linkages, Availability service reliability perfect order, customer satisfaction. Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing. **(6+2)**

Suggested Text Books:

1. Operations Management Theory & Practice, B.Mahadevan, Pearson.
2. Operations Now - Supply Chain Profitability & Performance, Byron J. Finch, McGraw Hill.
3. Production and Operations Management, R B Khanna, PHI, New Delhi..
4. Production & Operations Management, S N Chary, McGraw Hill.
5. Supply Chain Management - Strategy, Planning & Operation, Sunil Chopra, Peter Meindl, D. V. Kalra, Pearson Education.

Suggested Reference Books:

1. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.
2. Operations Management, William J. Stevenson, TMGH.
3. Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education.
4. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.

Generic Courses (Electives) – University Level – Semester I & II

Semester I		107 – Management Fundamentals
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO107.1	REMEMBERING	ENUMERATE various managerial competencies and approaches to management.
CO107.2	UNDERSTANDING	EXPLAIN the role and need of Planning, Organizing, Decision Making and Controlling.
CO107.3	APPLYING	MAKE USE OF the principles of goal setting and planning for simple as well as complex tasks and small projects.
CO107.4	ANALYSING	COMPARE and CONTRAST various organizational structures of variety of business and not-for-profit entities in a real world context.
CO107.5	EVALUATING	BUILD a list of the decision making criteria used by practicing managers, leaders and entrepreneurs in routine and non-routine decision making situations and EVALUATE and EXPLAIN the same.
CO107.6	CREATING	FORMULATE and DISCUSS a basic controlling model in a real life business, start-up and not-for-profit organizational context.

1. **Basic Concepts:** Manager, Managing, Workplace, Organization, Management Functions, Mintzberg's Managerial Roles, The Universality of Management, Approaches to Management - Early Management, Classical Approach, Behavioral Approach, Quantitative Approach, Contemporary Approaches. Managerial Competencies: Communication, team work, planning and administrative, strategic and global competencies; Managerial Skills; How Is the Manager's Job Changing?, Importance of Customers to the Manager's Job, Importance of Innovation to the Manager's Job, Importance of Sustainability to the Manager's Job. **(5)**

2. **Planning:** Concept, need, nature, Management By Objectives (MBO) - Process of MBO - Benefits of MBO, Planning and Performance, Goals and Plans, Types of Goals, Types of Plans, Setting Goals and Developing Plans, Approaches to Setting Goals, Developing Plans, Approaches to Planning, Planning Effectively in Dynamic Environments. **(6)**

3. **Organizing:** Organization, Organizing, Organizational Structures, Principles of Work Specialization, Departmentalization, Chain of Command, Span of Control, Centralization and Decentralization, Formalization. Mechanistic and Organic Structures, Factors Affecting Structural Choice - Strategy, Size, Technology, Environmental Uncertainty. Traditional Organizational Designs - Simple Structure, Functional Structure, Divisional Structure, Matrix Structure, Team Structures, Project Structure, Adaptive Organizations – Boundary less Organization, Virtual Organizations, Learning Organization, Flexi Work, Tele-working, Global Organizations. **(7)**

4. **Decision Making:** The Decision-Making Process - Identifying a Problem - Identifying Decision Criteria - Allocating Weights to the Criteria - Developing Alternatives - Analyzing Alternatives - Selecting an Alternative - Implementing the Alternative - Evaluating Decision Effectiveness. Making Decisions: Rationality, Bounded Rationality, The Role of Intuition, The Role of Evidence-Based Management. Types of Decisions & Decision-Making Conditions. Decision-Making approaches - Quantitative approach, Environmental Approach, System Approach, Ethical Approach, Intuitive Approach, Case Study Approach Decision-Making Styles - Linear–Nonlinear Thinking Style Profile, Decision-Making Biases and Errors. Effective Decision Making in Today's World - Correctness of decision, Decision environment, Timing of decision, Effective communication of Decision, Participation in decision Making-Implementation of decision. **(7)**

5. **Controlling:** Controlling, Definition, need and Importance, The Control Process, Managerial Decisions in Controlling, Feed-forward / Concurrent / Feedback Controls. Financial Controls, Information Controls, Benchmarking of Best Practices. **(5)**

Suggested Text Books:

1. Fundamentals of Management by Robbins, S.P. and Decenzo, D.A., Pearson Education Asia, New Delhi.
2. Management, Koontz and Wehrich, TMGH
3. Management, Stoner, et. al., Prentice Hall of India, New Delhi.

Suggested Reference Books:

1. Management, Hellregel, Thomson Learning, Bombay
2. Management, Robbins & Coulter, Prentice Hall of India, New Delhi.
3. Management - Text & Cases, Satya Raju, PHI, New Delhi.
4. Management, Richard L. Draft, Thomson South-Western

Semester I		108 – Indian Economy
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO108.1	REMEMBERING	DESCRIBE the present state of Indian Economy and LIST major economic policy issues in the current context.
CO108.2	UNDERSTANDING	EXPLAIN the economic development strategy since Independence and DISCUSS the priorities in the current context.
CO108.3	APPLYING	ILLUSTRATE the economic impact of Monetary policy and Fiscal Policy, Economic Reforms, Demographic Transition in India, Changing profile of GDP, Growth and Inequality and Trade Policy in the Indian context.
CO108.4	ANALYSING	EXAMINE the changing profile of human capital, employment, productivity and ILLUSTRATE the linkages with Soft Infrastructure, growth of Start-ups, GDP composition of India.
CO108.5	EVALUATING	DETERMINE the key priority areas, across various dimensions, for the Indian Economy in the context of current economic environment.
CO108.6	CREATING	BUILD a case for co-existence of MNCs, Indian Public Sector, Indian Private Sector, SMEs, MSMEs and Start Ups in the Indian Economy.

1. Perspective of Indian Economy: Indian Economy as a Developing Economy, Basic Characteristics Overview of Economic Planning, Role of Monetary policy and Fiscal Policy, Budget terminology, Economic Growth, GDP and GDP Trends, Money Supply & Inflation, Inflation trends, RBI – overview of role and functions, Capital Markets – overview of role and functions, Concept of Poverty, Estimates of Poverty, Poverty Line, Economic Reforms and Reduction of Poverty, Concept of Inclusion, Need of inclusive growth, Financial inclusion. Concept of Hard & Soft Infrastructure. Hard Infrastructure - Transport Infrastructure, Energy Infrastructure, Water management infrastructure, Communication Infrastructure, Solid waste management, Earth monitoring and measuring networks. Soft Infrastructure - Governance Infrastructure, Economic infrastructure, Social infrastructure, Critical Infrastructure, Urban infrastructure, Green infrastructure, Education Infrastructure, Health Infrastructure. **(6)**

2. Human Resources and Economic Development : The Theory of Demographic Transition, Size and Growth Rate of Population in India, Quantitative Population Growth Differentials in Different Countries, The Sex Composition of Population, Age Composition of Population, Density of Population, Urbanization and Economic Growth in India, The Quality of Population, Population Projections (2001-2026), Demographic Dividend. **Human Development in India** - The Concept and Measures of Human Development, Human development Index for Various States in India, National Human Development Report, Changing profile of GDP and employment in India, GDP, Employment and Productivity per Worker in India, Relative Shift in the Shares of NSDP and Employment in Agriculture, Industry and Services in Different States. **(6)**

3. Sectoral composition of Indian Economy: Primary, Secondary, Tertiary Sectors, Issues in Agriculture sector in India ,land reforms, Green Revolution and agriculture policies of India , Industrial development , small scale and cottage industries, Industrial Policy, Public sector in India, Services sector in India. Areas of Market Failure and Need for State Intervention, Redefining the Role of the State, Liberalization, Privatization and Globalization (LPG) Model of Development, Planning commission v/s NITI Aayog, Public Versus Private Sector Debate, Unorganised Sector and India's Informal Economy. **(6)**

4. Inequality and Economic Power in India: FDI, Angel Investors and Start-ups, Unicorns, M&A, Investment Models, Role of State, PPP (Public-Private Partnership), Savings and Investment Trends. Growth of Large Industrial Houses Since Independence, Growth of Monopolies and Concentration of Economic Power in India, Competition Policy and Competition Law, Growth and Inequality, India as an Economic Superpower, Growth of the Indian Middle Class, Indian MNCs : Mergers and Acquisitions, Outsourcing, Nationalism and Globalization, Small-scale and Cottage Enterprises, The Role of Small-scale Industries in Indian Economy, Poverty, Vulnerability and Unorganized Sector Employment-The High Degree of Correlation, Estimate of Organized and Unorganized Workers. **(6)**

5. The Foreign Trade of India: Importance of Foreign Trade for a Developing Economy, Overview of Foreign Trade Since Independence, Composition of India's Foreign Trade, Direction of India's Foreign Trade, India's Balance of Payments on Current Account, Balance of Payments Crisis, Balance of Payments Since the New Economic Reforms of 1991, India's Trade Policy, India's Foreign Trade Policy, An Analysis of Trends in Exports and Imports, Special Economic Zones (SEZs)-An Overview. **(6)**

Suggested Text Books:

1. Indian Economy , Dutt R and Sundharam K.P.M, S .Chand, Delhi
2. Indian Economy, Agarwal A. N., Vikas Publishing House, Delhi
3. Indian Economy, Misra S.K. and Puri V.K., Himalaya Publishing House, New Delhi

4. Business Environment , Bedi S K, Excel Books
5. Economic Reforms in India - A Critique, Dutt Ruddar, S. Chand, New Delhi .

Suggested Reference Books:

1. Economic Environment of Business , Adhikary, Sultan Chand and Sons
2. Business, Government and Society, George A and Steiner G A, Macmillan
3. Economic Environment of Business , Ghosh, Vikas
4. Business Environment, Francis Cherunilam, Himalaya Publishing House, Bombay
5. Industrial Economy of India, Kuchhal S.C., Chaitanya Publishing House, Allahabad

Semester I		109 – Entrepreneurship Development
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO109.1	REMEMBERING	DEFINE the key terms, LIST the Attributes and Characteristics of Entrepreneurs features and ENUMERATE the Factors influencing Entrepreneurship Growth.
CO109.2	UNDERSTANDING	DISCUSS various theories of entrepreneurship and the entrepreneurship development ecosystem in Indian context.
CO109.3	APPLYING	APPLY the theories of entrepreneurship and entrepreneurship development framework to analyze and identify entrepreneurial opportunities.
CO109.4	ANALYSING	DISCRIMINATE between potential options available for entrepreneur for embarking on establishing a Start Up
CO109.5	EVALUATING	EVALUATE the start up ecosystem and the entrepreneurial opportunities in light of requirements of a business plan.
CO109.6	CREATING	CREATE a business plan that captures entrepreneurs and variety of entrepreneur motivations, entrepreneur culture and sectoral opportunities and financing options.

1. Entrepreneurship: Concept of Entrepreneur. Intrapreneur, Entrepreneurship and Manager. Difference between Entrepreneur and Intrapreneur, Entrepreneur and Entrepreneurship. Attributes and Characteristics of successful entrepreneurs. Functions of an Entrepreneur, Classification of Entrepreneurs. Role of Entrepreneur in Indian Economy, Developing entrepreneurial culture, Factors influencing Entrepreneurship Growth - Economic, Non-Economic Factors, For profit or Not for profit entrepreneurs, Constraints for the Growth of Entrepreneurial Culture, Entrepreneurship as a career, Entrepreneurship as a style of management, Emerging Models of Corporate Entrepreneurship, India's start up revolution–Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators-Rural entrepreneurship, social entrepreneurship, women entrepreneurs, Cases of Tata, Birlas, Kirloskar and new generation entrepreneurs in India. **(6)**

2. Theories of entrepreneurship: Innovation Theory by Schumpeter & Imitating, Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen. **(4)**

3. Entrepreneurship development: Entrepreneurial Competencies, Developing Competencies. Concept of entrepreneurship development, Entrepreneur Training and developing, Role of Entrepreneur Development Programs (EDP), Role of DIC, SISI , EDII , NIESBUD, NEDB, EDP - Objectives – contents – methods - execution. Role of Mentors. Innovation and Entrepreneurship, Design Thinking Process. Role of consultancy organizations in promoting Entrepreneurs, Problems and difficulties of Entrepreneurs - Marketing Finance, Human Resource, Production; Research - external problems, Mobility of Entrepreneurs, Entrepreneurial change, occupational mobility - factors in mobility. **(6)**

4. Role of Central Government and State Government in promoting Entrepreneurship: Introduction to various incentives, subsidies and grants, Export Oriented Units, Fiscal and Tax concessions available, Women Entrepreneurs - Role, Problems and Prospects, Reasons for low women Entrepreneurs, Assistance Programme for Small Scale Units – Institutional Framework – Role of SSI Sector in the Economy – SSI Units – Failure, Causes and Preventive Measures – Turnaround Strategies. Future of Entrepreneurship Development and Government, Start Up India, Make in India. **(5)**

5. Enterprise Promotion: Creating Entrepreneurial Venture, Entrepreneurship Development Cycle, Business Planning Process, The business plan as an entrepreneurial tool, Elements of Business Plan, Objectives, Market Analysis, Development of product / idea - Resources, Capabilities, and strategies, identifying attributes of strategic resources, Opportunity Analysis, innovator or imitator, SWOT analysis, Internal and External Environment Analysis, Industry Analysis, Embryonic Companies and Spin off's, Porter's five forces model, Identifying the right Business

Model Canvas, Seven Domains of John Mullins, Opportunities in Emerging/Transition/Decline industries, Opportunities at the bottom of the pyramid, Opportunities in social sector, Opportunities arising out of digitization, Marketing, Finance, Organization & Management, Ownership - Franchising, networking and alliances, Buying an existing business, Critical risk contingencies of the proposal, Scheduling and milestones. **(9)**

Suggested Text Books:

1. Dynamics of Entrepreneurship Development, Vasant Desai
2. Entrepreneurship: New Venture Creation, David H. Holt
3. Entrepreneurship Development New Venture Creation, Satish Taneja, S.L.Gupta
4. Project management, K. Nagarajan.
5. Entrepreneurship: Strategies and Resources, Marc J. Dollinger

Suggested Reference Books:

1. The Culture of Entrepreneurship, Brigitte Berger
2. Innovation and Entrepreneurship, Peter F. Drucker
3. Entrepreneurship, Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd
4. Entrepreneurship As Strategy, G. Dale Meyer, Kurt A. Heppard
5. New Vistas of Entrepreneurship: Challenges & Opportunities, A. Sahay, M.S.Chhikara
6. Entrepreneurship and Small Business Management, Siropolis
7. The Entrepreneurial Connection, Gurmeet Naroola
8. Thought Leaders, Steven Brandt
9. Corporate Entrepreneurship, Vijay Sathe
10. Corporate Entrepreneurship: Entrepreneurial Development Inside Organizations, Michael H.Morris, Donald F.Kuratko
11. Intrapreneurship: Gifford Pinchot
12. Lead like an Entrepreneur, Neal Thornberry
13. You Too Can Become an Entrepreneur, Nalinaksha Mutsuddi
14. Make The Move: Demystifying Entrepreneurship, Ishan Gupta, Rajat Khare

Semester I		110 – Essentials of Psychology for Managers
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO110.1	REMEMBERING	Describe the concepts of psychology in organization settings to understand individual and group behaviour
CO110.2	UNDERSTANDING	INTERPRET the influence of human psychology on individual and group performance
CO110.3	APPLYING	APPLY principles of learning and conditioning to shape the individual and group behaviour
CO110.4	ANALYSING	ILLUSTRATE the linkages between learning, memory and information processing.
CO110.5	EVALUATING	ASSESS the basic intrapersonal processes that influence social perception in organizational settings.

1. Basic Concepts: Introduction to Psychology, Definitions of Psychology, Goals of Psychology, History of Psychology, Modern Psychology, Psychology: Its Grand Issues and Key Perspectives, Psychology - Trends for the New Millennium. Biological Bases of Behavior: Neurons - Building Blocks of the Nervous System, The Nervous System - its Basic Structure and Functions, The Brain and Consciousness – states of consciousness, dreams, hallucinations, The Brain and Human Behavior, Heredity and Behavior - Genetics and Evolutionary Psychology. **(6)**

2. Sensation and Perception : Sensing and perceiving, Sensory Thresholds, Sensory Adaptation, The Senses - Hearing, Vision, Perceptual Processes, Information Processing – Bottom Up Processing, Top Down processing, Bottom Up and Top Down (together) processing, Culture, Experience & Perception, Perceptual Constancy, Perceptual Expectations, Perceptual illusions, Gestalt Theory, Perceptual Development and Learning. **(6)**

3. Learning and Conditioning: A Definition of Learning, Classical Conditioning, Instrumental Conditioning, Classical and Instrumental Conditioning Compared: Biofeedback and Reinforcement, Verbal Learning, Basic Conditioning and Learning Phenomena, Reinforcement, Schedules of reinforcement, role of reinforcement in developing subordinate Social Behavior, Transfer of Training, Learning by Observing Models, Biological Limits. **(6)**

4. Memory: Learning and Memory as Intertwined Processes, Kinds of Information Stored in Memory, Measures of Retention, The Three Components of Memory – Encoding, Storage, Retrieval, Interference Theory, Decay Theory, Information Processing I: Separate-Store Models, Information Processing II: Levels of Processing, Issues in Memory. **(6)**

5. Cognition: Thinking - Mental Imagery, Problem Solving, Decision Making. Concept Formation, Language development. Relationship between language and thinking. **Emotion:** Definition of Emotion, the Physiology of Emotion, Emotional Expression - Verbal & Non Verbal, Labelling Emotions, Theories of Emotion – Common sense theory of emotion, James Lang theory of emotion, Cannon Bard Theory of Emotion, Cognitive Arousal Theory of Emotion, Wellbeing and Resilience- its importance in preventing the onset of mental health **(6)**

Note: Relevant case studies should be discussed.

Suggested Text Books:

1. Psychology Ciccarelli, S. K & Meyer, G.E Pearson Education Ltd.
2. Introduction to Psychology, Clifford T. Morgan, Richard A King, John R Weisz and John Schopler, Indian Edition

Suggested Reference Books:

1. Essentials of understanding psychology, Feldman.S.R, Tata Mc Graw Hill.
2. Psychology, Baron, R.A and Misra, G. Pearson Education Ltd.

Semester I		111 - Legal Aspects of Business
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO111.1	REMEMBERING	DESCRIBE the key terms involved in each Act.
CO111.2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.
CO111.3	APPLYING	ILLUSTRATE the use of the Acts in common business situations.
CO111.4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and managerial perspective.
CO111.5	EVALUATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations

1. **The Contract Act, 1872:** Essential Elements of Valid Contract, Essential elements of Valid Contracts, Contracts of Indemnity & Guarantee, Contingent Contract, Quasi Contract, Discharge of contract, Breach of contract-Meaning & remedies, Agency - Creation of Agency – Agent and Principal (Relationship/rights). **(5+1)**
2. **Sale of Goods Act, 1930:** Contract of sale of goods, Conditions & warranties, Transfer of property or ownership, Performance of the Contract of Sale, Rights of unpaid seller, Sale by Auction. **(5+1)**
3. **The Negotiable Instrument Act, 1881:** Negotiable Instruments – Meaning, Characteristics, Types. Parties, Holder and holder in due course, Negotiation and Types of Endorsements, Dishonor of Negotiable Instrument – Noting and Protest. **(5+1)**
4. **The Companies (Amendment) Act, 2015:** Company – Definition, Meaning, Features and Types, One Person Company, Incorporation of Company – Memorandum of Association (MOA), Articles of Association (AOA), Share capital & Debentures, Acceptance of deposits, Appointment of director including woman Director. **(5+1)**
5. **The Consumer Protection Act, 2019,** Unfair & Restrictive Trade Practices, Dispute Redressal Forums – District, State & National Forum, Composition, Jurisdiction, Powers, Appellate Authority. **(5+1)**

Suggested Text books:

1. Business Legislations for Management, M.C. Kuchhal
2. Elements of Mercantile Law, N.D.Kapoor
3. Business and Corporate Laws, Dr. P.C. Tulsian

Suggested Reference Books:

1. Legal Aspects of Business, Ravinder Kumar
2. Business Laws, S. D. Geet
3. Business Laws, S.S. Gulshan
4. Legal Aspects of Business, Akhileshwar Pathak

Semester I		112 – Demand Analysis and Forecasting
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO112.1	REMEMBERING	DESCRIBE the key terms associated with demand analysis, demand estimation and demand forecasting.
CO112.2	UNDERSTANDING	SUMMARIZE the use of demand forecasting in various functions of management.
CO112.3	APPLYING	APPLY the forecasting Techniques/Models (both Qualitative and Quantitative)
CO112.4	ANALYSING	DECONSTRUCT a forecast into its various components
CO112.5 CO212.6	EVALUATING CREATING	BUILD a forecast for common products and services using time-series data. Demonstrate conceptual understanding of Demand Planning and management

- 1. Demand Analysis:** An Overview, Significance of Demand Analysis and Forecasting, How Predictable Is the Future? Some Causes of Forecast Error, Myths versus Reality of Forecasting, Data Collection, Storage, and Processing Reality, Art- of-Forecasting, Reality of Judgmental Overrides, Reality of Unconstrained Forecasts, Constrained Forecasts, and Plans, Accuracy of Forecast , Short Run Forecast , Long Term Forecast. Applications of Forecasting – Forecasting economic trends, Sales Forecasts, Staffing forecasts, budgeting, revenue and tax planning, cash flows forecasting, raw material planning, inventory planning, etc.(5+1)
- 2. 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.(5+1)
- 3. Forecasting Demand** : Overview of Forecasting Methods, 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, Delphi Method, Cross Impact Analysis, Historical Analogy.(5+1)
- 4. Quantitative Forecasting Methods** Using Time Series Data: Time Series Analysis - Trend Analysis, Cyclical Variations, Seasonal Effects, Random Fluctuations, Smoothing Techniques, Moving Averages, Exponential Smoothing, Single Exponential Smoothing, Holt's Two-Parameter Method, Holt's-Winters' Method, Winters' Additive Seasonality Standard Statistical Error Terms, Specific Measures of Forecast Error. (5+1)
- 5. New Product Forecasting:** Differences between Evolutionary and Revolutionary New Products, General Feeling about New Product Forecasting, New Product Forecasting Overview, What Is a Candidate Product? New Product Forecasting Process, Structured Judgment Analysis, Structured Process Steps, Statistical Filter Step. (5+1)

Suggested Text Books:

1. Demand-Driven Forecasting: A Structured Approach to Forecasting, Charles W. Chase
2. Demand Forecasting for Managers, Stephan Kolassa
3. Forecasting: Principles and Practice, George Athanasopoulos and Rob J. Hyndman

Suggested Reference Books:

1. Fundamentals of Demand Planning and Forecasting - Forecasting & Planning , Chaman L. Jain and Jack Malheron

Semester II		207 – Contemporary Frameworks in Management
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO207.1	REMEMBERING	Understanding various traits, theories, models of emotional intelligence and its implications to address key questions within the organizations.
CO207.2	UNDERSTANDING	Describe how companies can become good to great through their leaders and right positioning of people and explain why and how most companies fail to make the transition
CO207.3	APPLYING	Explain the importance of team dynamics & a systems perspective for the leadership role and challenges of managing people in organizations.
CO207.4	ANALYSING	Scrutinize the role of individual, groups, managers and leaders in influencing how people behave and in influencing organizational culture at large.
CO207.5	EVALUATING	Application of different ideas and information effectively to rebuild individual, team, managerial and leadership behavior in order to achieve organizational excellence in a positive and collaborative manner to achieve common culture.
Co207.6	CREATING	Design Individual Assessment with the help of EQ, Habits and Team's susceptibility to five dysfunction.

- 1. Emotional Intelligence :** What is Emotional Intelligence, Benefits of EI, Understand the difference between Trait EI and Ability EI, 5 Dimensions of Trait EI Model - Self Awareness (SA), Managing Emotions (ME), Motivation (M), Empathy (E), Social Skills (SS) - Self awareness (SA) - Self Awareness, Seeing the other side, Giving in without giving up, Life Positions – you and only you can choose your mindset, Managing Emotions (ME) - Self-Regulation, Managing Emotions, The 'EQ brain' and how it works, The science of emotions, Understanding Emotions, Find your self-control, Using Coping Thoughts, Using Relaxation Techniques, Self-Motivation (M) – Optimism, Pessimism, The balance between optimism and pessimism, The power of re-framing, Empathy (E) – Empathy, Barriers to empathy, Developing your empathy, Social Skills (SS) - Social skills, Making an impact, Creating a powerful first impression, Assessing a situation, Being zealous without being offensive, Traits of a person with high social skills. Determine your EQ
- 2. The 7 habits of highly effective people:** Paradigms and principles, Inside-out, The seven habits - an overview - Private victory Habit 1. Be proactive: principles of personal vision, Habit 2. Begin with the end in mind: principles of personal leadership, Habit 3. Put first things first: principles of personal management, Public victory. Paradigms of interdependence. Habit 4. Think win/win: principles of interpersonal leadership, Habit 5: Seek first to understand, then to be understood: principles of empathetic communication, Habit 6. Synergize: principles of creative cooperation, Renewal. Habit 7. Sharpen the sword: principles of balanced self-renewal
- 3. Five dysfunctions of a team:** Absence of trust—unwilling to be vulnerable within the group, Fear of conflict—seeking artificial harmony over constructive passionate debate, Lack of commitment—feigning buy-in for group decisions creates ambiguity throughout the organization, Avoidance of accountability—ducking the responsibility to call peers on counterproductive behavior which sets low standards, Inattention to results—focusing on personal success, status and ego before team success
- 4. The 21 irrefutable laws of leadership:** The law of the lid, The law of influence, The law of process, The law of navigation, The law of addition, The law of solid ground, The law of respect, The law of intuition, The law of magnetism, The law of connection, The law of the inner circle, The law of empowerment, The law of the picture, The law of buy-in, The law of victory, The law of the big mo, The law of priorities, The law of sacrifice, The law of timing, The law of explosive growth, The law of legacy.
- 5. Good to Great:** Level 5 Leadership - Leaders who are humble, but driven to do what's best for the company, First Who, Then What: Get the right people on the bus, then figure out where to go. Find the right people and try them out in different seats on the bus (different positions in the company), Confront the Brutal Facts: The Stockdale paradox, Hedgehog Concept: Three overlapping circles: What lights your fire ("passion")? What could you be best in the world at ("best at")? What makes you money ("driving resource")? Culture of Discipline: Rinsing the cottage cheese, Technology Accelerators: Using technology to accelerate growth, within the three circles of the hedgehog concept, The Flywheel: The additive effect of many small initiatives.

Suggested Reference Books:

1. Emotional Intelligence, Daniel Goleman
2. The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Stephen R. Covey
3. The Five Dysfunctions of a Team: A Leadership Fable , Patrick M. Lencioni

4. The 21 Irrefutable Law of Leadership-John C. Maxwell
5. Good to Great, Jim Collins

Suggested Videos:

https://www.youtube.com/watch?v=Ro0NBgHo_a8
<https://www.youtube.com/watch?v=EQyLMvivW2s>
<https://youtu.be/xaTmv67WpRM>
https://youtu.be/zu7_q8bXMi0
<https://youtu.be/XVI1YZdma08>
<https://youtu.be/xcl1BUeypNRo>
<https://youtu.be/7cKqKSVhzy4>
<https://youtu.be/ICCITIC59Gg>
 (659) Book Summary | The 21 Irrefutable Laws of Leadership | John C. Maxwell - YouTube

Semester II		208 - Geopolitics & World Economic Systems
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: At the end of this course, the learner shall be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO208.1	REMEMBERING	ENUMERATE the various elements of global economic system.
CO208.2	UNDERSTANDING	EXPLAIN the role of key trade organizations in the global economic system.
CO208.3	APPLYING	IDENTIFY the crucial elements of international trade laws.
CO208.4	ANALYSING	ANALYSE the forces that work for and against globalization.
CO208.5	EVALUATING	ASSESS the impact of the elements of the Global Economic System on the India Economy.
CO208.6	CREATING	CREATE a Country Profile based on various aspects of Geopolitics and World Economic Systems

1. **Introduction to Global Economic & political Systems:** Meaning of Global Economy and its History Structure and Components of Global Economy, Theory of Hegemonic Stability, Differences among National Economies, Market Oriented Capitalism, Developmental Capitalism, Social Market Capitalism, Comparative Analysis, Effects of Globalization on Indian Economy. **(6)**
2. **The Trading System:** Debate over Free Trade – Functions of GATT and WTO, The Uruguay Round and World Trade Organization, Trade Blocs – EU, OECD, OPEC, SAARC, ASEAN, NAFTA, Threats to Open Trading System, Developments in International Trade Theory, Bi-lateral, Multilateral Trade Agreements, Impact of Trade wars in liberalized economy. **(6)**
3. **International Trade Laws:** International Contracts of Sale of Goods Transactions, International Trade Insurance, Patents, Trademarks, Copyright and Neighboring Rights. Intellectual property Rights, Dispute settlement Procedures under GATT & WTO, Payment systems in International Trade, International Labour Organization and International Labour Laws. **(6)**
4. **International Monetary System:** The International Financial System - Reform of International Monetary Affairs - The Bretton Wood System and the International Monetary Fund, Controversy over Regulation of International Finance, Developing Countries' Concerns, Exchange Rate Policy of Developing Economies. **(6)**
5. **Contemporary issues and Challenges in Global Economic Environment - Indian perspective:** Globalization and its Advocacy, Globalization and its Impact on India, Fair Globalization and the Need for Policy Framework, Globalization in Reverse Gear-The Threatened Re-emergence of Protectionism. Euro zone Crisis and its impact on India, Issues in Brexit, World recession, inflationary trends, impact of fluctuating prices of crude oil, gold etc. **(6)**

Suggested Text Books:

1. Global Political Economy, Robert Gilpin, Princeton University Press
2. International Trade Law An Interdisciplinary, Raj Bhala, Non-Western Textbook
3. International Trade Law, Indira Carr and Peter Stone
4. Development and Sustainability: India in a Global Perspective edited by Sarmila Banerjee, Anjan Chakrabarty

Suggested Reference Books:

1. International Economics, Paul Krugman, Maurice Obstfeld and Marc Melitz, Pearson, Global Edition
2. Globalizing Capital, A history of the International Monetary system, Barry Eichengreen, Princeton University Press.

Semester II		209 - Start Up and New Venture Management
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO209.1	REMEMBERING	DESCRIBE the strategic decisions involved in establishing a startup.
CO209.2	UNDERSTANDING	EXPLAIN the decision making matrix of entrepreneur in establishing a startup.
CO209.3	APPLYING	IDENTIFY the issues in developing a team to establish and grow a startup
CO209.4	ANALYSING	FORMULATE a go to market strategy for a startup.
CO209.5	EVALUATING	DESIGN a workable funding model for a proposed startup.
CO209.6	CREATING	DEVELOP a convincing business plan description to communicate value of the new venture to customers, investors and other stakeholders.

- 1. Being an Entrepreneur:** The entrepreneur, Profile analysis, behaviour and motivations, Lean Start –up, The entrepreneurial ecosystem, Entrepreneurs and strategic decisions , Sustainability of Entrepreneurship: Dilemmas of an entrepreneur for success; Handling doubts on survival of business, Struggles-Causes of failure–Product/ market, financing, managerial-Resilience. Legal Fundamentals - When, how and where to incorporate. **(5)**
- 2. Customer Discovery:** Entrepreneurial Opportunity Search and Identification; Market Intelligence, Market analysis, Market research, Customer validation, developing your business model, Crafting your value proposition, Product Development , Managing the product development process, Long Tail markets, Product launch goals, Go-to-Market Strategy, The role of selling in a startup, Sales forecasting for startups, Mapping buyer response modes. Social media Promotion tools. **(7)**
- 3. The Financial Road Map:** Planning/Budgeting, Developing a financial roadmap, financial statements: the four components, How to budget for startup success, Bootstrapping and alternative sources of funding, Informal capital–Friends & Family, Role of Government in ED, various schemes - PMEGP, CGTMSE, MPDA, SFURTI. Role of MSDE; Schemes by MSDE: PMKVY, SANKALP, STAR. Crowd funding, Venture capital, Private Equity, Financing Mix and the Financing continuum shareholding- Cliff -Vesting schedule-Relative importance of Operational Involvement, The Pitch, Preparing for your investor presentation, Elements of the perfect investment pitch. **(6)**
- 4. Entrepreneurial Leadership:** Building and managing the founder team, Attracting and retaining the right people, The Team - Board/Governance, The role of a successful board, Different board models for different ventures, How to assemble a board of advisors, separating leadership from management, Legal Matters- Organizational form–partnership, sole proprietorship, Tax, Legal expenses, hiring the service providers. Employee management and leadership in the workforce, Recruiting, selection and hiring, Hiring the first employee. **(5)**
- 5. Business Plan:** Need & Objectives, Target audience, Contents - Cover page and table of contents, Executive summary, Description of the current situation: Basic company information, products/services, management team, business organization, future goals, vision, and mission, Description of opportunity and market: Who are the buyers, who are the competitors, what are the competitive advantages of the company? Description of the business model, the marketing and sales strategy, Basic facts on the financials: Cash flow projection (life line), income statement (bottom line/profit and loss), balance sheet (business health/assets, liabilities, etc.), funding requirements, Risk analysis and possible exit strategies. Conclusion and appendixes: Résumés, literature, technical descriptions. Executive summary. Elevator pitch, Building a strong presentation, innovative methods of presenting a business plan –mind map, animated videos, etc. **(7)**

Suggested Text Books:

1. New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Donald F. Kuratko and Jeffrey S. Hornsby, Pearson
2. The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture, Vijaya Kumar Ivaturi, Meena Ganesh, Penguin Random House India.
3. Managing New Ventures, Anjan Raichoudhuri, Prentice-Hall of India Pvt.Ltd
4. Develop Your Idea!: Get Off to a Flying Start With Your Startup. Guided Exercises, Templates & Resources for Exploring New Business Ventures, K. N. Kukoyi
5. Managing Small Business by Longenecker, Moore, Petty and Palich, Cengage Learning, India Edition.
6. Entrepreneurship: New Venture Creation by David H. Holt
7. The Dynamics of Entrepreneurial Development & Management by Desai, Vasant , Himalaya Publishing House, Delhi
8. Entrepreneurship and Small Business Management by Siropolis
9. Lead like an Entrepreneur by Neal Thornberry

Suggested Reference Books:

1. Fundamentals of Entrepreneurship, Nandan H, PHI

2. Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition.
3. Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH.
4. Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, Published by Praeger Perspectives.
5. Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. & Hodgetts, R.M. Thomson Press.
6. Entrepreneurship Development: Small Business Enterprises by Charantimath, P. , Pearson.
7. A Guide to Entrepreneurship by David, Otes , Jaico Books Publishing House, Delhi.
8. Indian Entrepreneurial Culture by A Gupta , New Age International.
9. Make The Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare

Semester II		210 – Qualitative Research Methods
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOME
CO210.1	REMEMBERING	DESCRIBE the stages of scientific researches and qualitative research methods.
CO210.2	UNDERSTANDING	COMPARE characteristics of qualitative research and quantitative research.
CO210.3	APPLYING	CONSTRUCT appropriate research and sampling designs for Qualitative research work in real world business and non-business contexts
CO210.4	ANALYSING	ANALYZE the use of appropriate Qualitative research methods in real world Business and non-business contexts.
CO210.5	EVALUATING	ASSESS the Qualitative Research work with the help of different quality criteria
CO210.6	CREATING	COMBINE Qualitative and Quantitative research approaches in a real world Research project.

1. **Qualitative Research:** Nature, Relevance, Need, Characteristics and Limitations of Qualitative Research, Ethics in Qualitative Research, Interrelationship of Qualitative and Quantitative Research, Linking Qualitative and Quantitative Research in One Design, Combining Qualitative and Quantitative Data, Combining Qualitative and Quantitative Methods, Linking Qualitative and Quantitative Results, Triangulation. Role of Qualitative Research in Various Business Functions. (5)
2. **Qualitative Research Design:** Basic Qualitative Research Designs, Case Studies, Comparative Studies, Retrospective Studies, Longitudinal Qualitative Studies, Appropriateness of the Approach to the Issue, Fitting the Approach into the Research Process. Qualitative Research Sampling - Theoretical Sampling, Gradual Selection as a General Principle in Qualitative Research, Purposive Sampling, Width or Depth as Aims of Sampling, Case Constitution in the Sample, Sample Size decisions in Qualitative Research, Principle of Saturation. (5)
3. **Qualitative Research Methods:** Focused Interview, Semi-Standardized Interview, Problem-Centered Interview, Expert Interview, Group Interviews, Focus Groups, Non-participant Observation, Participant Observation, Ethnography. Grounded Theory Methodology. (5)
4. **Projective Techniques:** Principle of projection, applications, association, construction, expression based techniques, design and interpretation, Zaltman's Metaphor Elicitation Techniques. (5)
5. **Quality Criteria in Qualitative Research:** Reliability, Validity, Objectivity, Alternative Criteria, Criteria for Evaluating the Building of Theories, Quality Assessment as a Challenge for Qualitative Research, Triangulation, Analytic Induction, Generalization in Qualitative Research, The Constant Comparative Method, Process Evaluation and Quality Management. (5)

Suggested Text Books:

1. An Introduction to Qualitative Research, Uwe Flick, 4th Edition, SAGE
2. Research Methods in the Social Sciences, Bridget Somekh & Cathy Lewin, 5th Edition, SAGE India
3. Qualitative Research Methods For The Social Sciences 9th Edition by HOWARD LUNE and BRUCE L BERG , PEARSON INDIA

Suggested Reference Books:

1. Qualitative Research Methods in Public Relations and Marketing Communications, Christine Baymon & Immy Holloway, Routledge
2. Qualitative Journeys, Minichiello & Kottler, SAGE

Semester II		211 – Business, Government & Society
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOME
CO211.1	REMEMBERING	DESCRIBE the economic roles of government in the Indian context.
CO211.2	UNDERSTANDING	EXPLAIN the macroeconomic crises around the world.
CO211.3	APPLYING	ILLUSTRATE the interlinkages between economic growth , poverty and inequality.
CO211.4	ANALYSING	EXAMINE the rationale, success and failures of Public Private Partnerships in the Indian context.
CO211.5	EVALUATING	ASSESS the forces for and against Globalization and the socio-economic impact of Globalization.
CO211.6	CREATING	DISCUSS the interplay between technology, business and society.

1. Roles of Business, Government, and Society: Interdependence and Conflict, Regulation of Business, Functions of State; Economic roles of government; Government and legal environment; Economic roles of Government in India; Indian experience with overall and sectoral growth, Inter-sectoral linkages and role of foreign direct investment, The Constitutional environment , Macroeconomic crises since 1990s- Indian and global experiences.

2. Poverty, Inequality and Economic Growth: Industrial Development, Rural-Urban Dynamics, Population and Development, Finance for Development, Trade and Development, State and the Market, Privatization and Regulation, Institutions and Growth.

3. Public Private Partnerships: The Rationale for Public Private Partnerships, Different Kinds of Public Private Partnerships with a special emphasis on the Build Operate and Transfer Model (BOT), Issues in Regulation that come about with privatization, Pricing mechanisms available to a regulator to ensure universal access and efficiency, Discussion of the privatization experience in different sectors, water, electricity, telecommunication, and railways with a special emphasis on India.

4. Multinational Corporations: Perspectives on Globalization, Globalization: The MNC and TNC Organizations, Globalization of Brands, Globalization of the Indian Business and Firms, Coping with Global Competition, Conflict with Nation States. Domestic and Global forces - for and against Globalization, Brexit and latest developments.

5. Business in a Global Environment: Business as Blending of People Technology and Ethical Behaviour, Achieving Business Success through Social Responsibilities, Changing Workplace - Influence of demography, influence of technology, gender issues, social justice and affirmative action, Industrial Relations.

Suggested Text Books:

1. Business, Government and Society: A Managerial Perspective by John Steiner, George Steiner, Tata McGraw Hill
2. Business, Government, and Society by Douglas E. Greer, Prentice Hall
3. Business and Its Environment by David P., International Edition

Semester II		212 - Business Process Reengineering
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO212.1	REMEMBERING	DEFINE the key terms associated with Business Process Reengineering.
CO212.2	UNDERSTANDING	EXPLAIN the various supporting and opposing forces to Business Process Reengineering in simple business situations.
CO212.3	APPLYING	APPLY modeling tools for simple business processes.
CO212.4	ANALYSING	FORMULATE a working plan to establish a Business Process Reengineering team.
CO212.5	EVALUATING	EVALUATE the success of a BPR initiative in relation to the impact on organizational KPIs.
CO212.6	CREATING	IMAGINE ways to improve business or non-business processes.

1. Introduction to Business Process Reengineering (BPR): Definition of business processes – Concept of BPR - Definition of business process redesign, BPR - Evolution, Definition, Need for reengineering, Benefits, Role of leader & manager, Breakthrough reengineering model, BPR guiding principles, Business process reengineering &

performance improvement, Key targets of BPR, Myths about BPR , What reengineering isn't , BPR and other management concepts: TQM, Quality function deployment, ISO standards, ERP. BPR and Process Simplification, BPR and Continuous Improvement. (6)

2. **Business vision and process objectives:** The Key Elements of BPR, Develop a Vision, Establish a Responsible Team, Prepare the Organization for Change, Redesign the Business Process, Case Studies. Business Processes, People, Information Technology. Processes to be redesigned, selection criteria, dysfunction, importance feasibility. Measuring existing processes, BPR Goals – Cycle time reduction, Cost reduction, Quality improvement, Customer Satisfaction, BPR team characteristics. (6)

3. **Enablers of BPR:** Enablers of BPR in manufacturing – Agile Manufacturing, Lean Manufacturing, JIT, Collaborative Manufacturing, Intelligent Manufacturing, Production Planning, Product design & development. Relationship between BPR and information technology, Role of information technology in reengineering, Criticality of IT in business process. (6)

4. **BPR implementation methodology:** Different BPR Methodologies, Different Phases of BPR, Relationship between BPR phases, Tools used in Modelling the Business - flow-charting, business activity maps, relational diagrams, benefit/cost analysis, Process Modelling, Notations, Case Studies. BPR KPIs Definition, Measuring KPIs, Methodologies (Common Assessment Framework (CAF), Balanced Scorecard), Case Studies. (6)

5. **Change Management:** The Power of Habit in organizations, Planned changes in business re-engineering projects; Factors relating to change management systems and culture, Committed and strong leadership, Factors relating to organizational structure, Factors related to BPR program management, Factors related to IT infrastructure, Factors Relating to BPR Failure, Problems in communication and organizational resistance, Lack of organizational readiness for change, Problems related to creating a culture for change, Lack of training and education, Factors related to management support, Ineffective BPR teams, A framework for barrier management.

Suggested Text Books:

1. Hammer, M. and Champy, J, Re-engineering the Corporation: A Manifesto for Business Revolution, Harper Business
2. R. Radhakrishnan S.Balasubramanian, Business Process Reengineering, PHI
3. Vikram Sethi and William R. King, Organisational Transformation through Business Process Reengineering, Pearson
4. K. Shridhara Bhatt, Business Process Reengineering, Himalaya Publications
5. Hammer, M. and Stanton, S.A, The Re-engineering Revolution, Harper Business

Suggested Reference Books:

1. Harmon, P , Business Process Change : A Guide for Business Managers and BPM and Six Sigma Professionals, Elsevier/Morgan Kaufmann Publishers.
2. Kock, N.F., Process Improvement and Organizational Learning: The Role of Collaboration Technologies, Idea Group.
3. R. Anupindi et al., Managing Business Process Flows: Principles of Operations Management, Pearson Education Inc.
4. Walford, R.B., Business Process Implementation for IT Professionals and Managers, Artech House.
5. Henry J Johansson, H J Johansson, Mo, Business Process Reengineering, Wiley

Generic Courses (Electives) – Institute Level – Semester I & II

Semester I		113 - Verbal Communication Lab
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO113.1	REMEMBERING	RECOGNIZE the various elements of communication, channels of communication and barriers to effective communication.
CO113.2	UNDERSTANDING	EXPRESS themselves effectively in routine and special real world business interactions.
CO113.3	APPLYING	DEMONSTRATE appropriate use of body language.
CO113.4	ANALYSING	TAKE PART IN professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.
CO113.5	EVALUATING	APPRAISE the pros and cons of sample recorded verbal communications in a business context.
CO113.6	CREATING	CREATE and DELIVER effective business presentations, using appropriate technology tools, for common business situations.

- Basics of Communication:** Communication elements and process, Need of Communication Skills for Managers, Channels, forms and dimensions of communication, Verbal and non-verbal communication, Principles of nonverbal communication - through clothes and body language, Persuasive communication: the process of persuasion, formal and informal persuasion, Barriers to communication and how to overcome the barriers, Principles of effective communication. **(5)**
- Speaking :** Characteristics of effective speech, voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture; Types of managerial speeches: speech of introduction, speech of vote of thanks, occasional speech, theme speech, formal speeches during meetings. **(5)**
- Soft skills:** How communication skills and soft skills are inter-related, Body language-posture, eye-contact, handling hand movements, gait - Voice and tone, Meeting and Boardroom Protocol - Guidelines for planning a meeting, Before the meeting, On the day of the Meeting, Guidelines for Attending the meeting, For the Chairperson, For attendees, For Presenters, Telephone Etiquette, Cell phone etiquette, Telephone etiquette guidelines, Mastering the telephone courtesy, Active listening, Putting callers on hold, Transferring a call, Screening calls, Taking a message, Voice Mail, Closing the call, When Making calls, Closing the call, Handling rude or impatient clients, Cross-cultural communication, cultural sensitivity, Cross-cultural issues which affect Communication across different Cultures, Culture and non-verbal communication, Effective intercultural communication, Business and social etiquette. **(7)**
- Presentation skills:** Principles of Effective Presentations, Planning, Structure and Delivery, Principles governing the use of audiovisual media, Time management - Slide design and transition: representation of textual information into visuals for effectiveness of communication - Style and persuasiveness of the message - Adherence to the number of slides, Dynamics of group presentation and individual presentation. **(5)**
- Interviews:** Essentials of placement interviews, web /video conferencing, tele-meeting. Impression Formation, Tactics, The Self-presentational Motive, The Compass Qualities; First and Lasting Impressions; Magic Pills; Toxic Traits; The Social Context: Norms and Roles, The Target's Values, Physical Appearance; Communication Style; Content of Communication; Actions; The Environment; Success; Changing from the Outside-in, Current Social Image, The Private Self, Worrying about Impressions. **(5)**

Note:

- The entire course should be delivered with a skills development focus.
- Video recordings of student's performances (speaking tasks) should be carried out and used for intensive reviews for performance improvement.

Suggested Text Books:

- Business Communication Today, Bovee C L et. al., Pearson Education
- Business Communication, P.D. Chaturvedi, Pearson Education
- Business Communication, T N Chhabra, Bhanu Ranjan, Sun India
- Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi
- Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi

Suggested Reference Books:

- Communication Skills for Effective Management, Hargie et. al., Palgrave
- Communication for Business, Tayler Shinley, Pearson Education

3. Technical Communication, Anderson, P.V, Thomson Wadsworth, New Delhi
4. The Oxford Guide to Writing and Speaking, John Seely, Oxford University Press, New Delhi
5. Dictionary of Common Errors, Turton, N.D and Heaton, J.B, Addison Wesley Longman Ltd.

Semester I		114 - Enterprise Analysis - Desk Research
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO114.1	REMEMBERING	DESCRIBE the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a real world business organization.
CO114.2	UNDERSTANDING	SUMMARIZE the regional, national and global footprint of a real world business organization.
CO114.3	APPLYING	DEMONSTRATE the use of secondary – offline and online resources to profile a real world business organization.
CO114.4	ANALYSING	ANALYSE, using tables and charts, the trends in market standing and financial performance of a real world business organization over the last 5 years.
CO114.5	EVALUATING	COMPOSE a succinct summary of future plans of a real world business organization the company website, shareholders reports and other information available in the public domain.
CO114.6	CREATING	IMAGINE the key challenges and opportunities for a real world business organization in the immediate future (1 to 3 years).

1. **Enterprise History & Background:** Establishment, Original & Current Promoters, Business Group or Business Family to which it belongs, Vision-Mission-Philosophy – Values-Quality Policy, Brief profiles of the Chairman, CEO, MD, Members of Board of Directors along with their career highlights CSR Initiatives, Technical and other collaborations if any, Recent Mergers and Acquisitions, if any. **(6)**
2. **Organization :** Organization Structure, Geographical (domestic and global) foot print – at the time of inception and spread over the years, company's current head quarter worldwide as well as head quarter / corporate office in India, Manufacturing /Service locations Indian and major worldwide, Certifications if any - ISO / EMS / FDA / CMMI , etc. Online presence. Initiatives towards gender diversity, Initiatives towards social inclusion, Initiatives towards environment conservation. Current Talent needs. Key highlights of the company's website. **(6)**
3. **Markets:** Major Customers, customer segments, Products, Product lines, Major Brands, Market Share – nationally, region wise, product wise, Advertising Agency, Advertising Punch Line/Slogan, Logo, Key Alliances in the past 5 years & impact. Mergers & Acquisitions, if any. Technological developments. Disruptive innovations affecting the organization. Labour unrest if any – reasons thereof and impact. Emerging potential competition through first generation entrepreneurs or global / local players. **(6)**
4. **Financials:** Data to be studied, tabulated, graphically depicted, analyzed and presented for last 5 years for the Revenues, Profitability, Market Capitalization, Segmented Revenues, Auditors. Listing status & Scrip Codes – BSE and NSE, Global Listings on International Stock Markets, Share Price Face Value, Current Market Value, Annual High Low Figures, P/E Ratio, Shareholding Pattern. **(6)**
5. **Governance:** Philosophy, Action taken by SEBI if any, Involvement in Scams, Insider Trading Issues, Standard & Poor's Corporate Governance Scores, CRISIL Rating. Major Awards and Achievements of the Organization in the last 5 years. Forward looking statements of the top management. **(6)**

Note:

1. Students should work in groups of 3 to 5 each under the guidance of a faculty.
2. Students shall carry out an indepth study of any THREE Organizations of their choice.
3. Organizations selected should demonstrate a variety across sectors, ownerships, size, and other key dimensions.
4. Students shall submit a structured detailed report.

Suggested Text Books:

1. No text books are prescribed.
2. The course has to be taught using the company annual reports and other publications, company website, social media feeds, business newspapers and business data bases such as ACE equity, CRISIL database, etc.

Semester I		115 - Selling & Negotiations Skills Lab
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 115.1	REMEMBERING	DESCRIBE the various selling situations and selling types
CO 115.2	UNDERSTANDING	OUTLINE the pre-sales work to be carried out by a professional salesperson.
CO 115.3	APPLYING	IDENTIFY the key individuals involved in a real world sales process for a real world product/ service / e-product / e-service.
CO 115.4	ANALYSING	FORMULATE a sales script for a real world sales call for a product/ service / e-product / e-service.
CO 115.5	EVALUATING	RECONSTRUCT the pros and cons of sample real world sales calls for a product/ service / e-product / e-service.
CO 115.6	CREATING	DEVELOP a sales proposal for a real world product/ service / e-product / eservice and for a real world selling situation.

1. Basics of Selling:

Definition, Fundamentals & Importance of Selling. Role in the context of organization – survival and growth. Types of Selling - Different in selling situations, New business versus service selling, Newton's classification of sales types, McMurry & Arnold's classification of selling types, Consumer indirect selling, Industrial selling, Missionary, Sales Team/group selling Merchandising, Telesales, Franchise selling, International selling. (5)

2. Pre-Selling Work :

Attributes of a Good Salesperson - Personality & physical characteristics, Enthusiasm, Confidence, Intelligence, Self-worth, Knowledge- product, Competition, organization, market, customer, territory; People Buy From People, Communication skills, Persuasive skills, Personal Diary, Time management, Managing Sales Documents and collaterals management. Fear Factor in Sales. Maximising Productivity in a Sales Role, Meetings and Your Time, The Telephone - Social Media & Online Data Bases as a Sales Tools, Developing Your Script, Mailers, Pre-Call Planning, Generating Appointments. (7)

3. Selling in Action:

Identifying Key Individuals – Prospecting, Influencers and Decision Makers, Talking to the Right Individuals, Making that Good First Impression, How to Win Friends and Influence People, Dale Carnegies Six Principles of Relationship, What's In It For Me?, Honesty and Integrity. (5)

4. **Objection handling:** Analyzing the Reasons for Objections, Seeing What We Can Do, Listen - Probe - Advise (L-PA), Exercise: Objection Handling, Uncovering Objections, Seven Types of Objections, Turning Objections into Selling Opportunities. Selling Techniques: Cross Selling, Up Selling, Value Added (Suggestive) Selling, Advancing Opportunity, Exceeding Customer Expectations, Giving Recognition. (6)

5. **Sales Conversation, Negotiation & Closure:** Starting a Quality Prospecting Conversation, Listeners Control Conversations, Trial Closing, Creating an Opportunity: Situation vs Problem Questions, Difficulty Questions, Negative and Positive Answer Questions, Directive Questions, Rhetorical Questions. Negotiation Styles/Strategies (5), Negotiation Process, Reverse Psychology in Negotiation. Sales Proposals: How to Construct a Sales Proposal, Important Factors to Consider, Putting It All Together. (7)

Note: 1. The course should be delivered from a skills building perspective.

2. Principles should be supplemented by live exercises on personal.

Suggested Text Books:

1. Selling & Sales Management, Geoffrey Lancaster & David Jobber, Macmillan India Ltd.
2. Negotiation: Communication for diverse settings, Michael L Spangle and Myra Isenhardt, Sage South Asia Edition.
3. The Sales Bible: The Ultimate Sales Resource, Jeffrey Gitomer, Wiley India
4. How to win friends and influence People, Dale Carnegie
5. The Art of Closing the Sale, Brian Tracy, Pearson Education.
6. Questions are the answers: Allen Pease

Suggested Reference Books:

1. Sales Management, Bill Donaldson, Palgrave Publications
2. You can negotiate anything, Herb Cohen
3. Managing Sales Leads, Crocker and Obermayer, American Marketing Association

Semester I		116 - MS Excel
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO116.1	REMEMBERING	SELECT appropriate menus and functions of MS Excel to Create, Format, Import, Merge, Save, Print Spreadsheets & Charts using business data.
CO116.2	UNDERSTANDING	SHOW how to do basic troubleshooting and fix mistakes most people make when working with spreadsheets.
CO116.3	APPLYING	USE various functions of MS Excel, Execute pivot table analysis, common (and powerful functions), and different types of lookups (vlookup, hlookup, and index/match).
CO116.4	ANALYSING	ILLUSTRATE the use of the most commonly used data-manipulation commands in MS Excel.
CO116.5	EVALUATING	DERIVE insights from multiple data sources in MS EXCEL and work with it to answer relevant business questions.
CO116.6	CREATING	CREATE standard Excel Templates for routine business data management and analysis activities.

1. Introduction to Spreadsheets - Understanding Microsoft Excel, Excel Workbook Windows, Basic Spreadsheet Skills, Excel Help System, Opening and Closing Workbooks, Understanding Workbook File Formats, Creating New Workbooks, Selecting Cells, Auto Sum and Auto Fill Function, Cell Referencing and Request, Formatting Cells, Formatting Numbers, Placing Cell Alignment, Cell, Rows and Columns, Understanding Worksheets, Editing, Copying and Moving Cells, Page Layouts in Excel, Proofing Workbooks, Basic Options, Ribbons and Toolbar. **(4)**
2. Defining Names in Excel, Sorting Data, Using Excel Tables, Filtering Data in Excel, Understand Charts, Chart Design Options and Tools, Chart Format Tools, Combo Charts, Functions within Excel, Understanding Date Function, Information Functions, Logical Functions, Find and Replace, Headers and Footers, Adding Comments, Conditional Formatting. **(5)**
3. Using Text to Columns, The Paste Special Function, Data Validation, Subtotals and Grouping, Consolidating Data, Scenario Analysis, Data Tables in Scenario Analysis, What-if Analysis, Mats and Trig Functions, Text Functions in Excel, Using Lookup Functions, Vlookups, HLookups, Match, Using Statistical Functions, Database Functions, Financial Functions, Formula Auditing and Error Tracing, Hyperlinks in Excel, Linking Data, Understanding Pivot Tables, Using Pivot Charts, Workbook Properties, Protecting and Sharing Worksheets, Data Encrypting and Finalising Workbooks, Understanding Macros, Custom Number Formats in Excel, Using Custom Lists, Working with Templates, Tracking Changes in Excel, Merging and Compare Excel Workbooks. **(7)**
4. Using Pivot tables – Slicers -Report Filters for basic analytics, Contact Management and Marketing With Excel, Managing Customers, Vendors And Employees, Gaining Product And Service Insights, Sales reports using Excel, Supervising Sales With Excel, Preparing Invoices, Assessing Account Aging, Analyzing Demographics, Creating Scheduling And Marketing Calendars, Creating Standard Excel Templates for routine business data management and analysis activities. **(7)**
5. Managing Money With Excel, Building & Tracking Budgets, Planning And Tracking Loans, Keeping Account Registers, Creating Formulas for Financial Applications, PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation calculations, Lab based Evaluation, Gauging Business Status with Excel, Configuring Cash Flow Statements, Resolving Business Ratios, Creating Standard Excel Templates for routine business data management and analysis activities. **(7)**

Note:

1. The entire course should be delivered in the computer lab in an application oriented manner.
2. Business Applications should be stressed rather than merely teaching Excel as a software.

Suggested Text Books:

1. Excel 2016 Bible, John Walkenbach, John Wiley & Sons
2. Excel: Formulas & Functions, Robert Dinwiddie
3. Excel 2007 for Dummies by Greg Harvey
4. New Perspectives on Microsoft Office Excel 2007
5. Microsoft Excel 2016 Step by Step, Curtis Frye

Semester I		117 - Business Systems and Procedures
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO117.1	REMEMBERING	TABULATE the key elements of a typical business system and related work flow procedures.
CO117.2	UNDERSTANDING	EXPLAIN a business system and related procedures.
CO117.3	APPLYING	PREDICT the fail points / bottle necks in a typical business process.
CO117.4	ANALYSING	BREAK DOWN a business system into simpler components and explain the inter-relationships.
CO117.5	EVALUATING	DEVELOP a process based thinking approach.
CO117.6	CREATING	CREATE standard operating procedures and flow charts / other visual representations for typical business systems and processes.

- Business Systems and Procedures:** Concept and need - Characteristics of a good procedure. Writing a Standard Operating Procedure (SOP)– Procedure Identification - Information Gathering–Interviewing – Analysis – Writing – Implementation – Review- Identifying Fail Points - Fine-tuning. Process Mapping Tools – Aid Memoir – Flowchart – Swim Lane Diagrams – Flow Charting Software – Using MS Word and Excel for Flowcharting - Case Studies. Re-engineering information flow and paper flow – Process Mapping for Current and Future State Map.
- Systems Study:** Process Mapping, Improvement and Writing SOP's for an entire range of activities for a typical business process in a manufacturing/ service organization. Students should visit appropriate organizations to study the real life processes.
- Detailed study of atleast **FIVE** Systems and underlying Procedures, such as: (list is illustrative only)
 - Attendance Recording System in a manufacturing / service organization.
 - Employee scheduling in a retail mall.
 - Facilities management and scheduling system in automobile workshop.
 - Inventory Management
 - Just in Time Inventory System in a manufacturing / service organization.
 - Kitchen Order Ticket (KOT) System in a Restaurant.
 - KYC verification system in a mutual fund house.
 - Loan approval system in a cooperative bank.
 - Maintenance system in a facility.
 - On-boarding of new employees in a manufacturing / service organization.
 - Payroll Management
 - Performance Appraisal system in a manufacturing / service organization.
 - Point of sale (POS) system in an organized retail store.
 - Purchase Order System in a manufacturing / service organization.
 - Quality Audit system
 - Receivables Management
 - Stock Taking system in a library.
 - Warehouse management system.
- Presentation of individual/group projects

Suggested Text Book:

- Business Process Management – A Rigorous Approach, Martyn A Ould , British Computer Society, First South Asia Edition.

Semester I		118 - Managing Innovation
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO118.1	REMEMBERING	DESCRIBE the key ideas relevant to innovation, intellectual property, business models
CO118.2	UNDERSTANDING	INTERPRET the various theories of innovation and EXPLAIN with examples the types of innovation.
CO118.3	APPLYING	EXPERIMENT WITH innovation as a systematic process and generate innovative ideas for new products and services.
CO118.4	ANALYSING	DISSECT contemporary start-up businesses for their business models, extent of innovation, success and failure.
CO118.5	EVALUATING	CREATE an inventory of product and process innovations for daily use consumer products and routine business processes in a typical organization.
CO118.6	CREATING	CREATE a potential list of innovation needs for India in the local, regional and national context and ASSESS the likelihood of constructing a business model around these needs in the current local, regional and national context.

6. Basics of Innovation: Concept of Innovation. Invention and Creativity - Role and relationship with innovation, Product innovation and process innovation, Radical and incremental innovation, Technological innovation, commercial or organizational Innovation, Characteristics of innovation in different sectors, Innovation in Indian context, Innovation and Creativity, Jugad and innovation, Innovation in Current Environment- local, regional and national context. **(4)**

7. Economics and Management of Innovation: Schumpeter and creative destruction, The evolutionary theory of Nelson and Winter, The model of the dynamic capabilities of David Teece, Porter and competitive advantages, The value chain, Drucker and the systematic innovation, Innovations diffusion, Speed, Adoption. Innovation and Knowledge, Tacit and explicit knowledge, Knowledge as a public good. **(5)**

8. Models of Innovation – Static Models: Incremental versus Radical Innovation, Abernathy –Clark Model, Henderson – Clark Model, Disruptive Technological Change Model, Innovation Value – Added Chain, Strategic Leadership View, Familiarity Matrix, Imitability & Complementary Assets – Teece Model. Dynamic Models: Utterback – Abernathy Model, Tushman – Rosenkopf technology Life Cycle Model, Foster's S Curve. **(7)**

9. Instruments for Innovation: Challenges of Innovation, Innovation as a systematic practice, Steps of Innovation Management, Learning Cycle, The roles of the innovator, Functional Sources of Innovation – Internal Value Chain, Spillovers from Competitors, Suppliers, Customers and Complimentary Innovators, The generation of ideas: brainstorming, Creativity, Divergent V/s Convergent Thinking, Design Thinking, Blue Ocean Strategy. Experimentation in Innovation Management, Technology Innovation Process, Idea Championship, Participation for Innovation, Co-creation for Innovation, Screening the innovative ideas, Proto typing to Incubation. **(7)**

10. Management and Marketing of Innovation: Innovation Management Planning, Technology Forecasting, Innovation Sustainable Conditions, Management of Innovation, Concept of IPR. Creation of IPR, Types of IPR, Patents and Copyrights, Patents in India. **Business Models:** What is a Business Model? The evolution of the business model, The Business Model Canvas, Business Models and value proposition, Business Model Failure: Reasons and Remedies, Incubators: Business Vs Technology, Future markets and Innovation needs for India. **(7)**

Suggested Text Books:

1. Innovation Management, Allan Afuah, Oxford Indian Edition.
2. Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi.
3. Innovation: the attacker's advantage, Foster, Richard N., London, Macmillan.
4. Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books
5. Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition.
6. Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press

Suggested Reference Books:

1. The Innovator's ToolKit, Harvard Business Press.
2. Fastrack to Success Innovation, Andy Bruce and David Birchall, Prentice Hall - Financial Times.
3. Getting to Innovation, Arthur B VanGundy, PHI – Eastern Economy Edition
4. Blue Ocean Strategy, Kim & Mauborgne

Semester I		119 - Foreign Language I
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO119.1	REMEMBERING	RECALL and SPELL simple words in the foreign language
CO119.2	UNDERSTANDING	TRANSLATE simple sentences from English to the foreign language and vice-versa.
CO119.3	APPLYING	CONSTRUCT a dialogue, in the foreign language, for basic human interactions in a social context.
CO119.4	ANALYSING	TAKE PART IN an interaction in a non-business setting using the foreign language.
CO119.5	EVALUATING	INTERPRET a short write up written in the foreign language.

- 1. Salutations:** (a) To greet the people and say Good afternoon, Good Evening, Goodbye, ask name and say your name, seek clarification and help, numbers from 1 to 10 (b) To say where you live. Describe your house and members of your family. Weights and Measures, length & breadth, use of decimal system, area and volume. Cardinal numbers & Ordinal Numbers. (c) Ask and give personal information, Nationality, profession and language, Numbers from 11 to 50. To ask time by clock and by span, days of the week, months of the year. (6)
- 2. Conversation Skills:** (a) To ask and express interests, Preferences; likes and dislikes; to invite, to accept the invitation or to politely decline the invitation; hobbies and how to spend your leisure. (b) To talk about the weather; to talk about the daily personal routine and related activities. Seasons & holidays in France/Germany/Japan. (c) To talk about clothing - size, colour, material. Purchase at a super market, modes of payment. To name and explain human body to express common bodily ailments (fever, headache etc.) (6)
- 3. Geographical Description:** (a) Country, location on the world map, borders and neighboring countries, ports and industrial towns. (b) Information and clarification of places. Asking for directions to the public places. Modes of Transport. Numbers 51 to 100 and 1000, 10,00,000 etc. (6)
- 4. Social:** (a) Visit to a restaurant, to express agreement/disagreement; to ask for price/quantity. (b) To talk about/express future actions, to plan a business trip with related requirements: hotel, tickets, car, Rent a car, places to visit, traffic signs etc. Documents required like Passport, International Driving license, Insurance cover etc. (6)
- 5. Business:** (a) To ask about personal past events, to narrate personal experience, to comprehend difference between letters like Personal/Business Letters, telegram & e-mail; formats of Letter head and e-mail. (b) Vocabulary relating to the Transactions at the Post office, Bank, Insurance Company – personal, health, accident, marine, equivalent terms of transaction – FOB, C.I.F, F.A.S, payment through Letter of credit. (6)

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

Suggested Text Books:

Relevant Standard Text Books, Videos, Audio CDs.

Semester II		213 - Written Analysis and Communication Lab
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO213.1	REMEMBERING	DESCRIBE stages in a typical communication cycle and the barriers to effective communication.
CO213.2	UNDERSTANDING	SUMMARIZE long essays and reports into précis and executive summaries.
CO213.3	APPLYING	USE Dictionary and Thesaurus to draft and edit a variety of business written communication.
CO213.4	ANALYSING	EXAMINE sample internal communications in a business environment for potential refinements.
CO213.5	EVALUATING	COMPOSE variety of letters, notices, memos and circulars.

- 1. Written Communication:** Different types of communication like letters, memos, reports, fax, email, presentations and multimedia, choosing the means of communication, stages in communication cycle, Barriers to effective communication, communication systems. (5)
- 2. Writing Techniques:** Rules of good writing, adaptation and selection of words, masculine words, writing with style- choosing words with right strength and vigor, using a thesaurus, writing effective sentences, developing logical paragraphs, Précis writing, Developing coherent paragraphs, overall tone, drafting, editing and finalizing the business

letters. Planning the persuasive message, common types of persuasive requests, principles of persuasive communication. Reformulating and summarizing - What is a summary? Using synonyms & antonyms, reducing phrases, guidelines for writing summaries, business summaries Comprehension: using a dictionary, grammatical precision, (phonetics), contextual clues, guidelines for comprehension. (7)

3. **Recruitment and employment correspondence:** Application letter, curriculum vitae, interview, references, offer of employment, job description, letter of acceptance, letter of resignation, writing routine and persuasive letters. (6)

4. **Internal Communications:** Memoranda, meetings - agenda and minutes, Writing memos, circulars, notices and emails. Positive and negative messages such as Letter of Appreciation, Letter of Congratulations, Warning Letter, Show Case Notice. Writing Follow up letters and reminders, Writing Sales letters, collection letters, Poster Making. Report writing - What is a report, Objectives of report, types of report, Report Planning, Types of Reports, Process, Structure and Layout, planning, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Writing an Executive Summary, List of Illustration, Technique of writing a report, characteristics of business reports. (6)

5. **External Communications:** Public notices, invitations to tender bid, auction, notices, etc. Writing business proposals, Preparing Press Release and Press Notes. (6)

Note:

1. The entire course should be delivered in a workshop and application oriented manner. It is expected that not more than 10 to 15% of the time should be devoted to the theoretical aspect.
2. Workbooks should be prepared that comprehensively cover major situations of managerial communication and should be handed over to the students right at the beginning of the course.
3. Students should be asked to submit the completed workbooks at the end of the term.

Suggested Text Books:

1. Business Communication Today, Bovee C L et. al., Pearson Education
2. Business Communication, P.D. Chaturvedi, Pearson Education
3. Business Communication, T N Chhabra, Bhanu Ranjan, Sun India
4. Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi
5. Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi

Suggested Reference Books:

1. Communication Skills for Effective Management, Hargie et. al., Palgrave
2. Communication for Business, Tayler Shinley, Pearson Education
3. Technical Communication, Anderson, P.V, Thomson Wadsworth, New Delhi
4. The Oxford Guide to Writing and Speaking, John Seely, Oxford University Press, New Delhi
5. Dictionary of Common Errors, Turton, N.D and Heaton, J.B, Addison Wesley Longman Ltd.

Semester II		214 - Industry Analysis - Desk Research
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO214.1	REMEMBERING	DESCRIBE the key characteristics of the players in an industry.
CO214.2	UNDERSTANDING	SUMMARIZE the management ethos and philosophy of the players in the industry.
CO214.3	APPLYING	DEMONSTRATE an understanding of the regulatory forces acting on the industry.
CO214.4	ANALYSING	COMPARE and CONTRAST, using tables and charts, the market and financial performance of the players in an industry.
CO214.5	EVALUATING	ASSESS the impact of recent developments on the industry and its key players.
CO214.6	CREATING	PREDICT the future trajectory of the evolution of the industry in the immediate future (1 to 3 years).

1. **Industry Analysis – the Basics:** Nature of the Industry, Players in the industry, Nature of competition, Market shares of top 5 & bottom 5 players, Possible Classification of players into Leaders, Challengers, Followers, Nichers, Positioning & Differentiation strategies of key players. Branding strategies, Pricing Policies, Cartelization if any and comments thereon, Capacity analysis – total capacity of the industry and break up capacity amongst key players, Current Capacity Utilization rates, Planned future capacity additions, Geographical spread of plants/facilities/capacities (Domestics as well as Global), Demand Supply balance in the industry – at global, national and regional level, Key factors affecting demand, Key supply side constraints, Professional Trade bodies of the Industry, Business

Functions carried out Online by the key players. Online presence of the players, Incremental Innovations in the industry, Disruptive Innovations in the industry. (5)

2. **Promoters & Management Ethos:** Background of promoter groups of top 5 and bottom 5 players in the industry, Management ethos and philosophy, Brief profiles of CMDs, CEOs, and key top management personnel with their career highlights, Detailed profile of one distinguished top management personnel each from any two players in the Industry, CSR policy, Corporate Governance Initiatives, Initiatives towards social inclusion, Initiatives towards environment conservation. (5)

3. **External Environment:** Controlling ministry and / or regulator if any for the Industry, Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact on top 5 players and bottom 5 players, Key National and Global issues affecting the industry, Key initiatives by the Government to promote the industry, Environmental issues, CSR initiatives, Regulatory actions against the players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, FDA, etc. against irregularities, legal violations if any. (5)

4. **Financials:** Profitability, Revenues, Margins of top 5 & bottom 5 players over the last 5 years and trends/changes therein, Sick players if any and their turnaround strategies, if any, Key factors contributing to costs, Ratio analysis of financial data for last 5 years for top 5 and bottom 5 companies in the industry. (5)

5. **Recent Developments:** Impact of key relevant provisions of the latest Fiscal policy on the industry and various players therein, Analysis of Key relevant provisions of latest Exim Policy in case of industries that are focused on Global Markets for exports or industries that have significant import components, Key Alliances in the past 5 years and their performance & impact on other players in the industry, Mergers & Acquisitions, if any. Technological developments, Labour unrest if any – reasons thereof and impact on the particular player and the industry as a whole, emerging first generation entrepreneurs, if any, in the industry, Corporate wars & feuds in the industry, if any. (5)

Note:

1. Students should work in groups of 3 to 5 each under the guidance of a faculty.
2. Students shall carry out an indepth study of any TWO industries of their choice.
3. Industries selected should be distinct from each other.
4. Students shall submit a structured detailed report.

Suggested Text Books:

1. No text books are prescribed.
2. The course has to be taught using the company annual reports and other publications, company website, social media feeds, business newspapers and business data bases such as ACE equity, CRISIL database, etc.

Semester II		215 – Entrepreneurship Lab
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO215.1	REMEMBERING	IDENTIFY a basket of potential business opportunities in the local, regional or national context.
CO215.2	UNDERSTANDING	COMPARE and CONTRAST the shortlisted business opportunities to SELECT the most suitable / promising opportunity.
CO215.3	APPLYING	DEVELOP a business model around the shortlisted business opportunity.
CO215.4	ANALYSING	FORMULATE the organization structure for the proposed start up
CO215.5	EVALUATING	EVALUATE the market potential and ESTIMATE the financing requirements for the initial 1 to 3 years after launch.
CO215.6	CREATING	CREATE a proposal for funding the start up.

This course provides a hands-on experience to the students to convert and apply theoretical and conceptual knowledge about entrepreneurship into practical entrepreneurship. During the course, students shall identify and evaluate a new business opportunity (which may be supplied by an entrepreneur or innovator in the nearby region.)

Students shall work in a group, of not more than 5 students, on a real-life business case.

Scope of the work expected:

1. Business Model Designing
2. Business Plan Designing
3. Financial Planning
4. Prototype Making
5. Test Marketing
6. Planning Commercial Launch.

Suggested Text Books:

1. New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Donald F. Kuratko and Jeffrey S. Hornsby, Pearson
2. The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture, Vijaya Kumar Ivaturi, Meena Ganesh, Penguin Random House India.
3. Managing New Ventures, Anjan Raichoudhuri, Prentice-Hall of India Pvt.Ltd
4. Develop Your Idea!: Get Off to a Flying Start With Your Startup. Guided Exercises, Templates & Resources for Exploring New Business Ventures, K. N. Kukoyi
5. Managing Small Business by Longenecker, Moore, Petty and Palich, Cengage Learning, India Edition.
6. Entrepreneurship: New Venture Creation by David H. Holt
7. The Dynamics of Entrepreneurial Development & Management by Desai, Vasant , Himalaya Publishing House, Delhi
8. Entrepreneurship and Small Business Management by Siropolis
9. Lead like an Entrepreneur by Neal Thornberry

Suggested Reference Books:

1. Fundamentals of Entrepreneurship, Nandan H, PHI
2. Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition.
3. Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH.
4. Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, Published by Praeger Perspectives.
5. Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. & Hodgetts, R.M. Thomson Press.
6. Entrepreneurship Development: Small Business Enterprises by Charantimath, P. , Pearson.
7. A Guide to Entrepreneurship by David, Otes , Jaico Books Publishing House, Delhi.
8. Indian Entrepreneurial Culture by A Gupta , New Age International.
9. Make The Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare

Semester II		216 - SPSS
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO216.1	REMEMBERING	IDENTIFY the key menus of SPSS and DESCRIBE their functionality.
CO216.2	UNDERSTANDING	EXPLAIN the main features of SPSS
CO216.3	APPLYING	MAKE USE OF various tools to manage data, describe data and display graphical output using SPSS.
CO216.4	ANALYSING	ANALYSE data using various statistical tests of SPSS
CO216.5	EVALUATING	INTERPRET and EXPLAIN the outputs from SPSS
CO216.6	CREATE	DESIGN, DEVELOP and TEST advanced multivariate models using SPSS.

1. **Overview:** SPSS Environment, Introduction to various menus, Data file, Output file, Frequently –used dialog boxes, Editing output, Printing results. Creating and editing a data file – Variable and data view, Value Labels.
2. **Managing Data:** Listing cases, replacing missing values, computing new variables, recording variables, exploring data, selecting cases, sorting cases, merging files, splitting files, Visual Binning. **Frequencies:** Frequencies, bar charts, histograms, percentiles. **Descriptive Statistics:** Measures of central tendency, variability, deviation from normality, size and stability. Cross Tabulation and chi-square analyses, The means Procedure. **Graphs:** Creating and editing graphs and charts
3. **Bivariate Correlation:** Bivariate Correlation, Partial Correlations and the correlation matrix. **The T-test Procedure:** Independent –samples, paired samples, and one sample tests. **Non Parametric Tests:** ChiSquareTest, 1 sample test, 2 independent samples test, k independent samples, 2 related samples test, k related samples.
4. **One Way ANOVA Procedure:** One way analysis of variance, General Linear model: Two –way analysis of variance, General Linear model: three –way analysis of variance and the influence of covariates
5. **Advanced Tools:** Simple Linear Regression , Multiple regression analysis. Multidimensional scaling, Reliability Analysis, Factor analysis, Cluster analysis.

Suggested Text Books:

1. Discovering Statistics Using SPSS, by Andy Field A, SAGE
2. How to Use SPSS: A Step-By-Step Guide to Analysis and Interpretation by Brian C. Cronk

Semester II		217 - Foreign Language II
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217.1	REMEMBERING	LISTEN to simple audio-visual recordings in the foreign language.
CO217.2	UNDERSTANDING	TRANSLATE simple letters from English to the foreign language and vice-versa.
CO217.3	APPLYING	CONSTRUCT a business email, in the foreign language.
CO217.4	ANALYSING	TAKE PART IN an interaction in a business setting using the foreign language.
CO217.5	EVALUATING	COMPOSE a covering letter and resume in the foreign language.

1. Listening: Understand Simple Questions and Instructions. **Reading:** Understand Single Words and Sentences but also Signposts, Signs and Posters. **Speaking:** Provide Short Information about the Job and the Person. **Writing:** Fill in Forms and Provide Information About Name, Address, Nationality etc. **(6)**

2. Listening: Understand Information about the Person and the Work. **Reading:** Understand Simple Letters, Appointments, Invitations and Information in Short Texts. **Speaking:** Answer Simple Questions About One's Working Field. **Writing:** Write Faxes and e-mails. **(6)**

3. Listening: Understand Standard Information Related to the Working Field. **Reading:** Understand Standard Letters and Texts about Working Processes and Product Descriptions. **Speaking:** Provide Information about the Job, the Departments, the Company, the Products and Processes in a Conversation or on the Phone. **Writing:** Answer Standard Inquiries, Make Quotations, Write Short Texts with a Familiar Content, Possibly Give Some Explanation and Answer Simple Questions. **(6)**

4. Listening: Understand Complex Information Related to the Working Field in Meetings, Discussions and at Presentations. **Reading:** Understand Reports and Contracts with a Company-related Content. **Speaking:** Describe and Explain Work Processes and Projects. Report on Meetings and Presentations. Explain Concepts and Clarify Misunderstandings. **Writing:** Write Formal Standard Letters and Texts about One's Field of Expertise. Explain a Graphic and Reflect the Content. **(6)**

5. Grammar: Future tense, imperfect tense, degrees of comparison, imperative mood. Script, Letters of alphabet, accents, sounds of groups of letters, punctuation marks, articles, nouns, sing./Pl, genders; mas. /fem. Structure of sentences & types like affirmative, negative interrogative & negative interrogative, Verbs: classes of verbs and conjugation patterns, Pronominal verbs; Present tense, The idea of auxiliary verb; prepositions; pronouns-subject, interrogative, relative, possessive, emphatic; adjectives, adverbs. **(6)**

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

Suggested Text Books:

Relevant Standard Text Books, Videos, Audio CDs

Foundation Courses (Elective) - Semester I & II

Semester I		FOU – 001: Elementary English
1 Credit	LTP: 0:2:0	Foundation Course (Elective)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-FOU001.1	REMEMBERING	LABEL the different parts of a sentence, correctly SPELL and PRONOUNCE the words in common usage and effectively LISTEN to short AV material (English).
CO-FOU 001.2	UNDERSTANDING	PARAPHRASE published written and audio visual content (English) in own words.
CO-FOU 001.3	APPLYING	CONSTRUCT short paragraphs and essays (English) for a specified task, to elicit, to select, to describe, to summarize information.
CO-FOU001.4	ANALYSING	TAKE PART IN conversations using general, social and professional (English) language.
CO-FOU001.5	EVALUATING	CHECK written and audio visual content (English) for grammatical correctness.
CO-FOU001.6	CREATING	SUBSTITUTE right words / terms / phrases in a compiled text.

- Fundamental grammatical structures and functions** - sentence types, tenses, voice, parts of speech, word order, expressing possibility, obligation, necessity, prohibition, criticism; expressing preferences, making assumptions; asking for/ refusing/giving permission; making offers, suggestions, punctuation, etc. **(3)**
- Building fundamental vocabulary** - to fulfill the above mentioned functions in roles, topics and discussions, synonyms, antonyms, homonyms, homophones, using dictionary, using thesaurus. **(3)**
- Listening** – short AVs in English, understanding the gist, the main points, look for detail or specific information, deduce the meaning. **(3)**
- Reading material** - reading various common place publications, using different strategies for different reading purposes, identifying the main points in a text, looking for detail, locating specific information in a text, understanding a text structure, right pronunciation, etc. **(3)**
- Conversation on different topics** - people, jobs, places to visit, festivals/celebrations, eating habits, attire, current affairs – popular personalities, disasters/accidents, politics, technology, sports/hobbies, environment, education, entertainment, transport, crime, etc. **(3)**

Suggested Text Books:

- English Grammar and Composition, Wren & Martin, S. Chand Publishing
- Word Power Made Easy, Norman Lewis

Semester I		FOU – 002: Elementary Mathematics and Statistics
1 Credit	LTP: 0:2:0	Foundation Course (Elective)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-FOU002.1	REMEMBERING	MEMORIZE and REPRODUCE all basic formulae covered in the syllabus.
CO-FOU002.2	UNDERSTANDING	EXPRESS numbers in various forms such as fractions, percentages, equivalent simplest fractions.
CO-FOU002.3	APPLYING	CALCULATE Percentages, Profit & Loss, Simple & Compound Interest, frequency, cumulative frequency, basic areas and basic volumes.
CO-FOU002.4	ANALYSING	ILLUSTRATE relationships using direct and inverse proportion, simple graphs, linear and quadratic equations.
CO-FOU002.5	EVALUATING	INTERPRET basic statistical data, graphs, and venn diagrams.
CO-FOU002.6	CREATING	CREATING and SOLVING simple simultaneous equations.

- Numbers:** Integers and fractions, squares, cubes, square roots and cube roots by prime factorization, negative numbers; Examples of very large and very small numbers such as million/billion/trillion, positive, negative, zero and fractional indices, laws of indices. **(1)**
- Preliminary Mathematics:** HCF & LCM, Ratio & Proportion, Problems based on Ages. **(2)**
- Ratio, rate and proportion:** Ratios involving rational numbers, writing a ratio in its simplest form, average rate, direct and inverse proportion, problems involving ratio, rate and proportion **(1)**

4. **Fractions & Percentages** : Expressing one quantity as a percentage of another, comparing two quantities by percentage, percentages greater than 100%, increasing/decreasing a quantity by a given percentage, reverse percentages, problems involving percentages **(1)**
5. **Mathematical Operations for Business**: Percentage, Profit & Loss, Simple & Compound Interest. **(1)**
6. **Time and Number related Mathematical operations**: Time & Work, Time, Speed & Distance, Number System, Permutation, and Series. **(2)**
7. **Basic Statistics**: Classification and tabulation of data, presentation of data, graphical presentation of data by frequency curve, frequency polygon, ogives, histogram. **(2)**
8. **Set Theory**: Basic concepts, Venn diagrams, interpretation. **(2)**
9. **Trigonometry** : Basic Trigonometry, Area and Volume. **(1)**
10. **Equations**: Simultaneous Equations, Quadratic Equations. **(2)**

References:

1. Rajagopalan and Sattanathan, Business Mathematics
2. Praveen, R. V., Quantitative Aptitude and Reasoning, PHI Learning
3. Goon Gupta and Das Gupta, Fundamentals of Statistics, Vol. 1, The World Press Pvt. Ltd., Kolkata.
4. Sharma, Arun, How to prepare for Quantitative Aptitude for the CAT, Tata McGraw Hill

Semester I		FOU – 003: Elementary Business Economics
1 Credit	LTP: 0:2:0	Foundation Course (Elective)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-FOU003.1	REMEMBERING	ENUMERATE the basic terms covered in the syllabus.
CO-FOU003.2	UNDERSTANDING	INTERPRET the historical trends in key economic data from a managerial and business perspective.
CO-FOU003.3	APPLYING	MAKE USE OF key Government and Non-Government economic publications to gather insights from a managerial and business perspective.
CO-FOU003.4	ANALYSING	ILLUSTRATE broad inter-relationships between various economic parameters within the national context and global context.
CO-FOU003.5	EVALUATING	EXPLAIN the role and objectives of Monetary and Fiscal policy.
CO-FOU003.6	CREATING	HYPOTHESIZE the expected short term trends of key economic indices.

1. Concept of Economic Development, Concept of emerging, developed and developing economy, Concept of PPP **(1)**
2. Economic Map of the Globe, Economic map of India. **(1)**
3. Reserve Bank of India – composition, role, functions. **(1)**
4. Economic Survey of India - Role, Scope, Objectives, Sections, Key highlights of last Economic Survey. **(1)**
5. Union Budget - Role, Scope, Objectives, Sections, Key highlights of last Union Budget, Concept of Fiscal Deficit, Combined Fiscal Deficit. **(1)**
6. Monetary Policy – Concept, Frequency, MPC - Role, Scope, Objectives of Monetary Policy, Key highlights of last few Monetary Policy statements, impact – sentimental and material on economy. **(1)**
7. Key Economic Indicators – Inflation, IIP, GDP, CRR, Bank Rate, Exchange Rate, Unemployment rate, Ease of doing business index, etc. **(1)**
8. Inflation – Concept, CPI, WPI, Composition, Changes over time, Trends, Usage in policy making, Implications of high and low CPI, WPI. **(1)**
9. Exchange rates – Concept, USD – INR, Euro – INR, Yuan – INR, Renminbi – INR, Key trends and influencing factors. **(1)**
10. GDP – Composition, Trends. **(1)**
11. Key Stock Markets & Stock Indices – Sensex, Nifty, Sectoral Indices in India, Global Indices - European Indices, American Indices, Asian Indices. **(1)**
12. Commodity Markets – Crude, Precious Metals, Industrial Metals, Agro Commodities, MCX, NCDEX. **(1)**
13. Direct & Indirect Taxes – Concept of Direct Tax, Indirect Tax, Income Tax, Wealth Tax, GST. **(1)**
14. Key Sources of Data – Census, CSO, Niti Aayog, Different Ministries of Government of India, CRISIL, NCAER, Credit Rating Agencies. **(1)**
15. Introduction of G7, G 20, BRICS, ASEAN, SAARC, EuroZone, PIIGS, ADB, WB, etc. **(1)**

Suggested Text Books:

1. Indian Economy , Dutt R and Sundharam K.P.M, S .Chand, Delhi
2. Indian Economy, Agarwal A. N., Vikas Publishing House, Delhi
3. Indian Economy, Misra S.K. and Pury V.K., Himalaya Publishing House, New Delhi

Semester I		FOU – 004: Elementary Accounting
1 Credit	LTP: 0:2:0	Foundation Course (Elective)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-FOU004.1	REMEMBERING	DESCRIBE the basic accounting terminologies and concepts covered in the course syllabus.
CO-FOU004.2	UNDERSTANDING	EXPLAIN the concepts covered in the course syllabus.
CO-FOU004.3	APPLYING	APPLY concepts covered in the course syllabus to accurately do the required calculations.
CO-FOU004.4	APPLYING	DETERMINE the key elements of business transactions and complete their accounting.
CO-FOU004.5	EVALUATING	DESIGN and OPERATE the entire accounting process (from entry to Balance - Sheet) for any given transaction.

- Basic Concepts and Terminologies** –Business Transaction, Meaning and Scope of Book Keeping and Accountancy, Importance of Book Keeping and Accountancy, Basic Terminologies related to Book Keeping and Accountancy, Classification of Accounts, Principle of Double Entry and Golden Rules of Accounting. (3+1)
- Journal Entries** – Preparation of Journal and passing journal entries (2+1)
- Ledger Posting & Balancing** – Preparation of Ledger Accounts, Posting the journal entries in the ledger accounts, Ledger Accounts Balancing and Interpretation of Ledger Account Balances. (2+1)
- Trial Balance** – Preparation of Trial Balance and Importance of Trial Balance in Accounting Process. (1+1)
- Final Accounts of Sole Proprietor** –Trading Account, Profit & Loss Account and Balance Sheet without adjustments. (2+1)

Suggested Text Books:

- T.S. Grewal's Double Entry Book Keeping
- Taxmann's Fundamentals of Accounting (CA CPT), CA D.G. Sharma
- Book Keeping and Accountancy, Aina Pure and Aina Pure
- Managerial Accounting, Dr. Mahesh Abale and Dr. Shriprakash Soni

Suggested Reference Books:

- Financial Accounting for Management: Shankar Narayanan, Ramanath- CENGAGE Learning
- Financial Accounting for Managers, Sanjay Dhmiya, Pearson Publications
- Accounting For Management, Jawahar Lal
- Accounting, Shukla Grewal

Semester I		FOU – 005: Elementary Information Technology
1 Credit	LTP: 0:2:0	Foundation Course (Elective)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-FOU005.1	REMEMBERING	DESCRIBE various components of a computer, network.
CO-FOU005.2	UNDERSTANDING	EXPLAIN the characteristics and usage of various elements of a computer, a network and operating systems.
CO-FOU005.3	APPLYING	USE various input, output, memory and local network devices.
CO-FOU005.4	ANALYSING	TEST and do basic troubleshooting of a standalone desktop or desktop connected to a network.
CO-FOU005.5	EVALUATING	EXPLAIN basic terminology related to data and information.
CO-FOU005.6	CREATING	DISCUSS emerging trends in IT.

- Computer Basics:** Introduction, Evolution of Computers, Computer Generations, Classification of Computers, Computer Applications. Computer Organization, Memory and Storage - Basic Computer Organization (a) Input devices - keyboard, voice devices, scanner, MICR, OMR, Bar code reader, digital camera, etc. (b) Output devices - Visual Display Unit, printers, plotters, Audio Output, etc. (c) Memory or Storage Devices – Memory or Storage Unit - Physical Devices Used as Storage Cells, Random Access Memory, Read Only Memory, Secondary Storage, Compact Disk Read Only Memory, Flash Memory, Archival Storage, etc. (d) Central Processing Unit. Basic trouble shooting. Connecting a desktop, laptop to LCD, printer, etc. **(4)**
- Computer Software:** Introduction, System Software, Application Software, Software Installing and Uninstalling, Booting, Software Development Steps, Programming Languages - Classification of Programming Languages. Operating System - Introduction, Role and functions of Operating System, Working Knowledge of GUI

Based Operating System, Use of menus, tools and commands of windows operating system, File Handling and Management. **(4)**

3. **Computer Networks:** Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies, Components of computer networks (servers, workstations, network interface cards, hub, switches, cables, etc.) Internet and its Tools - Introduction, Internet Evolution, Basic Internet Terminology, Data over Internet, Modes of Data Transmission, Types of Networks, Types of Topologies, Protocols used in the Internet, Getting Connected to Internet Applications, Internet Applications, Computer Ethics. **(3)**

4. **Information Technology Basics:** Introduction, Data and Information, Types of Data, Need for Information Storage and Processing, **(2)**

5. **Emerging Trends in IT:** Introduction, Electronic Commerce, Electronic Data Interchange, Smart Cards, Mobile Communications, Internet Protocol TV. **(2)**

Suggested Text Books:

1. Computers Today, Basandra SK, Galgotia.
2. Fundamentals of Information Technology, Leon, Vikas
3. Information Technology: Inside and outside, Cyganski, Pearson
4. Computer Applications in Management, Kakkar DN, Goyal R, New Age
5. Information Technology for Management, B Muthukumaran, Oxford University Press

Semester I		FOU – 006: Elementary Business Etiquette
1 Credit	LTP: 0:2:0	Foundation Course (Elective)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-FOU006.1	REMEMBERING	DEFINE terms and concepts used to describe appropriate business etiquette attitudes and behaviors.
CO-FOU006.2	UNDERSTANDING	EXPLAIN what is meant by business etiquette and how it impacts the workplace.
CO-FOU006.3	APPLYING	DEMONSTRATE appropriate behaviors within specific business situations.
CO-FOU006.4	ANALYSING	TAKE PART IN professional business meetings and real & virtual business conversations.
CO-FOU006.5	EVALUATING	DETERMINE the right attire for business, casual and multicultural events.
CO-FOU006.6	CREATING	PLAN a professional business meeting and a business meal.

1. **Professionalism at Work:** Making a good first impression, understanding the mechanics of human perception, being aware of elements in image building, developing a culture of excellence, basic understanding of acceptable attitudes and mannerisms at work, the role of Good Manners in Business? Disability Etiquette - Basic disability Etiquette practices, Courtesies for wheelchair users, Courtesies for blind or visually impaired, Courtesies for the deaf, People with speech impairments. Multi-cultural challenges, Multi-cultural etiquette, Cultural differences and their effect on business etiquette, Select Cultural Highlights **(5)**

2. **Body Language at Work:** Non verbal communication, the 'smile' factor, building posture, facial expressions and eye contact, gestures for effective communication. **(3)**

3. **Business Etiquette Basics:** Introduction to business etiquette - The ABCs of etiquette Meeting and greeting scenarios, Enduring Words, Making introductions and greeting people, Greeting Components, The protocol of shaking hands, Introductions, Introductory scenarios, Addressing individuals, Networking for business, Business card protocol, Managing your business voice, Speaking Diplomatically, Managing Question and Answer Sessions Effectively - Anticipatory Q & A, Dealing with hostile questions, Reframing principles, Case Studies and Practice, Cell phone Etiquette, Voice Mail Etiquette, Internet & email etiquette, Internet usage in the workplace, Email, Netiquette, Online chat, Online chat etiquette, Online chat etiquette guidelines. **(5)**

4. **Dining Etiquette:** Planning a meal, issuing invitations, How to proceed through a receiving line, seating guidelines, navigating a place setting, appropriate table manners. **(1)**

5. **Business Attire & Professionalism:** Dressing sense, selecting the right clothing for a business wardrobe, Business style and professional image, Dress code, Guidelines for appropriate business attire, Grooming for success, Guidelines for appropriate business attire, Multicultural dressing, Making-up basics. **(1)**

Suggested Text books:

1. The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success, Barbara Pachter
2. Modern Manners: Tools to Take You to the Top, Dorothea Johnson and Liv Tyle
3. Business Etiquette: 101 Ways to Conduct Business with Charm and Savvy, Ann Sabath
4. Indian Business Etiquette, Raghu Palat, Jaico Publishing

5. Business Etiquette: A Guide for the Indian Professional, Shital Kakkar Mehra

Semester II		FOU – 007: Elementary MS Word
1 Credit	LTP: 0:2:0	Foundation Course (Elective)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-FOU007.1	REMEMBERING	SHOW basic menus of MS WORD on the screen and RECALL the functionality.
CO-FOU007.2	UNDERSTANDING	DEMONSTRATE the use of formatting, layout and printing tools of MS Word to create professional word documents.
CO-FOU007.3	APPLYING	APPLY the viewing, referencing tools of MS Word.
CO-FOU007.4	ANALYSING	ILLUSTRATE the use of reviewing tools for collaborative MS word documents.
CO-FOU007.5	EVALUATING	DESIGN and execute Mail merged documents.
CO-FOU007.6	CREATING	COMPILE a professional report using templates, Tables, Table of contents, referencing, headers, footers and page numbers.

1. Introduction to MS WORD, The Screen and its Elements, The Office Button, Quick Access, The View Buttons, Print Layout, Full Screen Reading, Web Layout, Outline , Draft, Zoom, The Status Bar, Creating a New Document, Starting on a New Blank Document, Templates, Writing and Simple Formatting - Simple formatting, Formatting with Styles, Customising Styles. **(3)**
2. Pictures and Graphics, Pictures, Insert a Picture from a File, Adjusting Picture Size, Positioning and Text Wrapping, Captions, Cross-References to Characters, Pictures and Headlines, Clip Art, SmartArt, Excel Charts, Create a New Excel Chart in Word, Insert a Chart from an Excel Project File, Tables Tools, Illustrations, Equations, Symbols. **(3)**
3. Tables of contents and other references - Create a table of contents, Edit a citation placeholder, Create a bibliography, Foot note & End Note, Captions & Index, Mail Merge – Preparation, Retrieving Merge Data, Complete the Merge. **(3)**
4. Page Layout, Margins, Adjusting the Margins, Page Setup, Setting Page Size, Orientation, Columns, Sections, Page Header and Footer, Tabs (tabulators), Page Numbers, Links, Page breaks and section breaks, Applying Multiple headers, Checking Spelling, grammar, and thesaurus. **(3)**
5. Collaboration - Protect your document with passwords, permission, and other restrictions, Tracking changes and comments - Turn track changes on or off, Review tracked changes and comments. **(3)**

Suggested Text Books:

1. Microsoft Word 2016 Step by Step, Joan Preppernau
2. Microsoft Word 2016 Introduction Quick Reference Guide - Windows Version (Cheat Sheet of Instructions, Tips and Shortcuts, Lamina

Semester II		FOU – 008: Elementary MS Powerpoint
1 Credit	LTP: 0:2:0	Foundation Course (Elective)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-FOU008.1	REMEMBERING	SHOW basic menus of MS Powerpoint on the screen and RECALL the functionality.
CO-FOU008.2	UNDERSTANDING	DEMONSTRATE the use slide management, slide layout and reviewing tools of MS Powerpoint to create professional presentations.
CO-FOU008.3	APPLYING	USE tables, charts, smart art, animation and references in a powerpoint presentation.
CO-FOU008.4	ANALYSING	ILLUSRATE the various modes of delivery of the final powerpoint presentation.
CO-FOU008.5	EVALUATING	DEVELOP custom themes and customize slide masters and layouts.
CO-FOU008.6	CREATING	COMPILE a professional powerpoint presentation using templates, tables, images, hyperlinks, animation, templates, headers, footers and slide numbers, etc.

1. **Get started with PowerPoint:** PowerPoint basics, Start PowerPoint, Work in the PowerPoint user interface, Create and manage presentations, Open and navigate presentations , Display different views of presentations, Change

the display of content, Display and edit presentation properties, Save and close presentations, Compatibility with earlier versions, Create and manage slides , Add and remove slides, Insert new slides , Copy and import slides and content, Hide and delete slides, Divide presentations into sections, Rearrange slides and sections, Apply themes, Change slide backgrounds. **(4)**

2. **Editing and Managing Text:** Insert and manage slide text, Enter and edit text, Insert nonstandard characters, Add supplementary text to slides, Insert equations, Add a slide footer, Move, copy, and delete text, Format text placeholders, Format characters and paragraphs, Apply WordArt text effects, Configure AutoCorrect options, Check spelling and choose the best wording, Find and replace text and fonts. **(5)**

3. **Tables, Shapes and Charts:** Present text in tables, Insert tables, Format tables, Modify table structure, Embed and link to Excel content, Insert and manage visual elements, Insert and manage simple graphics, Insert, move, resize, edit and format pictures, Draw and modify shapes, Draw and add text to shapes, Locate additional formatting commands, Move and modify shapes, Format shapes, Connect shapes, Capture and insert screen clippings, Create a photo album. Create and manage business graphics, Create diagrams, Sidebar: Picture diagrams Modify diagrams, Format diagrams, Create charts, Modify charts, Manage chart data, Modify the display of chart elements, Pie charts, Format charts, and Custom chart templates. **(6)**

4. **Animation:** Add sound and movement to slides Animate text and pictures on slides, Customize animation effects , Bookmark points of interest in media clips, Add audio content to slides, Add video content to slides, Compress media to decrease file size, Hyperlink to additional resources, Add and manage slide transitions. **(5)**

5. **Finalize presentations:** Create custom presentation elements, Create custom themes, Customize slide masters and layouts, Save custom presentation templates, Save and share presentations, Save presentations in other formats, Share presentations from PowerPoint, Restrict access by using passwords, Add and review comments, Coauthor presentations. Review presentations , Add notes, Configure slides for presentation or printing , Inspect and finalize presentations, Print presentations and handouts, Prepare and deliver presentations, Adapt presentations for different audiences, Rehearse a presentation and set slide timings, Prepare presentations for travel, Present slide shows, Start the slide show, Use the slide show tools. **(5)**

Suggested Text Books:

1. Microsoft PowerPoint 2016 Step by Step, Joan Lambert
2. Microsoft PowerPoint 2016 Made Easy: A Step-by-Step Guide for PC Users, Dr. Harold Lloyd Fisher Jr., Kymitra L. Fisher (Editor)
3. Exploring Microsoft PowerPoint 2016 Comprehensive , Mary Anne Poatsy, Rebecca Lawson, Cynthia Krebs, Robert T. Grauer

Semester II		FOU – 009: Data Interpretation and Logical Reasoning
1 Credit	LTP: 0:2:0	Foundation Course (Elective)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-FOU009.1	REMEMBERING	RECOGNIZE when additional information is needed to solve problems.
CO-FOU009.2	UNDERSTANDING	EXPRESS quantitative and non-quantitative data, associations and linkages in a logical format.
CO-FOU009.3	APPLYING	USE statistical information when reported in condensed form or as summary statistics to make informed decisions.
CO-FOU009.4	ANALYSING	DISSECT arguments, SEQUENCE relationships, EXAMINE assumptions, DETECT fallacies and INFERENCE from the same.
CO-FOU009.5	EVALUATING	ESTIMATE and CHECK answers to logical and data sufficiency problems in order to determine reasonableness, identify alternatives, and select correct options.
CO-FOU009.6	CREATING	DEVELOP and EVALUATE inferences and predictions based on the data and information provided.

Data Interpretation

1. Tables
2. Pie Charts
3. Caselets
4. Bars
5. Line Graphs
6. Data Sufficiency

Logical Reasoning

1. Blood Relations

2. Direction Sense
3. Puzzles
4. Data Arrangement, Seating Arrangement
5. Data Structures
6. Series
7. Coding-Decoding
8. Clocks and Calendars
9. Family Tree
10. Venn Diagram
11. Syllogism
12. Proposition, Assumptions
13. Statements
14. Binary Logic
15. Sets

Suggested Text Books:

1. How to Prepare for Data Interpretation, Arun Sharma, Tata Mc Graw Hill
2. Puzzles to Puzzle you, Shakuntala Devi
3. Quantitative Aptitude, Abhijeet Guha, Tata Mc Graw Hill
4. Quantitative Aptitude, Agarwal R S, S Chand
5. Data Interpretation & Data Sufficiency, Ananta Ashisha
6. The Great Book of Puzzles & Teasers, George J Summers
7. Magical Book Series: Data Interpretation, K. Kundan
8. A Modern Approach to Verbal Reasoning, R.S. Aggarwal

Semester II		FOU – 010: Verbal Ability & Reading Comprehension
1 Credit	LTP: 0:2:0	Foundation Course (Elective)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-FOU010.1	REMEMBERING	IDENTIFY parts of speech
CO-FOU010.2	UNDERSTANDING	SUMMARIZE a given text material in defined word limits.
CO-FOU010.3	APPLYING	MAKE USE OF foreign words in English Language, idioms and phrases.
CO-FOU010.4	ANALYSING	EXAMINE given text sentences and paragraphs for errors and correct them.
CO-FOU010.5	EVALUATING	SELECT the appropriate words in a given context.
CO-FOU010.6	CREATING	CONSTRUCT meaningful sentences and COMPOSE meaningful paragraphs from jumbled ones.

Verbal Ability and Reading Comprehension

1. Grammar, Parts of Speech, Articles. Nouns, Verbs, Adjectives, Pronouns, Conjunctions, Prepositions, Adverbs.
2. Clauses, Tenses, Subject & Verb Agreement, Question Tags
3. Analogies
4. Idioms & Phrases
5. Synonyms, Antonyms,
6. Homonyms, Homophones
7. One word substitution
8. Root words, origins of words, prefixes, suffixes,
9. Foreign language words used in English
10. Contextual usage, Different usage of same word
11. Spotting Errors, Error Correction
12. Fill in the blanks, Sentence correction, Sentence completion
13. Jumbled paragraphs, Para Completion and inference
14. Reading Comprehension
15. Verbal Logic, Verbal Reasoning, Syllogisms

Suggested Text Books:

1. How to Prepare for Verbal Ability and Reading Comprehension for CAT, Arun Sharma and Meenakshi Upadhyay/Arihant
2. 30 Days to a More Powerful Vocabulary, Wilfred Funk & Norman Lewis/ Simon & Schuster

3. How to Prepare for Verbal Ability and Reading Comprehension for the CAT, Sharma and Upadhyay
4. Puzzles to Puzzle you, Shakuntala Devi
5. A Modern Approach to Verbal Reasoning, R.S. Aggarwal
6. Competition Success Review

Semester II		FOU – 011: Quantitative Ability
1 Credit	LTP: 0:2:0	Foundation Course (Elective)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-FOU011.1	REMEMBERING	RECALL the formulas.
CO-FOU011.2	UNDERSTANDING	INTERPRET quantitative information and INFER from it.
CO-FOU011.3	APPLYING	DEMONSTRATE number sense, including dimensional analysis and conversions between fractions, decimals, and percentages.
CO-FOU011.4	ANALYSING	EXAMINE the validity and DETECT possible biases in arguments presented in quantitative forms.
CO-FOU011.5	EVALUATING	DETERMINE when approximations are appropriate and when exact calculations are necessary.
CO-FOU011.6	CREATING	FORMULATE the problem quantitatively and USE appropriate arithmetical, and/or statistical methods to SOLVE the problems.

Quantitative Aptitude

1. Geometry
2. Trigonometry
3. Mensuration
4. Ratios and Proportion
5. Number system
6. Work and time
7. HCF & LCM
8. Algebra
9. Profit & Loss
10. Quadratic and linear equations
11. Geometric Progression
12. Percentages
13. Averages
14. Partnership (Accounts)
15. Time-Speed-Distance
16. Surds and Indices
17. Inequalities
18. Logarithms

Suggested Text Books:

1. Shakuntala Devi, Puzzles to Puzzle you
2. Quantitative Aptitude, Abhijeet Guha, Tata Mc Graw Hill
3. Quantitative Aptitude, Agarwal R S, S Chand
4. Data Interpretation & Logical Reasoning, Gautam Puri
5. Logical Reasoning and Data Interpretation, Nishit K. Sinha
6. Data Interpretation & Data Sufficiency, Ananta Ashisha

Subject Core (SC) Courses - Semester II
Specialization: Marketing Management

Semester II		205MKT: Marketing Research
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205MKT.1	REMEMBERING	DESCRIBE the key concepts involved in the Marketing Research.
CO205MKT.2	UNDERSTANDING	EXPLAIN various research designs, data sources, data collection methods, instruments, sampling methods and analytical tools used in Marketing Research.
CO205MKT.3	APPLYING	APPLY the concepts of marketing research in solving real-life marketing problems.
CO205MKT.4	ANALYSING	ANALYSE data and draw appropriate Inferences to address real-life marketing issues.
CO205MKT.5	EVALUATING	DESIGN a market research proposal for a real life marketing research problem and EVALUATE a market research proposal.
CO205MKT.6	CREATING	PLAN and UNDERTAKE qualitative or quantitative marketing research and demonstrate the ability to analyse data to resolve real-life marketing issues.

- 1. Introduction to Marketing Research:** Definitions - Marketing Research, Market Research, Scope and Limitations of Marketing Research, Role of Information in Marketing Decisions, Value and Cost of Information, Marketing Information System and Marketing Research, Marketing Decision Support System, Threats to Marketing Research, Relationship between Marketing Research & Marketing, Organizing Marketing Research function, Evaluating utility of Marketing Research, Online Marketing Research, Recent Trends in Marketing Research, Marketing Research Industry in India. (5+2+2)
- 2. Marketing Research Proposal:** The marketing research brief, The Marketing decision problem and marketing research problem, Defining the marketing research problem, developing the research approach, The decision maker & the environment, alternative courses of action, objectives of decision maker, consequences of alternative courses of action, Translating decision problem to research problem, The marketing research proposal (Background - basic problem/opportunity, Objectives, Research Design – Qualitative & Quantitative approaches, Data Requirements, Data collection methods, Data collection instruments, Population definition, Sample Plan, Sample size, Sampling Methodology, Statistical analysis, Cost Estimates, Time line, Appendices), Report Writing, Ethical Issues in Marketing Research – participant issues, sponsor issues, corporate espionage, code of ethics. (5+2+2)
- 3. Advanced Analytical Tools:**
 - (a) Conjoint Analysis:** Conceptual basis, procedure, type of data required, key decision, how to interpret output, applications to study trade off patterns of consumers as related to different levels of marketing mix elements (Question on interpretation of output is expected)
 - (b) Factor Analysis:** Conceptual basis, type of data required, procedure, PCA, Interpreting factor matrix (factor loadings, communalities, Eigen value), determining number of factors using latent root criteria & scree test, interpreting & naming factors, applications in consumer behavior studies (interpretation of output is expected)
 - (c) Cluster Analysis:** Conceptual basis, type of data required, procedure, clustering methods – single linkage rule, how to interpret output, applications related to psychographic & lifestyle market segmentation (interpretation of output is expected)
 - (d) Multi- dimensional Scaling & Perceptual Mapping:** Conceptual basis, type of data required, key decision-attribute based versus non-attribute based approaches, procedure, how to interpret output, applications related to target market selection & positioning (interpretation of output is expected)
 - (e) Discriminant Analysis (Two Group Case):** Conceptual basis, type of data required, determining the coefficients, interpreting discriminant function & classifying subjects using discriminant function, applications in marketing (interpretation of output is expected) (9+2+2)
- 4. Marketing Research Applications - I:**
 - (a) Sales Analysis and Forecasting:** Mining internal customer and sales data, In-store shopper marketing research and Retail shop audits, margin trend data, targeting best customers, identifying most efficient and effective advertising and promotion methods to reach existing consumers, Consumer panels, Customer satisfaction research, Concept of Market demand and Market potential, Forecasting, Forecasting methods, Choosing a forecast model, forecast errors. Moving Average and Exponential Methods, Decomposition Methods, Regression Models.

- (b) **New Product Development and Test Marketing:** marketing information for new markets, new product categories, new product concepts, new product design and market validation research, test marketing – uses, types, methods, limitations. Conjoint analysis for understanding consumer preferences and application to product design.
- (c) **Market Segmentation and Positioning:** researching traditional market segments, defining meaningful segments, assessing existing product strength and line extension potential, creative positioning strategy, repositioning strategy research, defining go-to-market strategy, current and potential markets. Use of Factor analysis and perceptual maps.
- (d) **Pricing research:** Pricing research and pricing strategy decisions, optimum price-product-feature configurations and market positioning opportunities. (8+2+2)
- 5. Marketing Research Applications - II:**
 - (a) **Brand Research:** brand concepts, brand names, brand power research, brand equity survey measurements, Brand tracking studies.
 - (b) **Advertising Research:** Concept testing research – evaluating advertising concepts, ad theme concepts and appeals, ad recall surveys, message and theme salience, impact measures, buying motivation and association measures, media research like readership surveys, Media audience tracking studies, TRP, Limitations of advertising research.
 - (c) **International Marketing Research:** Marketing research in international context - importance, complexities and issues, International secondary data sources, Primary data collection methods and complexities of data collection in international marketing research, Online data sources and research, Issues in multi-country data analysis - Data comparability and validity problems, major sources of errors, Report preparation and presentation.(8+2+2)

Note: A mini marketing research project can be given in groups to students for concurrent evaluation.

Suggested Text Books:

1. Marketing Research, G C Beri, TMGH
2. Marketing Research - An Applied Orientation, Malhotra and Dash, Pearson Education.
3. Marketing Research, Churchill, Jr, G.A. and D. Iacobucci, South Western: Thomson.
4. Marketing Research, Zikmund, Babin, Cengage Learning
5. Marketing Research, Boyd, H.P., R. Westfall and S. F. Stasch, Delhi: A.I.T.B.S.
6. Marketing Research, Burns, G.A. and D. Bush, South Western: Thomson.

Suggested Reference Books:

1. Marketing Research, Green, P.E., Tull, D.S. and G. Albaum, New Delhi: Prentice Hall of India.
2. Marketing Research, Suja Nair
3. Marketing Research, Luck, D.J. and R.S. Rubin, New Delhi: Prentice Hall of India.
4. Marketing Research, Tull, D.S. and D.I. Hawkins, New Delhi: Prentice Hall of India.

Semester II		206MKT: Consumer Behavior
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206MKT.1	REMEMBERING	RECALL the factors influencing Consumer's purchase decision making process.
CO206MKT.2	UNDERSTANDING	OUTLINE consumer and organizational buyer behavior process.
CO206MKT.3	APPLYING	APPLY concepts of consumer behavior to real world marketing decision making.
CO206MKT.4	ANALYSING	ANALYZE the consumer decision making process and the role of different determinants that affect the buying decision process.
CO206MKT.5	EVALUATING	EXPLAIN the new trends influencing buyer behavior and its effect on new age Indian Consumer.
CO206MKT.6	CREATING	DISCUSS the consumer and organizational buying behavior process for a variety of products (goods/services).

- 1. Introduction to Consumer Behavior:** Definition, Consumer and Customers, Buyers and Users, Organizations as Buyers, Use of Market Segmentation in Consumer Behavior, The Changing Patterns of Consumer Behavior in the context of the evolving Indian Economy, The Internet, e-commerce, and information technology and the changing consumer marketplace, New Trends in Consumer Behavior and its Applications in Marketing. (4+1)
- 2. Individual Determinants of Consumer Behavior:**

(a) Consumer Personality – Personality, Self-concept, Overview of Personality Theories, Brand Personality, Emotions.

(b) Consumer Perception - Sensation (Exposure to Stimuli), Factors that Distort Individual Perception, Overview of Price Perceptions, Perceived Product & Service Quality and Consumer Risk Perceptions.

(c) Consumer Learning, Memory and Involvement - Components of Learning, Behavioral Theory, Cognitive Learning Theory, Concept of Involvement, Dimensions of Involvement, Involvement and Types of Consumer Behavior, Overview and Application of Cognitive Response Model.

(d) Consumer Attitudes - Functions of Attitude, Attitude Models, Relationship between Attitude, Beliefs, Feelings and Behavior, Learning Attitudes, Changing Attitudes, Attitude Change Strategies for marketers.

(e) Consumer Motivation - Needs and Goals, Motivational Conflict, Defense Mechanisms, Motive Arousal, Overview of Motivational Theories, Overview of Maslow's hierarchy of needs. (11+1)

3. Environmental Influences on Consumer Behavior:

(a) Cultural Influences on Consumer Behavior – Concept of Culture, Values, Sub-cultures, Influence of Indian Culture on Consumers, Multiplicity of Indian Cultures and their influence on consumer behavior, Cross-cultural Influences.

(b) Social Class and Group Influences on Consumer Behavior - Concept of Social Class, Social Sub-Class, Money and Other Status Symbols, AIO classification of Lifestyle, VALS Typology, Source of Group Influences, Types & Nature of Reference Groups, Reference Group Influences and Applications, Group Norms and Behavior, Family Life Cycle Stages, Family Purchases, Family Decision-making, Purchasing Roles within family, Word-of-Mouth Communications within Groups, Opinion Leadership.

(c) Indian Consumer: Social classes in India – Overview of old and new Socio-Economic Classes (SEC) in Urban & Rural Markets, Characteristics of BoP Consumers, Gen Z Consumers, HNI Consumers in India.

(d) Diffusion of Innovation - Types of Innovation, Diffusion Process, Factors Affecting the Diffusion of Innovation, The Adoption Process. (11+1)

4. Consumer Decision Making Process:

(a) Problem Recognition - Types of consumer decisions, types of Problem Recognition, Utilizing problem recognition information

(b) Search & Evaluation - Types of information, Sources of Information Search, Search, Experience and Credence Aspects -Marketing Implications, Situational Influences on Purchase Decisions, Nature of Situational Influence, Situational Variables

(c) Purchasing Process - Why do people shop? Store & Non-store Purchasing Processes, Purchasing Patterns

(d) Post-purchase Evaluation & Behavior - Consumer Satisfaction, Dissatisfaction, Customer Delight, Consumer Complaint Behavior, Post- Purchase Dissonance.

(e) Consumer Decision Models - Types of Consumer Decisions, Nicosia Model of Consumer Decision-making, Howard-Sheth Model, Engel, Blackwell, Miniard Model (11+1)

5. Organizational Buying Behavior: Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Involvement and Types of Organizational Buying Decisions, Factors Influencing Organizational Buyer Behavior, organizational Buyer Decision Process, Organizational Buying Roles.(3+1)

Note: Live examples and cases to be discussed.

Suggested Text Books:

1. Consumer Behavior, David L. Loudon & Albert J. Della Bitta, Tata McGraw Hill, 4th Edition
2. Consumer Behavior, Hawkins, Mothersbaugh, Tata McGraw Hill
3. Consumer Behavior, Batra, Kazmi, Excel Books
4. Consumer Behavior, Leon Schiffman, Leslie Kanuk, S.Ramesh Kumar, Pearson, 10th Edition
5. Consumer Behavior, Engel, Blackwell & Miniard
6. Consumer Behavior - An Indian perspective, Dr. S.L Gupta, Sumitra Pal, Sultan Chand and Sons
7. Consumer Behavior - In Indian Perspective, Suja R. Nair, Himalaya Publishing House.
8. Why we Buy: The Science of Shopping, Paco Underhill, Simon and Schuster Paperbacks.

Suggested Reference Books:

1. We are like that only by Rama Bijapurkar, Penguin
2. The Marketing White Book, Business World
3. Economic Times, Business Standard, Mint, Business world. (Brand equity & Brand wagon)

Additional Reference Material:

1. Understanding and shaping consumer behavior in the next normal, McKinsey, July 2020 (<https://www.mckinsey.com/~/media/mckinsey/business%20functions/marketing%20and%20sales/our%20insights/understanding%20and%20shaping%20consumer%20behavior%20in%20the%20next%20normal/understanding-and-shaping-consumer-behavior-in-the-next-normal.pdf?shouldIndex=false>)
2. Buyology: Truth and Lies About Why We Buy, by Martin Lindstrom, Doubleday Publishing Group, 2008.

Subject Elective (SE) Courses - Semester II Specialization: Marketing Management

Semester II		217MKT: Integrated Marketing Communications
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

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CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217MKT.1	REMEMBERING	Describe the key concepts & components of IMC
CO217MKT.2	UNDERSTANDING	EXAMINE the role of integrated marketing communications in building brand identity, brand equity, and customer franchise.
CO217MKT.3	APPLYING	Apply the integrated marketing communications tools in contemporary real world scenarios.
CO217MKT.4	ANALYSING	ANALYZE and critically evaluate the communications effects and results of an IMC campaign to determine its success for a variety of brands.
CO217MKT.5	EVALUATING	Evaluate the IMC mix, advertising – sales promotion & PR strategies with real world examples of products / services / e-products / e-services
CO217MKT.6	CREATING	Develop an integrated creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign.

1. An Introduction to Integrated Marketing Communication:

Meaning and role of Integrated Marketing Communication in marketing process, Role of IMC in creating brand identity, brand equity, Communication Process, Promotional Mix: Tools for IMC, The IMC Planning Process, Global IMC. The Value of IMC plans – information technology, changes in channel power, increase in competition, brand parity, integration of information, decline in the effectiveness of mass-media advertising. (3)

2. Advertising - I:

(a) Definition, History, Roles and Functions of Advertising, Types of Advertising, Steps in Development of Advertisement.

(b) Advertising Design: Appeals, Message Strategies & Execution Framework: Advertising Design, Advertising Theory, Types of Advertising Appeals, Message Strategies, Cognitive strategies, Execution Strategies, Advertising Effectiveness.

(c) Copywriting: Meaning and Definition of Copywriting, The Copywriter, Copywriting for Print, Copywriting guidelines, Radio Copywriting, TV Copywriting, Writing for the Web, Tips for writing good web content, blog writing, storytelling. (10)

3. Advertising - II:

(a) Media Planning and Strategies: Growth and Importance of Media, Meaning and Role of Media Planning, Media Planner & its role, Media Budget, Media buying Process, Market Analysis, Media Objectives, Developing and Implementing Media Strategies, Evaluating the effectiveness.

(b) Print Media and Outdoor media: Characteristics of the press, Basic media concepts, Newspapers, Magazines, Factors to consider for magazine advertising, Packaging, Out-of-home Advertising. In Transit Advertising, Digital signboard, billboards, Point-of-Sale Advertising.

(c) Broadcast and Internet Media: Meaning of Broadcast Media, Radio as Medium, Television as Medium, Internet Advertising, Email Advertising. OTT Advertising, Audio Music & Podcast, Social Media Advertising, Influencer Marketing, Mobile Advertising. (10)

(D) Digital Media & Advertising: Advertising on Digital Media, Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights.

4. Sales Promotion:

Scope and Role of Sales Promotion, Growth of Sales Promotion, Consumer Oriented Sales Promotion, Techniques in Sales Promotion, Trade Oriented Sales Promotion, Coordinating sales promotion and advertising; Sales promotion abuse; Personal selling. Role of Sales Promotion in communicating and offering Value to its customers, Techniques in Sales Promotion, Trade Oriented Sales Promotion, Customer Oriented Sales Promotion, Coordinating sales promotion and advertising, Digital Sales Promotion (Coupons, Gift Vouchers, Cash Back etc.) Personal selling: Meaning and Importance,

5. Public Relations, Publicity and Corporate Advertising:

Definition of Public Relations, Publicity and Corporate Advertising; Role and functions of Public Relations in Digital Economy Difference between public relations and advertising, Functions of Public Relations; Creating positive image building activities; Preventing or reducing image damage; Sponsorship and Event marketing; Role of internet in Public Relations, Publicity, Advantages and Disadvantages of Publicity. (3)

Suggested Text Books:

1. Advertising and Promotion, Belch, George and Belch, Michael, Tata McGraw Hill, New Delhi.
2. Integrated Advertising, Promotion and Marketing Communication, Clow, Kenneth & Black, Donald, Pearson Education, New Delhi.
3. Advertising Management, Jethwaney, Jaishree and Jain, Shruti, Oxford University Press, New Delhi.
4. Advertising and Promotions, Semenik Allen, Cengage Learning
5. Advertising and Promotion, SHH Kazmi, SatishBatra, Excel Books
6. Advertising and Promotions, Shah, D'Souza, Tata McGraw Hill

Suggested Reference Books:

1. Integrated Marketing Communication, Tom Duncan, McGraw-Hill
2. Integrated Marketing Communication: Trends and Innovations, Shridha Jain, Global India Publications
3. IMC, The Next Generation, Don Schultz and Heidi Schultz, Tata McGraw Hill, New Delhi.

Semester II		218MKT: Product and Brand Management
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO218MKT.1	REMEMBERING	DEFINE the key concepts and DESCRIBE the elements of a product & Brand strategy.
CO218MKT.2	UNDERSTANDING	EXPLAIN the process and methods of Product & brand management, including how to establish brand identity and build brand equity.
CO218MKT.3	APPLYING	IDENTIFY the Brand Marketing Strategies for Leaders, Challengers, Followers and Niche Strategies for real life consumer, business products and services operating in various markets and in the digital space.
CO218MKT.4	ANALYSING	EXAMINE the key brand concepts by articulating the context of and the rationale of application for real life consumer, business products and services operating in various markets and in the digital space.
CO218MKT.5	EVALUATING	FORMULATE effective branding strategies for real life consumer, business products and services operating in various markets and in the digital space.
CO218MKT.6	CREATING	CREATE 'Brand Equity Management system' for real life consumer, business products and services as well as for Reinforcing / Revitalizing / Rejuvenating failed Brands in various markets and in the digital space.

1. Product Management: Product management as a basis of marketing organization structure. Role of product manager, Product management in consumer product industry Vs. industrial product industry. Overview of product level marketing plans. (5)

2. Product Strategy: Elements of a product strategy, Defining Competitive set, Category Attractiveness Analysis, Competitor Analysis, Customer Analysis, setting objectives, selection of strategic alternatives – increasing sales, market share, profitability, New product failure. (5)

3. Brand Management and Brand Equity: Definition of brand, Challenges in Branding Strategic brand management process, Brand Equity Models- Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, and Customer based Brand equity, Brand knowledge, Sources of brand equity - Brand Awareness, Brand Image. Approaches of Brand Valuation; Historical Cost, Replacement cost, Discounted cash flow, Price Premium & Brand contribution approach (7)

4. Planning and Implementing Brand Marketing Programs: The Four steps of brand building, creating customer value, Identifying and establishing brand positioning, Positioning guidelines, Brand differentiation based on Human-to Human touch ,Brand Identity, Choosing brand elements to build brand equity, Options and tactics for Brand, New perspectives on marketing, Integrating marketing communication to build brand equity, Conceptualizing the leveraging process, Co- branding, Celebrity Endorsement. Brand Marketing Strategies for Leaders, Challengers, Followers, Niche Strategies. (7)

5. Growing and Sustaining Brand Equity: The brand value chain, Brand audit, Designing brand tracking studies, Capturing customer mind set through quantitative and qualitative research techniques , Establishing Brand equity Management system; Brand Equity Charter, Brand Equity Report, Brand Equity Responsibilities Brand architecture,

Brand hierarchy, Designing brand strategy, New products, Brand extensions- advantage and disadvantage, & Types of Brand Extensions, Reinforcing brands, Revitalizing brands, Rejuvenating failed Brands. (6)

Suggested Text Books:

1. Product Management, Lehmann & Winer, TMGH
2. Product Management, S. A. Chunawalla, Himalaya Publishing House
3. Strategic Brand Management, Kevin Lane Keller, Pearson
4. Strategic Brand Management, J N Kapferer, Kogan Page
5. Brand Management, Dr. S.L.Gupta Himalaya Publishing House
6. Brand Marketing Management, Dr. M. V. Kulkarni, Everest Publishing House

Suggested Reference Books:

1. Product Management, Dr. C. Anandan, TMGH
2. Product & Brand Management, U.C. Mathur, Excel books
3. Positioning the Battle for your mind, Al Ries and Jack Trout
4. Building Brand Equity, David Aaker
5. Branding Concepts & Process, Debashish Pati
6. Successful Branding, Pran K Chaudhary
7. Brand Positioning Strategies for Competitive Advantage, Subrato Sen Gupta
8. Marketing 4.0 by Philip Kotler, Hermawan Kartajaya, and Iwan Setiawan, John Wiley & Sons

Supplementary Reading Material:

1. Brand Equity, Supplement of the Economic Times
2. Brand Wagon, Supplement of the Financial Express
3. Strategist, Supplement of Business Standard
4. Marketing White book

Semester II		219MKT: Personal Selling Lab
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO219MKT.1	1 REMEMBERING	LIST the key terms in selling and DESCRIBE the qualities of Winning Sales Professionals.
CO219MKT.2	UNDERSTANDING	EXPLAIN the concepts and terms that are central to personal selling.
CO219MKT.3	APPLYING	APPLY personal selling process and skills in real-life selling situations.
CO219MKT.4	ANALYSING	ILLUSTRATE the use of various sales techniques needed to achieve a profitable sale for a real world product/ service / e-product / e-service.
CO219MKT.5	EVALUATING	DEVELOP a customer plan that identifies all elements of personal selling, essential for creating successful sales for a real world product/ service / e-product / e-service
CO219MKT.6	CREATING	DESIGN sales presentations for a real world product/ service / e-product / e-service and for variety of selling situations.

1. Personal Selling & Salesmanship: Defining Personal selling and salesmanship, Selling as a profession, Objectives and Significance of personal selling in digital era, Essentials of Personal Selling, Traditional & Modern Selling Approach, Ethical and Legal Considerations in Personal Selling, Role of Selling in Marketing, Types of selling, Qualities of Winning Sales Professionals - Physical, Mental, Social and Character Traits. Theories of Selling: AIDA, Right set of circumstances theory of selling, Buying Formula theory of selling, Behavioral Equation theory, Pre sales, Post Sales and sales coordination (4)

2. Personal Selling Process I: Prospecting- objectives, sources and methods, Sales funnel, Lead Generation, Getting appointment, Sales Responsibilities and Preparation; Pre approach-step toward sales planning-elements of sales call planning; Customer need discovery & Analysis; Approach- sales presentation/ demonstration- selection of appropriate presentation method, essentials of presentation, sales presentation mix- persuasive communication, visual presentation and dramatization, Use of questions- Direct questions, non- directive questions, rephrasing, redirect questions; Sales Leads, Account Management, Building long-term partnership by Selling, Strategic Understanding of Company, Products, Competition, and Markets Strategic Understanding of Company, Strategic Understanding of Products. (7)

3. Personal Selling Process II: Handling objection- hidden, stalling, no need, money objection, etc., objection handling techniques, Closing the sale- reading buying signals, closing techniques- the alternative choice, assumptive, the compliment, the summary, the continuous, the minor point, the tea account, the standing room and the probability; Follow up after sales- Discuss service requirements, handling complaints, Key Account Management. Customer Service: meaning of Customer Service, Importance of Customer Satisfaction Customer Follow-Up Strategies, Customer Service Questionnaire, Evaluating Customer Service. (7)

4. Personal Selling Skills: What Companies Look for in New Salesperson, Negotiation, Communicating Effectively with Diverse Customers – Meaning of Communication, Developing Communication Skills, essentials of Effective Communicator, Communication Styles, making choice of Communication Style, Communication and Trust Building , Listening Skills, Presentation and Demonstration, Body Language- Space, Moments, Eye Contacts & Postures, Interpersonal skills, Follow up Calls, Writing Effective Sales Letters and e- mails, Positive Mental Attitude, Goal Setting, Effective Dressing, Managing Yourself, Managing Time and Territory Self-Management Effectiveness and Efficiency Sales Activities, Setting Priorities Account And Territory Management, Working Smarter , Cold Call Mechanism, Tools and Technical aids for Selling (3)

5. Personal Selling Applications and Situations: Careers in Personal Selling / Sales, Selling of services- financial, IT and telecommunication, advertising, education; Selling of industrial products- raw material, capital goods, supplies; Selling of consumer goods - convenience, shopping and specialty goods; International selling; Selling in rural markets; Selling high and low involvement products; Selling to new and existing customers Market; Selling to end users, intermediaries, government departments and agencies; Selling individual and groups(4)

Suggested Text Books:

1. Fundamentals of Selling by Charles M. Futrell, Tata McGraw Hill 10th Edition
2. A B C's of Selling by Charles M. Futrell, AITBS, New Delhi,
3. World Class Selling by Roy Chitwood, JAICO Publishing House
4. Successful Selling Solutions by Julian Clay, Viva Books
5. Value Added Selling by Tom Reilly, TMGH

Suggested Reference Books:

1. Achieving Sales Excellence by Howard Stevens, Viva Books Pvt. Ltd.
2. Power Sales Presentation by Stephan Schiffman, Adams Media Corporations.
3. Sales Essentials by Stephan Schiffman, Avon Massachusset
4. Smarter Selling by Keith Dugdale & Lambert, Prentice Hall.
5. Successful Sales- Get Brilliant Results Fast by Pauline Rowson, Viva Books.
6. Successful Selling Skills by Richard Denny, The Sunday Times.
7. The Art and Science of Negotiation by Raiffa H, Cambridge: Belknap/Harvard Press
8. Getting to Yes by Fisher R and Ury W, Harmondsworth Middlesex, GB Penguin Books

Semester II		220MKT: Digital Marketing - I
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO220MKT.1	REMEMBERING	DEFINE various concepts related to Digital Marketing.
CO220MKT.2	UNDERSTANDING	EXPLAIN the role of Facebook, Google Ad words, Youtube and Email in digital marketing.
CO220MKT.3	APPLYING	MAKE USE OF Facebook, Google Ad words, Youtube and Email for carrying out digital marketing of real life products.
CO220MKT.4	ANALYSING	ILLUSTRATE the use of Facebook, Google Ad words, Youtube and Email in various contexts of Digital Marketing.
CO220MKT.5	EVALUATING	DESIGN digital media campaign using appropriate mix of Facebook, Google Ad words, Youtube and Email.
CO220MKT.6	CREATING	CREATE appropriate content for Facebook, Google Ad words, Youtube and Email campaigns.

1. Digital Marketing and its Role in Global Context:

- 1.1 Concept, Role and Importance of Digital Marketing, Digital Marketing Vs. Traditional Marketing, Digital Marketing Process, Phygital marketing, Omni channel marketing, E-commerce & new trends in current scenario of the world.
- 1.2 Digital Marketing Environment, Digital Micro Environment, Understanding micro marketing elements in the digital marketing context
- 1.3 Digital Macro environment in India, PESTAL Analysis, National factors, global factors, role of cyber policy and digital commerce policy, Global Perspective of Digital Marketing (5+1+1)

2. Segmentation, Targeting and Positioning in Digital Marketing:

- 2.1 Segmentation: Concept, Need & Benefits, Criteria for segmenting Digital Audience - Geographic, Demographic, Psychographic, Behavioral segmentation.
- 2.2 Targeting Online Customers – Business, Government and Customer Markets.
- 2.3 Product Positioning, Sectoral perspective in digital marketing applications with the help of case studies.
- 2.4. Overview of Marketing Mix in digital marketing context. (5+1+1)

3. Digital Marketing Planning and Structure:

3.1 Inbound vs Outbound Marketing, Content Marketing, Understanding Traffic, Understanding Leads, Strategic Flow for Marketing Activities.

3.2 WWW, Domains, Buying a Domain, Website Language & Technology, Core Objective of Website and Flow, One Page Website, Strategic Design of Home Page, Strategic Design of Products & Services Page, Strategic Design of Pricing Page, Portfolio, Gallery and Contact Us Page, Call to Action (Real Engagement Happens), Designing Other Pages

3.3 SEO Overview, Google Analytics Tracking Code, Website Auditing, Designing Wordpress Website. (5+1+1)

4. Search Engine Optimization (SEO) Tools and Techniques:

4.1 Introduction to SEO concept and role in digital marketing: Understanding Search Engine Optimization: Search Engine Optimization (SEO), Features of SEO, Significance of SEO.

4.2 Model used in Digital Marketing, The Five Stage AACRO POEM model, Inverted Pyramid in SEO, Content Drilldown, E3model, Understanding Web and Mobile Marketing perspective.

4.3 Key SEO tools, Application and Functions Google Domain, Google my business, Google Search Console, Google Trends, Google Tag manager, SEM Rush, Domain Authority Score, Inbound Marketing.

4.4 Overview of Inbound Marketing: Essentials of an Effective Inbound Strategy, Optimizing Your Website for Search Engines, Convert Visitors in Leads, Creating Content with a Purpose, Lead & its generation online, Relevant Lead and Converting Visitors into Lead, Converting Leads into Sales. (5+1+1)

5. Search Engine Marketing (SEM) Tools:

5.1 Search Engine Marketing (SEM), Comparison between SEO and SEM, SMM and Keywords, Terminologies associated to SEM, Pay Per Click (PPC), Cost per Click (CPC), Search Engine Results Page (SERP), Click-Through Rate (CTR), Impressions, Google Display Network (GDN). Understanding Web and Mobile Marketing perspective.

5.2 Key SEM tools, Applications and functions, Google Ads, Google Analytics, Google Admob, Google Adsense, Google Marketing Platform, Google Shopping Campaign, Word stream advisor.

5.3 The Fundamentals of Blogging, Amplifying Your Content with Social Media, Enticing Clicks with Calls-to-Action, the Anatomy of a Landing Page, Optimization Thank You Page, Sending the Right Email to the Right Person, Hob Spot Inbound Marketing Certification.

5.4 Understanding the concept of Website Analytics, Different types of Web Analytics, Social Web Analytics, Mobile Web Analytics. (5+1+1)

Note: The teacher shall use practical assignments for evaluation.

Suggested Text Books:

1. Internet Marketing, Dave Chaffey, Fiona Ellis-Chadwick, Kevin Johnston, Richard Mayer, Pearson Education.
2. Digital Marketing, Oliver J Rich.
3. Online Marketing, Gerry T. Warner and Joe Wilson Schaefer.

Suggested Reference Books:

1. Digital Marketing, Prof. Seema Gupta, McGraw Hill Publications.
2. E- Marketing by Judy Strauss, Adel Ansary, Raymond Frost, Prentice Hall.
3. Social Media Marketing All-In-One for Dummies, Jan Zimmerman and Deborah.
4. Google Adwords for Beginners: A Do-It-Yourself Guide to PPC Advertising, Cory Rabazinsky.
5. Email Persuasion: Captivate and Engage Your Audience, Build Authority and Generate More Sales with Email Marketing, Ian Brodie

Supplementary Reading Material:

1. Journal of Internet Marketing and Advertising.
2. International Journal of Electronic Commerce.
3. International Journal of Electronic Retailing and Marketing.
4. International Journal of Online Marketing.

Websites:

1. www.smartinsights.com/digital-marketing-strategy/customer-segmentation-targeting/segmentationtargeting-and-positioning/
2. www.ibef.org
3. www.salesforce.com/Digital/Marketing

Suggested MOOCs:

1. Fundamentals of Digital Marketing- By Google
<https://learndigital.withgoogle.com/digitalunlocked/course/digital-marketing>
2. Digital Tools Certification- By Google
<https://skillshop.exceedlms.com/student/catalog>
3. Online SWAYAM certification
https://swayam.gov.in/nd2_ugc19_hs26/preview

Audio Visuals Link:

1. Free You Tube Channel:

https://www.youtube.com/channel/UCBDgBiaon_9MMMVcumg-v1g

2. Free You Tube Channel:

https://www.learn.digitalmarketing.com/?source=ga_idm_default&gclid=EAlaIqobChMxIHx65aO6QIVASGPChOjW_w4ZEAAyAAAEglpE_D_BwE

Semester II		221MKT: Marketing of Financial Services - I
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO221MKT.1	Remembering	RECALL the key concepts of the Indian Banking system.
CO221MKT.2	UNDERSTANDING	Outline role of regulators, changing environment
CO221MKT.3	APPLYING	IDENTIFY the characteristics of banking and Non-banking financial institutions
CO221MKT.4	ANALYSING	OUTLINE the growth & service offerings of wealth management in global and Indian context.
CO221MKT.5	Evaluating	ASSESS the customer touch-points and customer-buying journey for financial services.
CO221MKT.6	CREATING	CREATE the marketing strategy for financial products.

1. Concept, Nature, and Scope of the banking system in India: Regulatory framework of the Indian Banking system; Growth of banking sector in India; Role of banks in the economy and the importance of banking in the economy. An overview of the banking functions of Indian Banking & Non-banking financial institutions (NBFC). Understanding trends and challenges in Indian banking system. Cash reserve ratio, statutory liquidity ratio, repo and reverse repo, Overview KYC. (5+1)

2. Overview of E-banking and history of e banking: Importance of E-banking: human involvement, and e-banking. Traditional Banking Vs E-Banking; technologies – personal computer banking, Telephone banking, branch networking. E-banking technologies/ electronic delivery channels – ATM, POS Machine, electronic cards, mobile phone banking, electronic transfer methods: IMPS, NEFT, RTGS, Payment banks, Mobile Banking, mobile valets, Payment Mobile Applications., Para Banking concept. Fishing attacks and how to be safe from fishing. (5+1)

3. Introduction to Merchant Banking: Need of merchant banking services, difference between merchant and retail banking: Role and responsibilities of merchant banker Corporate consultancy, Project Counselling, Identification of potential investment opportunities, Capital structuring, negotiate with foreign collaborations, mergers and takeovers. Preparation of project feasibility reports, Portfolio Management, Loan/Credit Syndication, Arranging Working Capital Finance, Corporate consultancy, Project Counselling, Identification of potential investment opportunities. The role of bank/s associated with International Trade process. Trade Transactions. (5+1)

4. Other Financial Services: Leasing / Hire Purchase: Definition, meaning, types, process, advantages, limitations. Housing Finance: Major institutions involved, types, rate of interest, advantages, scenario in India. Credit Cards: Meaning, types, growth, advantages and disadvantages, growth in India. Credit Rating Services: Origin, definition, advantages, credit rating agencies Indian and Global. Other Services: Factoring, forfeiting, bill discounting, consumer finance and venture capital. (5+1)

5. Marketing strategy & consumer behaviour: Objectives of marketing financial products; marketing mix for financial services, marketing budget, lead generation, challenges, and opportunities in financial marketing, adapting to changing market environment. Traditional marketing & Social media marketing- – Print media, TV, seminars, trade shows, Advantages & disadvantages speed-scale and reach of the digital platform, use of Facebook, Twitter, LinkedIn, company websites, financial services aggregator websites, email marketing, financial blogs. Chatbots, AI, machine learning, deep learning, Blockchain, future potential for growth for the marketing of financial services. Perception about risk & returns, knowledge about financial products, touch point for buying financial products, choice of distribution channel, customer journey of buying financial services. CRM strategies for financial services. (5+1)

Suggested Text Books:

1. Security Analysis and Portfolio Management by Sudhindra Bhat, Excel Books, 2011 Edition

2. Marketing of Financial Services, V.A. Avadhani, Himalaya Publishing House

3. Marketing Financial Services by Hooman Estelami, Dog Ear Publishing, LLC

The New Wealth Management: The Financial Advisor's Guide to Managing and Investing Client Assets

Semester II		222MKT: Marketing of Luxury Products
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
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CO222MKT.1	REMEMBERING	DESCRIBE the various concepts associated with luxury brand management and marketing.
CO222MKT.2	UNDERSTANDING	UNDERSTAND the Consumer behavior in the context of luxury brands and differential perspectives in managing luxury brands.
CO222MKT.3	APPLYING	APPLY the best strategy for segmenting, targeting and positioning the various luxury brands.
CO222MKT.4	ANALYSING	ANALYSE the marketing strategies for luxury products in changing marketing dynamics.
CO222MKT.5	EVALUATING	ASSESS the role of Luxury retail format and EVALUATE the luxury markets, nationally, internationally and globally.
CO222MKT.6	CREATING	DEVELOP a marketing plan for a luxury product marketing in real world

- 1. Introduction to Managing Luxury brands:** Defining brand ,luxury and relativity, luxury goods, luxury brand, fashion, difference and similarity between luxury and fashion, Unique properties, opportunities, and challenges of ever-changing markets of design, fashion, and luxury goods. Luxury -historical and contemporary perspectives. Main luxury sectors: definition and trends. Luxury brands in the emerging markets and the Indian context, and historical leaders. **(5+1)**
- 2. Understanding Luxury Consumer and Methodological approaches to understanding luxury:** Identifying a luxury product: main types, Features of consumer behavior, Basic psychological phenomena associated with luxury purchase, Luxury consumption motives, Luxury Brand Identity, Changing marketing dynamics and impact on the marketing, experience and consumption of luxury products. **(5+1)**
- 3. Luxury Segmentation, Targeting, Positioning & Marketing Mix:** Pursuing long term profitability through sound marketing strategies. Segmentation of Luxury products, Positioning – (a) Identity management-Communication policy, managing creativity, corporate image and volatility, (b) Channel management Luxury marketing mix: product policy, Steps in building luxury brands, price policy, distribution policy, Craftsmanship: How are things made and why it matters, Communicating & Distributing Luxury. **(5+1)**
- 4. International luxury markets:** Understanding Global Trends in Luxury markets, Understanding Differential perspectives in Luxury: East vs. West; Role/ Influence of Gender in Luxury brands consumption Masculine vs. Feminine; Seriousness vs. Humor, understanding Cultural Perspectives and its impact in managing luxury brands/ products. **(5+1)**
- 5. Luxury retail:** Understanding Different Segments of Luxury Retail: The beauty & fragrance industries, Fine Jewelry& timepieces, Accessories; Art, Beauty products, Hospitality, Automotive, Fashion, Role of Retail Format on Luxury products. **(5+1)**

Suggested Text Books:

1. The Luxury Strategy, Kapferer, Jean-Noel and V. Bastien, Kogan Press

Suggested Reference Books:

1. The Luxury Strategy: Break the Rules of Marketing to Build the Luxury Brand. V. Bastien, J. N. Kapferer. Kogan Page Publication
2. The idea of prestige: A conceptual and historical investigation, Berry, C.J., Cambridge University Press.
3. Economics and consumer behavior, Deaton, A., & Muellbauer, J., Cambridge University Press.
4. Luxury Retail Management: How the World's Top Brands Provide Quality Product and Service Support. Chevalier, M & Gutsatz, M. Singapore: John Wiley & Sons.
5. Global Luxury Trends: Innovative Strategies for Emerging Markets. Hoffmann, J, & Coste-Maniere, I London: Palgrave Macmillan

Subject Core (SC) Courses - Semester II
Specialization: Financial Management

Semester II		205FIN: Financial Markets and Banking Operations
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205FIN.1	REMEMBERING	RECALL the structure and components of Indian financial system through banking operations & Financial Markets.
CO205FIN.2	UNDERSTANDING	UNDERSTAND the concepts of financial markets, their working and importance.
CO205FIN.3	APPLYING	ILLUSTRATE the working and contribution of Banks and NBFCs to the Indian Economy.
CO205FIN.4	ANALYSING	ANALYZE the linkages in the Financial Markets.
CO205FIN.5	EVALUATING	EXPLAIN the various banking and accounting transactions.
CO205FIN.6	CREATING	DEVELOP necessary competencies expected of a finance professional.

- 1. Basic Concepts of Indian Financial System:** Structure and Components: Indian financial system in India, Role of financial system in economic development. Introduction to financial Institutions – Banking – Non Banking Institutions. Role and Functions of Banks and their Contribution to Indian Economy. Introduction to Financial Markets, Functions and Classification. Money Market, Capital markets, Bond markets, Commodity markets, Money markets, Derivatives markets, Futures markets, Foreign exchange markets, Crypto currency market **(7+2)**
- 2. Money Market:** Structure and components: Participants in Indian Money Market, Money Market Instruments, Structure of Money Market, Role of central bank in money market; Players in the Indian Money Market, The reforms in Indian Money Market. **(7+2)**
- 3. Capital Market:** Components & Functions of Capital Markets, Primary & Secondary Market Operations, Capital Market Instruments - Preference Shares, Equity Shares, Non-voting Shares, Convertible Cumulative Debentures (CCD), Fixed Deposits, Debentures and Bonds, Global Depository receipts, American Depository receipts, Global Debt Instruments, Role of SEBI in Capital Market. **(7+2)**
- 4. Banks and NBFCs:** Types of Banks & NBFCs: Central Bank, Nationalized & Co Operative Banks, Regional Rural Banks, Scheduled Banks, Private Banks & Foreign Banks, Mudra Bank, Small Finance Banks, Specialized Banks, NBFCs. Types of Banking: Wholesale and Retail Banking, Investment Banking, Corporate Banking, Private Banking, Development Banking. **(7+2)**
- 5. Concepts in Banking and Accounting of transactions:** Accounting in banks, Electronic Banking, Role of Technology in Banking services - ATM, NEFT, RTGS, IMPS, ECS, MICR, etc. Lending Practices, Principles of Sound Bank Lending, Financial reporting and control. **(7+2)**

Suggested Text Books:

1. Indian Financial Services, M Y Khan
2. Marketing of Financial Services, Dr D Guruswamy
3. Financial Services In India, Avadhani,V.A.
4. Risk and Insurance Concepts , P Perriasamy, M Veerasevalam
5. Financial services of India, Dr. D Guruswamy
6. Capital Markets & Financial Services, Anil Agashe
7. Financial services, M. Y. Khan

Semester II		206FIN: Personal Financial Planning
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206FIN.1	REMEMBERING	UNDERSTAND the need and aspects of personal financial planning
CO206FIN.2	UNDERSTANDING	Describe the investment options available to an individual
CO206FIN.3	APPLYING	IDENTIFY types of risk and means of managing it
CO206FIN.4	ANALYSING	DETERMINE the ways of personal tax planning
CO206FIN.5	EVALUATING	EXPLAIN retirement and estate planning for an individual and design a financial plan.
CO206FIN.6	CREATING	CREATE a financial plan for a variety of individuals.

1. **Introduction to Financial Planning:** Need for Financial Planning, Assessing personal and financial goals, needs and priorities, attitudes and expectations and risk tolerance level, Personal Financial Planning Process, Preparation of Personal Budget, Personal Financial Statements, Responsibilities of a Financial Planner, Time Value of Money, KYC, PAN & AADHAR **(5+2)**
2. **Investment Planning:** Introduction to Investment Planning, Investment Criteria- liquidity, safety and Profitability, Investment vehicles (Gold, Bonds, Equity, FD, Insurance, MFs, ETFs, Post Office Savings, Real Estate etc.), Risk and Return associated with these investments, Return comparison over a period of time from different asset classes, Investment strategies, Mutual Funds as Investment Vehicle-Special focus on SIP, STP, and SWP, NFOs, Trading in Commodities, Derivatives and F&Os, Crypto currency, Creating an Investment Portfolio, Awareness of mis-selling in investment products. **(10+2)**
3. **Risk Analysis, Insurance Planning and Debt:** Risk analysis, Concept of long term risk, Insurance decisions in personal financial planning, Types of insurance cover- mortality, health, disability, property and liability, ULIPs and Term Plans, Credit Card Financing, Types of Consumer and Home Loans- cost and risk, Credit Score. **(8+2)**
4. **Tax Planning:** What is Tax Deduction? Tax Deductions under the Section and respective Subsections of : 80C, 80D, 80E, 80G, 80 I, Sections 80 JJA, 80QQB, 80RRB, 80TTA, 80U and other relevant sections, Direct Tax Code (DTC), Taxation impact on different investment options, Personal tax planning, Filing IT Returns. **(6+2)**
5. **Retirement Planning and Estate Planning:** Wealth creation, retirement planning for an individual, Pension Plans, Provident Fund, Gratuity, Life Insurance Plans., General Insurance Plans, Reverse Mortgage Plans, Senior Citizen Schemes, What is Estate? Who needs Estate Planning? Transferring assets during life time, Power of Attorney, Transferring assets post death – e.g., Nominations, Will, and Creating Trusts. **(6+2)**

Note:

1. **The weightage in the question paper shall be as follows:** Numerical problems / Cases: 40% & Theory: 60%
2. **Formats of documents to transfer assets should be discussed**
3. **Numerical problems on the following should be taught :**
 - a) Time Value of Money: Compounding, Discounting, Annuities, Sinking Fund, Perpetuities
 - b) EMI calculation on loans

Suggested Text Books:

1. Basics of Personal Financial Planning Insurance Education Series by NIA, K C Mishra, Steward Doss, Cengage Delmar Learning India Pvt. Ltd.

Suggested Reference Books:

1. Introduction to Financial Planning , Indian Institute of Banking & Finance
2. Personal Financial Planning Theory and Practice, Kaplan Schweser
3. Personal Finance, E. Thomas Gorman and Raymond E. Forgue, Southwest-Western Cengage Learning.
4. Fundamentals of Financial Planning, Michael Dalton, Joesph Gillice, James Dalton and Thomas Langdon, Money Education
5. Personal Financial Planning, Benedict Koh Wai Mun Fong, Pearson
6. Personal Financial Planning, Lawrence J. Gitman , Michael D.Joehnk, Cengage NOW.

Subject Elective (SE) Courses - Semester II
Specialization: Financial Management

Semester II		217FIN: Securities Analysis & Portfolio Management
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217FIN.1	REMEMBERING	REMEMBER various concepts of investments, Bonds.
CO217FIN.2	UNDERSTANDING	EXPLAIN various theories of Investment Analysis and Portfolio Management.
CO217FIN.3	APPLYING	CALCULATE risk and return on investment using various concepts covered in the syllabus.
CO217FIN.4	ANALYSING	ANALYZE and DISCOVER intrinsic value of a security.
CO217FIN.5	EVALUATING	DESIGN/ CREATE optimal portfolio.

- 1. Introduction & Concepts: Investment:** Meaning, nature & objectives, Investments Vs. Speculation & Gambling, Investment Process, Investment Environment, Investment avenues: Marketable & Non marketable financial assets. **Portfolio Management:** Meaning, attributes, significance and process of Portfolio Management, Portfolio manager and his role **(3+1)**
- 2. Risk & Return Analysis: Risk & Return:** Meaning and Elements of Risk & Return, Measurements of Risk & Return, Relationship between risk and return. **Fundamental Analysis:** Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis. **Technical Analysis:** Meaning, Tools of technical analysis, Technical Analysis vs. Fundamental Analysis. **Efficient Market Theory:** Meaning. Forms of Market Efficiency, Efficient Market Hypothesis vs. Fundamental & Technical Analysis **(7+1)**
- 3. Valuation of bonds and shares: Bond Valuation:** Meaning, Types, Bond Prices, Bond Return, Risks in Bonds. **Equity Valuation:** Meaning, Concept of Present Value, Share Valuation Models, Multiplier Approach to Share Valuation **(5+1)**
- 4. Portfolio Analysis & Selection: Concept of portfolio and portfolio management:** Meaning, Types of Portfolio Risks, Diversification of Risks, Selection of Optimal Portfolio. **Markowitz Portfolio Selection Model:** Efficient set of portfolios, Optimal Portfolio selection, Limitations of the Model. **Capital Asset Pricing Model (CAPM):** Meaning, Assumptions & Limitations of CAPM. **Sharpe-The Single Index Model:** Measuring security risk & return, Measuring Portfolio Risk & Return. **Factor Models and Arbitrage Pricing Theory:** Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model **(7+1)**
- 5. Portfolio Revision & Evaluation : Portfolio Revision:** Meaning and need of Portfolio Revision, Constraints in Portfolio Revision, Revision Strategies, **Portfolio Evaluation:** Meaning and need of Portfolio Evaluation, Evaluation Perspectives, Measuring Portfolio Returns & Risk Adjusted Returns **(3+1)**

Suggested Text Books:

1. Investment Analysis and Portfolio Management, Chandra, Prasanna (Tata McGraw Hill Publishing Co. Ltd.)
2. Securities Analysis & Portfolio Mgmt., V A Avadhani ,Himalaya Publications
3. Security Analysis and Portfolio Management, S. Kevin, PHI Learning Pvt. Ltd.
4. Investment Analysis & Portfolio Management, Ranganathan&Madhumathi ,Pearson Education Pvt. Ltd.

Suggested Reference Books:

1. Security Analysis and Portfolio Management, Fischer DE & Jordan R J, Prentice Hall.
2. Portfolio Management, Barua, S. K.; Raghunathan V; Varma, J R ,Tata McGraw Hill Publishing Co. Ltd.
3. Investment Analysis and Portfolio Management, Frank K. Reilly and Keith C. Brown ,Thomson Learning
4. Modern Investments and Security Analysis, Fuller R J; Farrel JL ,McGraw Hill
5. Investment Management, V.K. Bhalla ,S.Chand& Co.
6. Security Analysis & Portfolio Management, S.Bhat, Excel Books
7. Security Analysis and Portfolio Management, Punithavathy P., Vikas Publishing
8. Security Analysis and Portfolio Management, A.P. Dash,I.K. International

Semester II		218FIN: Futures & Options
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO218FIN.1	REMEMBERING	Describe the basic concepts in derivatives, terminology related to futures, options and risk management.

CO218FIN.2	UNDERSTANDING	Understand the functioning of derivative market, standard derivative contracts, their properties, functionality.
CO218FIN.3	APPLYING	Apply technical methods for valuation of Future, options and other derivatives, in continuous and discrete time.
CO218FIN.4	ANALYSING	Analyse risk measures that are commonly used in risk management.
CO218FIN.5	EVALUATING	Evaluate different assumptions and principles behind derivatives pricing, risk management and evaluate strategies related to derivatives contract by eliminating volatility
CO218FIN.6	CREATING	Create Futures and Options trading strategies and also create hedging positions.

- 1. Introduction:** Definition of Derivative, Brief history of derivatives, participants in derivative market, Economic functions of derivative market, Evolution of commodity market, currency, stocks and Interest rate derivatives, Structure of derivative market- Forwards, Futures, Options, Swaps etc. Future and Options trading strategies: Risk Management, Hedging, speculation and Arbitrage, Spread trading **(5+1)**
- 2. Market Characteristics:** Futures and Options contract specifications, Underlying Asset, Contract size, and Delivery Specification, Moneyness of an option contract- In the Money (ITM), AT the money (ATM), Out of the Money (OTM), Mark to Market (MTM) using margin accounts, familiarizing with markets Quotes, trading strategies, involving options and Futures, Interest rate Derivatives, Contractual Specifications- floating and Fixed rate, Valuation of Interest Rate Derivatives **(5+1)**
- 3. Derivatives Pricing Theory:** Factors affecting Option Price: Option Payoffs, Black-Scholes formula for option pricing, Futures pricing: Pricing by Arbitrage: Relationship between futures and spot price (cost of carry and reverse cost of carry), difference between futures and forward price. **(5+1)**
- 4. Risk Analysis and Management:** Risk Measurement and Management framework, Options risk Management strategies, Options Greeks- Delta/Theta/Vega & Gamma, hedging with futures. **(5+1)**
- 5. Options and Futures Applications in India:** Structure of Indian Stock Markets and the Operational Efficiency of Options and Futures, Determination of the Fair Value of Futures and Options Prices, Interactions between Spot Equity Trading and Trading in Derivatives. Index Options and Futures, Constructing an Index, Methodology of Construction, Trading an Index. Conditions necessary to Improve the Market Structure in India and Policy Interventions. **(5+1)**

Suggested Text Books:

1. Futures & Options, A.N.Sridhar
2. Financial Derivatives, S.L.Gupta
3. Financial Derivatives, S.S. Kumar
4. Options, Futures & Other Derivatives, John C. Hull
5. Option Volatility & Pricing, Sheldon Naten Berg
6. The New Options Market, Max Ansbacher

Suggested Reference Books:

1. Futures & Options, ND Vohra, B.R.Bagr
2. Derivatives & Risk Management Basics, Don. M. Chance, Robert Brooks.
3. Derivatives & Risk Management, Jayanth Rama Varma

Semester II		219FIN: Direct Taxation
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO219FIN.1	REMEMBERING	REMEMBER various basic concepts / terminologies related Direct Taxation
CO219FIN.2	UNDERSTANDING	EXPLAIN how tax planning can be done.
CO219FIN.3	APPLYING	CALCULATE Gross Total Income and Income Tax Liability of an individual assessee of all income heads.
CO219FIN.4	ANALYSING	Permissible exemptions and deductions from income under Income Tax Act.
CO219FIN.5	EVALUATING	EVALUATE the tax liability and benefits of possible exemptions under Income Tax Act
CO219FIN.6	CREATING	DESIGN / DEVELOP / CREATE tax saving plan.

- 1. Introduction:** Basic definitions and concepts: Direct Tax, Indirect Tax Income, agricultural income, person, assessee, assessment year, previous year, gross total income, total income, maximum marginal rate of tax; Residential status; Scope of total income on the basis of residential status Exempted income under section 10. **(3+2)**
- 2. Income under the Head “Salaries” (new amendments of Finance Act 2020 & changes in perquisite) & “Income from House Property”:** Meaning of salary, Basis of charge of salary income, different forms of salary, different forms of allowances, perquisites, permissible deductions from salary income, tax treatment of provident fund (Basis of charge, property income not charged to tax, computation of income from let out house property and self-occupied property. **(8+2)**
- 3. Income under the Head “Profits and Gains of Business and Profession”:** (revision of tax audit report 2021) : Computation of profit or gain from business and profession (expenses expressly allowed as deduction; general deductions; expenses specifically disallowed) basis of charge; chargeable incomes; specific deductions; amount not deductible **(8+2)**
- 4. Income under the Head “Capital Gain” and “Other Sources”:** **Capital Gain**- Meaning- Capital Gain, Basis of charge, important definitions like Capital Asset, Short Term Capital Asset, Long Term Capital Asset, Transfer of Capital Asset, Short Term Capital Gain and Long term Capital Gain and their computation. **“Other Sources”** - Incomes Chargeable Under the head “Other Sources” (Section 56), Deductions Allowable (Sec. 57), Deductions Not Allowable (Sec 58), Bond Washing Transactions and Dividend Stripping (Sec 94). **(8+2)**
- 5. Net Taxable Income and Certain other Points:** Computation of net total income based on 5 heads, carry forward and set-off of losses and deductions under Sec. 80, Computation of Income Tax Liability, Advanced Payment of Tax, TDS, Tax Planning & Tax Evasion, Income Tax Returns, E-filing of ITR **(8+2)**

Suggested Text Books:

1. Direct Taxes, Ravi Kishore
2. Direct Taxes, J.P. Jakhotiya
3. Direct Taxes, Dr. Girish Ahuja & Dr. Ravi Gupta
4. Direct Taxation, Dr. Pradip Kumar Sinha

Suggested Reference Books:

1. Students Guide to Income Tax, Dr. Vinod Singhania (Taxmann)
2. Income Tax Law and Practices, V.P. Gaur, D.B. Narang, Puja Ghai & Rajiv Puri (Kalyani Publication)
3. Students’ Hand Book on Income Tax, T.N. Manoharan & G.R. Hari

Semester II		220FIN: Financial Reporting
2 Credits	LTP: 2:1:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO219FIN.1	REMEMBERING	Describe the basic concepts related to Financial Reporting taught through the syllabus.
CO219FIN.2	UNDERSTANDING	Explain, in detail, all the theoretical concepts taught through the syllabus.
CO219FIN.3	APPLYING	Do all the necessary calculations pertaining to financial reporting.
CO219FIN.4	ANALYSING	Analyze the situation and decide the key elements of financial reporting through the financial statements.
CO219FIN.5	EVALUATING	Evaluate the compliance and quality of financial reporting.
CO219FIN.6	CREATING	Design / Create financial report of a firm

- 1. Financial Statements Preparation Framework:** Purpose and Scope of Financial Statements, Users of Financial Statements, Underlying Assumptions – Going Concern, Consistency and Accrual, Qualitative Aspects of Financial Statements – Understandability, Materiality, Faithful Representation, Substance Over Form, Neutrality, Prudence, Completeness.
- 2. Preparation of Corporate Financial Statements:** Division II of Schedule III of the Companies (Amendment) Act, 2015 – Part I: Balance Sheet and Statement of Changes in Equity, Part II – Statement of Profit and Loss and Notes to Financial Statements.
- 3. Presentation of Items in Financial Statements and Revenue Recognition using relevant Indian Accounting Standards (AS):** Ind AS 1 “Presentation of Financial Statements”, Ind AS 7 - “Statement of Cash Flows”, Ind AS 8 “Accounting Policies, Changes in Accounting Estimates and Errors” and Ind AS 34 – “Interim Financial Reporting”, Ind AS 115 – “Revenue From Contract With Customers”.
- 4. Reporting of Assets, Liabilities and Disclosures in Financial Statements using relevant Indian Accounting Standards (AS):** Ind AS 2 “Inventories”, Ind AS 16 “Property, Plant and Equipment”, Ind AS 23 “Borrowing Costs”, Ind AS 36 “Impairment of Assets”, Ind AS 38 “Intangible Assets”, Ind AS 19 “Employee Benefits”, Ind AS 37 “Provisions, Contingent Liabilities and Contingent Assets”, Ind AS 33 “Earnings Per Share” and Ind AS 108 “Operating Segments”.

5. **Miscellaneous Issues in Financial Reporting:** Reporting of Financial Instruments, Value Added Statements, Corporate Social Responsibility Reporting.

Suggested Text Books:

1. Advanced Accountancy, ShuklaGrewal, S. Sultan Chand & Co.
2. Financial Accounting: Reporting and Analysis, Stice
3. Financial Reporting and Management Accounting, Bruns
4. Financial Management, Prasanna Chandra
5. Indian Accounting Standards& GAAP, Dolphy D'Souza , Snow White Publications
6. Financial Management, Khan and Jain
7. Corporation Finance, S.C.Kuchhal

Semester II		221FIN: Securities Analysis & Portfolio Management
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO221FIN.1	REMEMBERING	Remember and describe the key concepts covered in the syllabus.
CO221FIN.2	UNDERSTANDING	Explain in detail the Retail Credit Evaluation, Lending and Recovery Process as well as other relevant concepts covered in the syllabus
CO221FIN.3	APPLYING	Calculate the loan eligibility of the retail borrower and the amount to be classified as NPA.
CO221FIN.4	ANALYSING	Determine the key elements of retail lending and recovery process and documentation therein.
CO221FIN.5	EVALUATING	Design the Retail Lending and Recovery Process for a Bank & NBFC.

1. **Retail Credit:** Introduction, Basic features of retail credit sector, Multiple Products and Multiple channels of Retail sector(**Retail Banking and NBFC**), Credit Information companies in India (CIBIL and others) Credit history and Credit Score, General Guidelines –Processing applications, Terms and Conditions, Disbursement, Banking Codes and Standard Board of India(BCSBI) **(5 +1)**
2. **Banking Retail credit products and Procedures:** Personal Loans, Home loans, Home loans for NRI, Auto loans, Consumer loans for durable goods, Educational loans, Gold loan (Eligibility, Purpose, Maximum Loanable Amount, Margin of Safety, Security Against Loan, Pre-Payment/Foreclosure),Credit cards(Eligibility, Security, Billing Cycles, Credit Points, Credit Transfer), Priority sector Advances(Targets,sub targets,recent developments) **(5 +1)**
3. **Non Banking Financial companies Retail credit products and procedures:** Introduction of NBFC, Role of NBFC in India, Personal finance, Gold loan, consumer durables, two wheeler loans, education loans, Difference between retail credit sector in banking & NBFC. **(5 +1)**
4. **Non-Performing Assets:** Present NPA norms, Features of special accounts, willful defaulters, recovery measures. **(5 +1)**
5. **Debt Recovery Management** -Legal and non-legal measures, Consumer Protection in retail credit, Strategies of banks, OTS Agreement, Critical issues on recovery of bad loan, Insolvency and Bankruptcy Code. **(5 +1)**

Suggested Text Books:

1. Basics of Banking and Finance, Dr.K., Bhattacharya ,O.P.Agarwal
2. Principles & Practices of Banking, Indian Institute of Banking and Finance
3. Banking Theory & Practices, KC Shekhar,Lekshmy Shekhar
4. Banking Reforms and Lead Bank Scheme, Uday Kumar Lal Das
5. Essentials of Banking and Finance, Gautam Majumdar
6. Credit Monitoring, Legal Aspects & Recovery of Bank loan, V.Rajaraman

Suggested Reference Books:

1. Master circulars of RBI
2. The Economic Times

Semester II		222FIN: Banking Laws & Regulations
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO222FIN.1	REMEMBERING	REMEMBER various concepts taught in the syllabus.
CO222FIN.2	UNDERSTANDING	EXPLAIN the Regulatory Framework in the Indian Banking system.

CO222FIN.3	UNDERSTANDING	DESCRIBE the various legal aspects which need to be followed during daily banking operations.
CO222FIN.4	UNDERSTANDING	DISCUSS the various laws related to banking.
CO222FIN.5	APPLYING	APPLY the various commercial laws for the smooth functioning of banking operations.

1. **Regulatory Framework:** Business of Banking, RBI Act 1934, Banking Regulation Act 1949, Role of RBI, Government as a regulator, Control over Organization of banks, Control over co-operative banks, Regulation by other authorities. **(4+1)**

2. **Compliances of Regulations by Banks:** Opening of new banks, Branch Licensing, Board of Directors and their rights, Rights of Banks shareholder, Monetary and Credit policy, Annual statements of accounts, Audit and Inspection, submission of returns to RBI. **(4+1)**

3. **Legal Aspects of Banking Operations:** Types of borrowers, Types of Credit Facilities (secured, unsecured, fund based, non-fund based), Laws relating to Bill Finance, Securities and Modes of charges (Mortgage, Lien, Pledge, Hypothecation, etc), Creation and satisfaction of charge. **(5+1)**

4. **Laws related to Banking:** DRT Act 1993, SARFAESI Act, Banking Ombudsman Scheme, Bankers Books Evidence Act 1891, CERSAI, Consumer Protection Act 1986, Negotiable Instruments Act 1881, Payments & Settlement systems Act 2007. **(6+1)**

5. **Commercial Laws relating to Banking Operations:** The Indian Contract Act 1872, The Sale of Goods Act 1930, The Companies Act 1956, Transfer of Property Act 1882, Foreign Exchange Management Act 1999, The Prevention of Money Laundering Act 2002, Information Technology Act 2000, The Right to Information Act 2005. **(6+1)**

Suggested Text Books:

1. All Publications of IIBF and NIBM
2. All Bare Acts mentioned in the syllabus

Semester II		223FIN: Fundamentals of Life Insurance – Products and Underwriting
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO223FIN.1	REMEMBERING	REMEMBER all the concepts pertaining to Life Insurance covered in the course syllabus.
CO223FIN.2	UNDERSTANDING	Understand functioning of the Life Insurance, its products and legal compliance.
CO223FIN.3	UNDERSTANDING	Applying the life insurance knowledge and skills in different scenarios.
CO223FIN.4	UNDERSTANDING	ANALYZE the inter-relationship between Insurance & associated risk
CO223FIN.5	APPLYING	FACILITATE the compliance required for acquiring the policy and settlement of claims.
CO223FIN.6	CREATING	DESIGN the life insurance cover strategy for clients.

1. **Life Insurance** - Introduction: History and evolution, Functions of Insurance, Advantages of Life insurance, Terminologies in Life Insurance. **(4+2)**

2. **Life Insurance Market in India** –Structure of Indian Life Insurance Market, Risks, Types of Risks and Characteristics of Insurable Risks, Perils, Hazards and Life Insurance. **(4+2)**

3. **Life Insurance Products** –Term Insurance, Endowment Policy, Whole-Life Policy, Child Policy, Unit Linked Insurance Policy and other relevant products. **(4+2)**

4. **Underwriting** – Meaning of Underwriting, Underwriting Process, Underwriting Considerations, Renewals, Lapse and Claims. **(4+2)**

5. **Regulatory Aspects and Ethics** –IRDA and its role, Ethics in the Insurance Industry and their importance. **(4+2)**

Suggested Text Books:

1. Insurance and Risk Management, P.K.Gupta, Himalaya Publishing House
2. Insurance, Principles and Practice, S.N.Mishra, S.B.Mishra, S Chand
3. Principles of Insurance Management, Neelam Gulati, Excel Books
4. Legal & Regulatory Aspects of Insurance by NIA
5. Elements of Actuarial Science by NIA
6. Insurance Business Environment & Insurance Company Operations by NIA

7. Financial Management & Insurance Accounting by NIA

Suggested Reference Books:

1. Principles of Risk Management and Insurance, George Rejda, Pearson Education
2. Risk Management and Insurance by Trieschmann

Semester II		224FIN: General Insurance – Health and Vehicle
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO224FIN.1	REMEMBERING	RECALL the various terms related to General insurance and Health Insurance.
CO224FIN.2	UNDERSTANDING	Explain risk management in insurance and understanding of the insurance mechanism.
CO224FIN.3	APPLYING	APPLY the knowledge of current information, techniques and practices in all of the major business disciplines.
CO224FIN.4	ANALYSING	ANALYZE and USE risk management techniques.
CO224FIN.5	EVALUATING	COMPARE various kinds of insurance plans as well as the importance of contract in Customers.
CO224FIN.6	CREATING	CREATE valuable insights into overview of General Insurance Products.

1. **General Insurance:** Historical perspective, Conceptual Framework and Meaning of Insurance, Nature and Scope of Insurance, Classification of Insurance Business, How General insurance works, Advantages of General insurance, Types of General Insurance, Principles of Insurance, Insurable interest, Subrogation and Contribution, General Insurance Products in India. **Risk Management Techniques:** Risk avoidance - Risk retention - Risk reduction and control - Risk financing, Difference between Insurance and Assurance, Roll of the actuary. Insurance Contract: Meaning and Fundamental principles of insurance contract, Types of insurance contract, Valid insurance contract, Features of insurance contracts, Reinsurance: foundation of reinsurance – forms of reinsurance, **(5+1)**

2. **Claims Procedure:** Meaning of claim and Importance of settling claims, limitations or notice of loss, Claims Settlement process, Investigation and assessment – Surveyors and loss assessors – Claim forms – Loss assessment and claim settlement - Important Aspects in an insurance claims – categories of claim – Discharge vouchers – Post settlement action – Salvage – Recoveries – Disputes related to claims – Other disputes resolution mechanisms. **Grievance Redressal Mechanism:** Consumer courts, Ombudsman - Integrated Grievance Management System (IGMS) - The Insurance Ombudsman. **(5+1)**

3. **Introduction to Health Insurance:** Definition of Health and Determinants of Health, Factors affecting the health systems in India, Evolution of health insurance in India, Types of Health Insurance **Schemes / Policies** in India, difference between Health Insurance and Medicaid Insurance, Health insurance regulations of IRDAI. Health Insurance Products, Classification of health insurance products - IRDA guidelines on standardization in health insurance. Documentation for obtaining Health Insurance Policy. **(5+1)**

4. **Health Insurance Underwriting:** Underwriting concepts - definition, meaning and need, Basic Principles of Insurance and tools for underwriting - Underwriting process - Underwriting of overseas travel insurance - Underwriting of personal accident insurance. **Management of Health Insurance Claims:** stakeholders in claim process, Challenges in health insurance – claims process in health insurance - Documentation of health insurance claims – Claims reserving, Personal Accident – Overseas Travel Insurance. **(5+1)**

5. **Motor or Vehicle Insurance:** Meaning and Definition, Types of motor vehicle insurance, Advantages of Motor insurance, what motor insurance covers, Types of Motor Policies, India Motor Tariff – 2018. Third party Insurance, Legal aspects of Third party claims, Frauds in Motor Insurance, No claim Bonus and claim settlement process. Underwriting in motor insurance – Indian Motor Insurance market – Model wise Risk assessment – Motor Underwriting. **(5+1)**

Suggested Text Books:

1. Principles of Insurance Management, Neelam Gulati, Excel Books.
2. Insurance, Principles and Practice, S.N.Mishra, S.B.Mishra, S Chand Publication.
3. Principles of Risk Management and Insurance, George Rejda, Pearson Publication.

Suggested Reference Books:

1. General Insurance Guide, Dr. L.P.GUPTA.
2. Indian Insurance Industry, Transition and Prospects, D.C. Srivastava, Shashank Srivastava, New Century Publications.
3. Insurance and Risk Management, P.K.Gupta, Himalaya Publishing House.

Subject Core (SC) Courses - Semester II
Specialization: Human Resource Management

Semester II		205HRM: Competency Based Human Resource Management System
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205HRM.1	REMEMBERING	DEFINE the key terms related to performance management and competency development.
CO205HRM.2	UNDERSTANDING	EXPLAIN various models of competency development.
CO205HRM.3	APPLYING	PRACTICE competency mapping.
CO205HRM.4	ANALYSING	ANALYSE competencies required for present and potential future job roles at various levels and across variety of organizations.
CO205HRM.5	EVALUATING	DESIGN and MAP their own competency and plan better and appropriate career for themselves.
CO205HRM.6	CREATING	DEVELOP a customized competency model in accordance with the corporate requirements.

- Performance Management System:** Introduction of PMS-Definition, Scope, Importance, Performance Planning – Individual Goal Setting, Linking individual goals to Organization goals, Performance Coaching- Identification of Training Needs- Job Specification, Identify the Performance Gap, Training Specification, Choose appropriate training module, Counselling for Better Performance, Feedback Mechanism in Organization. (6+3)
- Introduction to Competency:** Definition and History of Competency, Basic Components of Competency(Knowledge(K),Skill(S), Attitude(A)), Performance Vs Competency, Difference between Competence and Competency, Type of Competency- Generic Vs Key Competency, Functional and Technical Competency, Leadership and managerial Competency, Need for Competency Framework, Limitation and Learning from Competency Framework, Myth about Competency(6+3)
- Competency Development & its Models:** Need and Importance of Competency Development, Stages in developing Competency Model, Types of Competency Model – Core/Generic, Job Specific, Managerial/Leadership, Custom, Development of Personnel Competency Framework – Lancaster Model of Competency.(5+3)
- Competency Mapping:** Procedures/Steps-Determining objectives and Scope, clarifying implementation goals and standards, create an action plan, define competency based performance effectiveness (Key Result Area (KRA) & Key Performance Indicators(KPI)), tools for data collection, data analysis, validating competency model, mapping future jobs and single incumbent jobs, using competency profile in HR decisions, Mapping Competency for Recruitment and Selection, Training and Development, Performance and Compensation. (7+3)
- Competency Driven Career and Culture:** Role of Competency in Career Progression - Transactional Competency, Tradition Competency and Transformational Competency, Evaluation of Career through KSA (Knowledge, Skill and Attitude) Competency based Succession and Career planning, Corporate Competency driven Culture. (6+3)

Suggested Text Books:

- Competency based HRM, Ganesh Shermon, Tata Mc Graw Hill Publishing
- The handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, Seema Sanghi, Sage Publication Inc

Suggested Reference Books:

- Human Capital Measurement: An Introduction, K Sangeetha ICFAI University
- Competency Mapping, R K Sahu
- Competency Study: Mapping the Future, Paul R Bernthal, ASTD Press
- Human resource Management, K Ashwathappa
- Human Resource Management, L M Prasad
- Human Resource Management, Gary Dessler

Semester II		206HRM: Employee Relations and Labour Legislations
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206HRM.1	REMEMBERING	SHOW awareness of important and critical issues in Employee Relations

CO206HRM.2	UNDERSTANDING	INTERPRET and relate legislations governing employee relations.
CO206HRM.3	APPLYING	DEMONSTRATE an understanding of legislations relating to working environment.
CO206HRM.4	ANALYSING	OUTLINE the role of government, society and trade union in ER.
CO206HRM.5	EVALUATING	EXPLAIN aspects of collective bargaining and grievance handling.
CO206HRM.6	CREATING	DISCUSS the relevant provisions of various Labour Legislations.

- 1. Introduction:** Background of Employee Relations, Concept, definition, scope, objectives, factors, participants & importance of ER, Approaches to employee relations – The Dunlop's approach, The Social Action Approach, The Human Relations Approach and The Gandhian Approach, Labour policies, role of ILO and its influence on legislation in India. **(5+3)**
- 2. Mechanism for harmonious ER:** Collective bargaining - definition, meaning, nature, essential conditions, functions and importance, process and its implementation, Workers participation in management & Problem solving attitude, Grievance, meaning and forms, sources, approaches, procedures, model grievance procedure and grievance handling committees. **(6+3)**
- 3. Legislations governing Employee Relations:** The Industrial Disputes Act 1947 – Definition of industry, workmen and industrial dispute, authorities under the act, procedure, powers and duties of authorities, strikes and lockouts, layoff, retrenchment and closure, The Contract Labour (Regulation and Abolition) Act 1970 – Advisory boards, registration of establishment, Licensing of Contractors, Welfare and health of contract labour, registers and other records to be maintained. **(6+3)**
- 4. Legislation governing Unions and wages:** The Trade Union Act 1926- Formation and registration of Trade Unions, Principle privileges of a registered trade union, rights of recognised trade unions, types and structure of trade unions, impact of globalisation on trade union movement, Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act 1971 – Unfair labour practices on the part of Employers and Employees, authorities and punishments under the act, Minimum Wages Act 1948 – Definition of wages, fixation and revision of minimum wages, advisory boards and committees, fixing hours for a normal working day, wages for worker who works for less than normal working day, maintenance of registers and records. **(6+3)**
- 5. Legislation governing working environment:** The Factories Act 1948 – Definitions of factory, manufacturing process, worker, occupier; provisions under health, safety and welfare, working hours, annual leave with wages, prohibition of employment of young children, Maharashtra Shops & Establishment (Regulation of Employment and Conditions of Service) Act, 2017 – Scope, Registration of establishments, opening and closing hours, hours of work, interval for rest, spread over, wages for overtime and weekly off, leave with pay and payment of wages and welfare provisions, offences and penalties, Maternity benefit Act, 1961 – Entire Act and latest amendment, The Sexual harassment of women at workplace (Prevention, prohibition and Redressal) Act, 2013 – Definitions of sexual harassment, employee, workplace, complaints committee, complaint mechanism, Aggrieved Woman, Chairperson; Constitution of Internal Complaints Committee, Complaint, Inquiry into complaint, duties of employer. **(7+3)**

Suggested Text Books:

1. Personnel Management, C B Mamoria
2. Dynamics of Personnel Administration, Rudrabaswaraj
3. Personnel Management, Edwin Flippo
4. Industrial and Labour Laws, S. P. Jain

Suggested Reference Books:

1. Guide on Labour Management forms and precedents (Law, Practice and Procedure), S D Puri, Snow white publication
2. Introduction of Labour and Industrial Laws, Avatar Singh
3. Elements of Mercantile Law, N. D. Kapoor, Sultan Chand
4. Bare Acts

Subject Elective (SE) Courses - Semester II
Specialization: Human Resource Management

Semester II		217HRM: Labour Welfare
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217HRM.1	REMEMBERING	ENUMERATE the key concepts of the subject matter.
CO217HRM.2	UNDERSTANDING	DESCRIBE the key aspects of the labour policy regulation in the country.
CO217HRM.3	APPLYING	IDENTIFY the applicability of various legislations to variety of real world organizations.
CO217HRM.4	ANALYSING	EXAMINE the traditional concept of labour welfare in the industry.
CO217HRM.5	EVALUATING	EXPLAIN the conditions of labour and their welfare and social security needs in the country.
CO217HRM.6	CREATING	ELABORATE upon the perspective of labour problems and remedial measures in the country.

- 1. Introduction - Evolution of Labor Welfare :** Origin and evolution of Labour Welfare-objectives of Labour Welfare need and importance of L.W, Classification of Labour Welfare, Work agencies of Labour Welfare, Scope of Labour Welfare, Concepts, philosophy and principles of labour welfare, Plans and labour policy in India and Labour Welfare in India. (4+2)
- 2. Labour Legislations in India:** Statutory Welfare Amenities – as per Factories Act, 1948, Plantation Act, 1951, Motor Act 1952, Motor Transport Act. Non-statutory welfare Agencies – Role of Trade Unions, NGOs and Local-self Govt., National Commission on Labour and Labour Welfare, Labour Laws of the Elimination of Child Labour(4+2)
- 3. Agencies of Labour welfare:** Agencies of Labour welfare in India (Central Govt. , State Govt., Employers & Trade-Unions), Labour Welfare Officer: Role, Qualifications, Functions, Duties, Labour Administration in India (4+2)
- 4. Industrial Hygiene & Occupational Health:** Working condition and benefits, Working conditions in the factory-safety and accident prevention, Health and hygiene, Canteen organization and management, Organization of credit and consumer co-operative societies-recreational and educational activities-workers education in India, Functions of Labour welfare officers India. (4+2)
- 5. Problems of Indian labour:** Problems of Women Labour, Problems of Unorganized labour, Problems of Workers education (4+2)

Suggested Text Books:

1. Labour Problem and Social Welfare in India, Memoria, C. B., Kitab Mahal Allahabad
2. Labour Welfare, Trade Unionism and Industrial Relation, Puneekar, S. D. , Himalaya Publishing House, Bombay.
3. Labour Welfare and Social security, Kohli, A. S. and Sarma S. R., Anmol Publications Pvt. Ltd., New Delhi.
4. Child Labour in India, Misra, L., Oxford University Press, New Delhi.
5. Personnel Problems and Labour Welfare, Mathur D. C., Mittal Publication. New Delhi.

Suggested Reference Books:

1. Female Labour in India, Sharma Usha, Mittal Publication New Delhi
2. Aspects of Labour Welfare and Social Security, A.M.Sharma
3. Labour Problems and Social Welfare, R.C. Saxena
4. Labour economics and social welfare, Dr. B.P. Tyag

Semester II		218HRM: Lab in Recruitment and Selection
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO218HRM.1	REMEMBERING	DESCRIBE the key concepts such as Job Specification, Job description, Recruitment and Selection.
CO218HRM.2	UNDERSTANDING	COMPARE and CONTRAST various methods of Recruitment and Selection.
CO218HRM.3	APPLYING	DEVELOP Job Specifications and Job descriptions in a variety of context.
CO218HRM.4	ANALYSING	ANALYZE various Personality types.

CO218HRM.5	EVALUATING	EXPLAIN the profiling techniques used to test Personality, Aptitude, Competency.
CO218HRM.6	CREATING	COMPILE a list of questions for Recruitment and Selection interviews.

1. **Comparative study of 10 recruitment advertisements** (5 from Newspaper & 5 from job portals) & analysis of the same in the light of : Job Specification/ description, Mode of selection, Other details - Documentation for Recruitment
2. **Profiling Techniques** : Personality, Aptitude, Competency
3. **Interviewing**: Study of Interview modes, List of questions for interviewers, Personal, Telephonic.

Suggested Text Books:

1. Human Resource and Personnel Management, K Aswathappa, Tata McGraw Hill
2. Effective Recruitment and Selection Practices, Alan Nankervis, Robert Compton, Bill Morrissey.
3. Recruitment and Selection (Developing Practice), Chartered Institute of Personnel and Development
4. Successful Interviewing and Recruitment, Rob Yeung, Kogan ,Page Publishers

Semester II		219HRM: Learning & Development
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO219HRM.1	REMEMBERING	DESCRIBE the key concepts associated with Learning & Development
CO219HRM.2	UNDERSTANDING	EXPLAIN the training process and the various methods of training for various categories of employees in a variety of organizational contexts.
CO219HRM.3	APPLYING	IDENTIFY training needs of various categories of employees in a variety of organizational contexts.
CO219HRM.4	ANALYSING	EXAMINE the impact of training on various organizational and HR aspects.
CO219HRM.5	EVALUATING	EVALUATE the training process of various categories of employees in a variety of organizational contexts.
CO219HRM.6	CREATING	DESIGN a training programme for various categories of employees in a variety of organizational contexts.

1. **Learning**: Nature of learning, Learning-its influence on employee behavior, Learning Process, Learning and HRD, Learning styles, elements and Profile, Types of Learning, Adult Learning, Androgogy, Implementing Learning/HRD needs. Introduction to Training: Definition, Concept, Meaning, Nature, Need for Training and Development, Types of Training, Effective Learning and Training. **(4+2)**
2. **Process of Training**: Identification of job competencies, Training Need Analysis and Assessment, Training for Performance, Steps in Training, Role and Responsibilities of HRD and Training Specialist. **(4+2)**
3. **Designing and Implementation of Training Plan**: Objectives of Designing Training Plan, Budgeting of Training, Trainer and Trainee Identification, Designing Module, Designing and Conducting Specific Training and Development Programme. Methods of Training: Methods & Technique of Training, On Job Training, and Competency based training, Online Training, E-Learning, Multimedia Training, Management Development Program, New Employee Training. **(4+2)**
4. **Evaluation of Training Program**: Introduction, concept & principles, Evaluating Training and Results-Kirkpatrick Model of Evaluation, CIO of Training, ROT of Training, Cost-Benefit analysis. **(4+2)**
5. **Management Development**: Training and Coaching, Mentoring, Training Practices, Train the trainer, Training for Diversity, Impact of Training on HRD. **(4+2)**

Suggested Text Books:

1. Employee Training & Development, Raymond Noe
2. Training and Development, S K Bhatia
3. The ASTD Training and Development Handbook: A Guide to Human Resource Development, Robert Craig, McGraw-Hill.
4. Creative Training Techniques Handbook, Robert W. Pike, CSP

Semester II		220HRM: Public Relations & Corporate Communications
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
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CO220HRM.1	REMEMBERING	DESCRIBE the various forms of Corporate Communications from a HR perspective.
CO220HRM.2	UNDERSTANDING	EXPLAIN the role of Public Relations & Corporate Communications in HRM.
CO220HRM.3	APPLYING	PLAN and EXECUTE a PR activity.
CO220HRM.4	ANALYSING	EXAMINE the PR campaign & strategies of real world organizations.
CO220HRM.5	EVALUATING	DEVELOP a strategic communication plan for a real life Corporate communication issue.
CO220HRM.6	CREATING	COMPLIE an analytical report on the PR activities and communication strategies designed & practiced by the organizations and IMPROVE on it.

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

Suggested Text Books:

1. Public Relations, Phillip Henslowe, Chartered Institute of PR

Suggested Reference Books:

1. Public Affairs in Practice, Stuart Thomson & Stevie John, Chartered Institute of PR
2. Develop your PR Skills, Neil Richardson & Lucy Laville, The Sunday Times,
3. Creativity in PR, Andy Green, Chartered Institute of PR
4. Running a PR Department, Mike Beard, Chartered Institute of PR

Semester II		221HRM: HR Analytics
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO221HRM.1	REMEMBERING	ENUMERATE the key concepts related to the subject matter.
CO221HRM.2	UNDERSTANDING	DEMONSTRATE experimentation and innovation.
CO221HRM.3	APPLYING	USE thinking & decision making ability beyond the existing capabilities and present environment.
CO221HRM.4	ANALYSING	ANALYSE the behavioral Patterns of an individual & Map the competency- the audit Perspective.
CO221HRM.5	EVALUATING	EXPLAIN the innovative and formulate strategies which enhance innovative skills and Promote Innovation.
CO221HRM.6	CREATING	FORMULATE the linkage between HR Analytics and Business Analytics.

1. **Introduction & Concept**: Disruptive Technological Era: Evolution of Industry Revolution 4.0 and aspect of HR, Big data in HR, understanding of Machine Learning, sensors and cloud computing, Business Intelligence in HR. **(4+2)**
2. **Importance of HR Analytics**: Role and Responsibilities of HR Analytics, Framework of contemporary HR Analytics,- Predictive tools and Applications in solving problems using HR analytics. Gartners Analytics Maturity Model.**(4+2)**
3. **Innovation**: Concept of innovation, Kinds of Innovation, Developing Innovative culture in an organization. HR analytics linkage to business outcomes, Measuring use of HR analytics impact on business outcome **(4+2)**
4. **Strategy Formulation**: Redefining HR Policies and Practices, Robust competency mapping, understanding future of work and workplace, Decision framework. Use of HR analytics in workforce planning: talent acquisition, talent development, talent compensation, talent engagement and retention **(4+2)**
5. **Learning from Analysis**: Case studies and best practices in use of HR Analytics in industry (5 cases) **(4+2)**

Suggested Text Books:

1. Winning on HR analytics: Leveraging data for competitive advantage, Ramesh Soundararajan and Kuldeep Singh, Sage Publication

2. The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions Paperback, Shonna D. Waters , Valerie N. Streets , Lindsay Mcfarlane , Rachael Johnson-murray
3. Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset, Boyce Byerly, Gene Pease, and Jac Fitz-enz
4. Doing HR Analytics: A Practitioner's Handbook with R Examples, Lyndon, Mr. Sundmar, Createspace Independent Pub
5. The Power of People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance, Guenole Nigel, Ferrar Jonathan, Feinzig Sheri, Pearson Publication

Semester II		222HRM: Conflict & Negotiation Management
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO222HRM.1	REMEMBERING	DEFINE the key concepts of the subject matter.
CO222HRM.2	UNDERSTANDING	EXPLAIN the negotiation process, Zone of possible agreement (ZOPA) and Best alternative to a negotiated agreement (BATNA)
CO222HRM.3	APPLYING	APPLY the negotiation process, Zone of possible agreement (ZOPA) and Best alternative to a negotiated agreement (BATNA) for successful negotiations.
CO222HRM.4	ANALYSING	APPRAISE the importance of in business negotiations and managing conflicts.
CO222HRM.5	EVALUATING	DEVELOP the logical thinking, communication skills and other prerequisite for successful business negotiations and handling organizational conflict.
CO222HRM.6	CREATING	COMBINE the theoretical concepts practical methods of managing and resolving organizational conflict and negotiation styles in the organizational context.

1. **Fundamentals of Negotiation:** definition: Introduction to the importance of negotiation, its importance and Nature of negotiation, negotiation Vs other interactions, Dimensions of Negotiation, Structure and the prerequisites of successful negotiation, types of negotiation , Strategy & planning of negotiation, four stage model of negotiation. **(4+2)**
2. **Negotiation Process:** Perception & Preparation for the negotiations, goal setting for the negotiation , options and criteria for negotiation, role of Communication & Influence in the negotiation process , Identifying BATNA (Best alternative to a negotiated agreement) and ZOPA (zone of possible agreement) in the negotiation process , Ethics in negotiation, Agreement **(4+2)**
3. **Negotiation styles:** Leigh Thompson's 5 negotiation mental models, importance of establishing trust and building a Relationship in negotiation , Win-Win Negotiation, use of creativity and problem Solving in Negotiations, application of Transactional analysis for negotiations. **(4+2)**
4. **Conflict Management:** Introducing the concept of conflict management, Definition, importance and Models of conflict (Process & Structural), Sources of conflict, analyze the relationship between conflict & performance in team, Advantages & Disadvantages of Conflict. Creating conducive climate to resolve the conflict, apply the fundamentals of conflict management to build teams in the organizations, design the process for conflict management and create the situations to minimize the conflicts in an organizations. **(4+2)**
5. **Types of Conflicts:** understanding the importance of developing mechanism to manage conflicts in the organizations, managing interpersonal and intra personal conflict, and conflict resolution, dealing with difficult subordinates, boss & colleagues, evaluate the organization conflict, analyze the techniques to resolve team conflict, creating the strategies to manage organizational conflict, understand the concept of third party conflict resolution (ADR), demonstrate the use of third party conflict resolution (ADR). Simulation: Case study on best business negotiations and conflict management, Role Play. **(4+2)**

Suggested Text Books:

1. Negotiation: Communication For Diverse Settings, Spangle, Michael L. ; Isenhardt, Myra Warren : Sage Publications
2. The Negotiation Field book Simple Strategies to Help you negotiating everything, Grande, Lum. New Delhi : TATA MCGRAW HILL Publishing Company Limited
3. Negotiation / Harvard Business Essentials. U S A, Harvard Business Publishing Corporation
4. How to Conduct Effective Negotiations, Forsyth, Patrick Jaico Publishing House
5. Managing Workplace Conflicts, Subbulakshmi, V., Hyderabad : ICAI University Press
6. The Power of Positive Confrontation : The Skills You Need To Know To Handle Conflicts At Work, At Home And In Life, Pachter, Barbara . Magna Publishing Co. Ltd.

Suggested Reference Books:

1. Getting to Yes: Negotiating Agreement without Giving In, Roger Fisher, William Ury, Bruce Patton
2. Bargaining for Advantage: Negotiation Strategies for Reasonable People, G. Richard Shell
3. Secrets of Power Negotiating: Inside Secrets from a Master Negotiator, Roger Dawson

Subject Core (SC) Courses - Semester II
Specialization: Operations & Supply Chain Management

Semester II		205OSCM: Service Operations Management – I
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205OSCM.1	REMEMBERING	DESCRIBE the nature and CHARACTERISTICS of services and the services economy.
CO205OSCM .2	UNDERSTANDING	DESCRIBE the service design elements of variety of services.
CO205OSCM .3	APPLYING	USE service blueprinting for mapping variety of real life service processes.
CO205OSCM .4	ANALYSING	ANALYSE alternative locations and sites for variety of service facilities.
CO205OSCM .5	EVALUATING	JUDGE and EXPLAIN the service orientation at variety of service facilities / organizations.
CO205OSCM .6	CREATING	CREATE flow process layouts for variety of services.

1. Understanding Services: The Service Economy, Service Definitions, Facilitating Role of Services in an Economy, Economic Evolution, Stages of Economic Development, Nature of the Service Sector, The Experience Economy, Consumer Service Experience, Business Service Experience, Service-Dominant Logic, Distinctive Characteristics of Service Operations - Customer Participation, Simultaneity, Perishability, Intangibility, Heterogeneity, Non-transferrable Ownership. The Service Package, Grouping Services by Delivery Process, Open-Systems View of Service Operations Management. **(7+2)**

2. Designing the Service Enterprise: New Service Development, Sources of Service Sector Growth, Information Technology, The Internet as a Service Enabler, Innovation, Changing Demographics, Innovation in Services, New Service Development, Technology in Service Innovation, Challenges of Adopting New Technology in Services, Readiness to Embrace New Technology, Service Design Elements, Customer Value Equation, Strategic Positioning through Process Structure, Service Blueprinting, Taxonomy for Service Process Design, Degree of Divergence, Object of the Service Process, Type of Customer Contact, Generic Approaches to Service System Design, Production-Line Approach, Customer as Co-producer, Customer Contact Approach, Information Empowerment, Intellectual Property. **(7+2)**

3. The Service Encounter: Concept of the Service Encounter, Role of Technology, The Emergence of Self-Service, The Service Encounter Triad, Encounter Dominated by the Service Organization, Contact Personnel-Dominated Encounter, Customer-Dominated Encounter, The Service Organization, Culture, Empowerment, Control Systems, Customer Relationship Management, Contact Personnel - Selection & Training, Creating an Ethical Climate. The Customer Expectations and Attitudes, The Role of Scripts in Coproduction, Creating a Customer Service Orientation, Service Profit Chain. **(7+2)**

4. Service Facility Location: Strategic Location Considerations, Competitive Clustering, Saturation Marketing, Marketing Intermediaries, Substitution of Communication for Travel, Separation of Front from Back Office, Impact of the Internet on Service Location, Site Considerations, Geographic Information Systems, Facility Location Modeling Considerations, Geographic Representation, Number of Facilities, Optimization Criteria, Facility Location Techniques, Cross-Median Approach for a Single Facility, Huff Model for a Retail Outlet, Location Set Covering for Multiple Facilities, Regression Analysis in Location Decisions. **(7+2)**

5. Service Facility and Process Flows: Environmental Psychology and Orientation, Servicescapes, Behaviors in Servicescapes, Environmental Dimensions of Servicescapes, Facility Design, Nature and Objectives of Service Organizations, Land Availability and Space Requirements, Flexibility, Security, Aesthetic Factors, The Community and Environment. Process Analysis, Types of Processes, Flowcharting, Gantt Chart, Process Terminology, Facility Layout, Flow Process Layout and the Work Allocation Problem, Job Shop Process Layout and the Relative Location Problem. **(7+2)**

Suggested Text Books:

1. Successful Service Operations Management, Metter, King–Mettters, Pulliman& Walton, Thomson India
2. Service Management, Fitzsimmons and Fitzsimmons, Irwin/McGraw-Hill
3. Services Marketing Operations and Management, Vinnie J Juhari, Kirti Dutta, Oxford University Press
4. Services Sector Management An Indian Perspective, C. Bhattacharjee
5. Services Business Management, Dr. Abhay Kulkarni, Himalaya Publication.

Suggested Reference Books:

1. Service operations management - Improving service delivery, Robert Johnston, Graham Clark, Pearson Publication
2. Baldrige – Just What the Doctor Ordered, Quality Progress, Nelson

Semester II		206OSCM: Supply Chain Management
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206OSCM.1	REMEMBERING	DESCRIBE the key concepts of Supply Chain Management and the – driving forces in contemporary Supply Chain Management.
CO206OSCM.2	UNDERSTANDING	EXPLAIN the structure of modern day supply chains.
CO206OSCM.3	APPLYING	IDENTIFY the various flows in real world supply chains.
CO206OSCM.4	ANALYSING	COMPARE and CONTRAST push and pull strategies in Supply Chain Management.
CO206OSCM.5	EVALUATING	EXPLAIN the key Operational Aspects in Supply Chain Management.
CO206OSCM.6	CREATING	DISCUSS the relationship between Customer Value and Supply Chain Management.

1. **Supply Chain Structure:** Shift from enterprise to network, Structure of a SC, Push based SC, Pull based SC, Tradeoff between Push & Pull, Identifying appropriate Push & Pull Strategy for SC, Commodity & cost centric SC, Agile SC **(7+2)**
2. **Flows in SC:** Forward & Reverse SC, Product, Services, Information, Funds, Demand, Forecast flows in Upstream & Downstream direction **(7+2)**
3. **Total SCM:** Changing business landscape – driving forces: Shift from Operations to Services, Impact of globalization & technological revolution, Shift from linear SC to collaborative networks, power shifts in the SC-demands for flexibility of partnerships, core competencies, growth in outsourcing, Increased complexity of processes **(7+2)**
4. **SCM Building Blocks:** Overview of customer focus & demand, resources & capacity management, procurement & supplier focus, inventory management, operations management, distribution management in SCM. Key Operational Aspects in SC: Creating the Lean SC – JIT Purchasing, JIT Transportation and JIT Production. Kanban, VMI. **(7+2)**
5. **Customer Value:** Empowered consumer, Customer focused Marketing & SC service outputs, customer service – availability, operational performance, reliability. Customer satisfaction – customer expectations, enhancing customer satisfactions, limitations of customer satisfaction. Customer success – achieving customer success, value added services, customer value requirement mapping, CRM. **(7+2)**

Suggested Text Books:

1. Supply Chain & Logistics Management, Bowersox, Closs & Cooper, Tata McGraw Hill
2. Designing & Managing the SC – Concepts, Strategies & Case studies, Levi, Kaminsky et. al., Tata McGraw Hill
3. Supply Chain Management: Strategy Planning & Operations, Sunil Chopra, Peter Meindl, Pearson

Suggested Reference Books:

1. Supply Chain Management Process, System & Practice, N.Chadrasedkaran, Oxford
2. Total Supply Chain Management, Basu & Wright, Elsevier
3. Logistics Management & Strategy, Harrison and van Hoek, Prentice Hall
4. Supply Chain Management, Mentzer, Response Books.
5. Logistics Management: The Supply Chain Imperative, Vindo Sople, Pearson Education.

Subject Elective (SE) Courses - Semester II
Specialization: Operations & Supply Chain Management

Semester II		217OSCM: Planning & Control of Operations
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217OSCM.1	REMEMBERING	DESCRIBE the building blocks of Planning & Control of Operations.
CO217OSCM.2	UNDERSTANDING	EXPLAIN the need for aggregate planning and the steps in aggregate planning.
CO217OSCM.3	APPLYING	MAKE USE OF the various forecasting approaches in the context of operations planning process.
CO217OSCM.4	ANALYSING	ILLUSTRATE how capacity planning is done in organizations and its relationship with MRP.
CO217OSCM.5	EVALUATING	EXPLAIN the importance of scheduling in operations management.
CO217OSCM.6	CREATING	CREATE a Bill of Materials.

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

Suggested Text Books:

1. Operations Management: Theory and Practice, B Mahadevan, Pearson.
2. Operations Management, Terry Hill, Palgrave
3. The Fundamentals of Production Planning and Control, Stephen Chapman, Pearson
4. Operations Now, Byron Fitch, TMGH.

Semester II		218OSCM: Productivity Management
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO218OSCM.1	REMEMBERING	DEFINE various types of productivity and measures of productivity.
CO218OSCM.2	UNDERSTANDING	DEMONSTRATE the linkages between various measures of productivity.
CO218OSCM.3	APPLYING	APPLY Value Analysis and Value Engineering principles to simple situations related to operations management.
CO218OSCM.4	ANALYSING	APPLY various types of charts and diagrams to carry out work study and method study.
CO218OSCM.5	EVALUATING	DETERMINE the Standard Time using Techniques of Work Measurement.
CO218OSCM.6	CREATING	ELABORATE upon the concepts of JIT, Lean, 5S, TPM, BPR, Six Sigma, World Class manufacturing.

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

Suggested Text Books:

1. Productivity Measurement for Business Excellence, Prem Vrat, G.D. Sardana, B.S. Sahay, Narosa Publishing House.
2. Operations Management for Competitive Advantage, Richard B Chase, Jacobs, Aquilano, Agarwal,
3. Introduction to Work Study, Editor - Geirge Kanawaty, Universal Publishing
4. Production and Operations Management, S.N.Chary, TMGH

Semester II		219OSCM: Inventory Management
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO219OSCM.1	REMEMBERING	DEFINE the key terms associated with Inventory Management.
CO219OSCM.2	UNDERSTANDING	CLASSIFY various types of inventory, and inventory costs.
CO219OSCM.3	APPLYING	CALCULATE Economic Order Quantity and stock levels under various conditions.
CO219OSCM.4	ANALYSING	COMPARE and CONTRAST various methods of inventory control.
CO219OSCM.5	EVALUATING	ASSESS various factors influencing Make or Buy decisions.
CO219OSCM.6	CREATING	SOLVE problems based on ABC classification of inventory.

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

Suggested Text Books:

1. Operations Management: Theory and Practice, B Mahadevan, Pearson.
2. Operations Management-Process and Value Chains, Krajewski, Ritzman, Malhotra, Pearson.
3. Operations Management: Quality and Competitiveness in a Global Environment, Russell and Taylor, Wiley India.

Suggested Reference Books:

1. Introduction to Materials Management, J.R.Tony and Arnold.
2. Inventory Control and Management, Donald Waters, Wiley Student Edition.

3. Just-in-Time Manufacturing, Korgaonker, Macmillan
4. Essentials of Inventory Management, Max Muller, JAICO Publishing

Semester II		220OSCM: Theory of Constraints
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO220OSCM.1	REMEMBERING	DEFINE the key concepts of TOC.
CO220OSCM.2	UNDERSTANDING	DEMONSTRATE knowledge & understanding of the fundamentals of TOC.
CO220OSCM.3	APPLYING	IDENTIFY and mitigate both real constraints and managerial constraints.
CO220OSCM.4	ANALYSING	ILLUSTRATE the tools and techniques that help in managing constraints to improve organizational performance.
CO220OSCM.5	EVALUATING	EXPLAIN the benefits an organization may reap through the successful implementation of the TOC.
CO220OSCM.6	CREATING	DEVELOP solutions to common problems in Project Management, Operations Management and Supply Chain Management using TOC principles and methods.

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

Suggested Text Books:

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

Suggested Reference Books:

1. What is the thing called Theory of Constraints? by E M Goldratt, Great Barrington, North River
2. It's Not Luck by E M Goldratt, Great Barrington, North River
3. Essays on Theory of Constraints by E M Goldratt, Great Barrington, North River
4. Critical Chain by E M Goldratt, Great Barrington, North River

Semester II		221OSCM: Quality Management Standards
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO221OSCM.1	REMEMBERING	DESCRIBE the concepts of Quality and importance of the Quality Management Principles.
CO221OSCM.2	UNDERSTANDING	INTERPRET the requirements of ISO 9001:2015 standard.
CO221OSCM.3	APPLYING	APPLY process based thinking and risk based thinking for managing and improving the functioning of an organization.
CO221OSCM.4	ANALYSING	TAKE PART IN planning, conducting and follow-up of QMS audits directed towards maintenance and continual improvements of the QMS.
CO221OSCM.5	EVALUATING	DEVELOP skills for Corrective Action Management and Continual Improvement Project management.

CO221OSCM.6	CREATING	BUILD stakeholder confidence by managing processes in line with the latest requirements.
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1. **Quality Management Systems:** Quality, Quality Concepts, Concepts and Characteristics of Quality as a Business Imperative, Quality Management Systems Map, Advantages of the Quality Management Systems, Process approach, Seven Quality Management Principles, Organization and its Context, Needs and Expectations of Interested Parties. Need for Quality Management System, Management System Standards (MSS), High Level Structure (HLS), Integrated Management Systems, Risk Management, How processes affect each other, The Plan – Do – Check (Study) – Act Cycle (PDCA) and terminology; PDCA and its relation in business processes, Quality Policy and Objectives at all functions and levels. **(5+1)**
2. **ISO Standards:** QMS: ISO 9001 Useful Terms, ISO Supporting Standards, Understanding the terms and definitions of the ISO 9001: 2015 standard, Broad overview of the requirements of ISO 9001: 2015, The principles, structure and language of ISO 9000 and ISO 9001, Applying the ISO 9001: 2015 standard when developing and implementing a QMS. **(5+1)**
3. **Documentation and Implementation Planning:** Phased Approach Method and Tools, Executive and Management Overview, Planning, Gap Assessment and Planning, Documentation, Implementation and Training, Internal Assessment and Management Review, 3rd Party Registration Assessment, Sustain and Continual Improvement. **(5+1)**
4. **Risk Assessment:** Concept and principles of Risk Assessment, Risk Based Thinking and Management Responsibility within an effective QMS, Applying the Framework of Risk Assessment, Understand the differences between the different techniques - Root Causal Analysis, Failure Modes and Effects Analysis (FMEA), Hazard Analysis and Critical Control Points (HACCP), Capability Index. **(5+1)**
5. **Internal Audit :** Understanding and application of Internal Audit Process requirements, Planning the Audit, Scheduling the Audit, Preparing the Audit, Conducting the Audit, Documenting Audit Findings, Reporting Audit Findings, Corrective Action Follow-up, Auditing practices and techniques, Role plays and/or scenarios to relevant field, The personal and interpersonal skills and competencies required for auditing. **(5+1)**

Suggested Text Books:

1. Mastering ISO 9001:2015: A Step-By-Step Guide To The World's Most Popular Management Standard, Gregory Peckford
2. Understanding ISO 9001: 2015 Quality Management System, Virendra Kumar Gupta
3. ISO 9001: 2015 - A Complete Guide to Quality Management Systems, Itay Abuhav
4. Operations Management: An Integrated Approach, Danny Samson and Prakash Singh, Cambridge University Press.
5. Managing Quality, Barrie G Dale, Ton van der Wiele and Jos van Iwaarden (Editors), Blackwell Publishing
6. ISO 9001:2015 Standard

Semester II		222OSCM: Service Value Management
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO222OSCM.1	REMEMBERING	DEFINE the core concepts related to Service Value Chain, Service Profit Chain, Innovation, CRM, networks.
CO222OSCM.2	UNDERSTANDING	ILLUSTRATE managing the service process through service value chain.
CO222OSCM.3	APPLYING	IDENTIFY factors influencing Innovation and service organizational design.
CO222OSCM.4	ANALYSING	EXAMINE the inter-relationships between the Focal firm, Supplier Networks, Distribution Networks, etc.
CO222OSCM.5	EVALUATING	EVALUATE the role of Business Networks as partners in value creation.
CO222OSCM.6	CREATING	DEVELOP strategies built on Principles of Service Value Chain & Service Profit Chain for various types of organizations.

1. **Basic Concepts, Value, Value Processes,** Creating service value, Defining the benefit part of service value- the service product, Value creation by services marketing, Evaluating internal customer value leading to external customer satisfaction, Costing of Services- Defining the cost part of service value: service pricing, Delivering service value - Managing service delivery. **(5+1)**
2. **Service Value Chain & Service Profit Chain:** Introduction, Definitions, Significance, Managing the service process through service value chain, service value chain and service profit chain, Key elements of service profit chain – customer loyalty and satisfaction, understanding value from customer perspective, dream team cycle. **(5+1)**

3. **Value Chain Service Innovations:** Introduction, Components, Types, Models, Processes of Innovation, Evolution and Characteristics of Innovation Management, Key drivers, Factors influencing Innovation, Organizing for Innovation, Factors influencing service organizational design, Developing Innovation Strategy. **(5+1)**
4. **Managing Networks:** What is a Network? Business Networks, Network Position, Concept of Focal firm, Business Networks and CRM, Supplier Networks, Distribution Networks, Management of Networks, Supplier Relationships, Product Development, Supplier Accreditation Programmes, Process Alignment, E Procurement, Partners in Value Creation, Alliance between non-competing firms, Alliance between competing firms, Benchmarking Partners, Customer Advocacy groups, Sponsors, Partners in Value Delivery. IT Enabled Customer Services - Call Centre Operations and Management, Web-enabled Services, ERP enabled Field and Technical Support Services, Tele marketing and servicing. **(5+1)**
5. Case Studies related to Service Value Chain in Banking & Insurance, Hospital and Health Care, Travel & Tourism, Hotel & Catering, Retail and Contractual Services. **(5+1)**

Suggested Text Books:

1. Service Profit Chain: How Leading Companies Link Profit and Growth to Loyalty, Satisfaction and Value, W. Earl Sasser , Leonard A. Schlesinger, James L. Heskett
2. Competitive Advantage, Porter, Michael E, The Free Press. New York.
3. Strategic Management: a Methodological Approach, Rowe, Mason, Dickel, Mann, Mockler; Addison-Wesley

Subject Core (SC) Courses - Semester II
Specialization: Business Analytics

Semester II		205BA: Basic Business Analytics using R
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Business Analytics

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205BA.1	REMEMBERING	IDENTIFY opportunities for creating value using business analytics and DESCRIBE the basic concepts in Business Analytics, DATA Science and Business Intelligence.
CO205BA.2	UNDERSTANDING	EXPLAIN the applications of Business Analytics in multiple business domains and scenarios.
CO205BA.3	APPLYING	DEVELOP a thought process to think like a data scientist/business analyst.
CO205BA.4	ANALYSING	ANALYZE data graphically by creating a variety of plots using the appropriate visualization tools of R.
CO205BA.5	EVALUATING	INTERPRET various data types and structures for given analytics task
CO205BA.6	CREATING	COMBINE various tools and functions of R programming language and use them in live analytical projects in multiple business domains and scenarios.

- Business Analytics Basics:** Definition of analytics, Evolution of analytics, Need of Analytics, Business analytics vs business analysis, Business intelligence vs Data Science, Data Analyst Vs Business Analyst, Types of Analytics, Tools for Analytics. Concept of insights. Importance of data in business analytics, Differences between data, information and knowledge, various stages of an organization in terms of data maturity, Options for organizations in the absence of good quality data. **(5+1)**
- Analytical decision-making:** Analytical decision-making process, characteristics of the analytical decision-making process. Breaking down a business problem into key questions that can be answered through analytics, Characteristics of good questions, Skills of a good business analyst, Overview of Business analytics applications in - Marketing Analytics, HR Analytics, Supply Chain Analytics, Retail Industry, Sales Analytics, Web & Social Media Analytics, Healthcare Industry, Energy Analytics, Transportation Analytics, Lending Analytics, Sports Analytics and Technical/Stock Analytics. Future of Business Analytics. **(5+1)**
- Fundamentals of R:** R environment, Downloading and Installing R, Using command line in R, Help, File operations in R -Reading from and Writing to a file, Writing your first code in R, Importing data from spreadsheets, text files, SAS, SPSS, Connect to RDBMS from R using ODBC, basic SQL queries in R, Exploration and transformation activities, basics of Web Scraping. **(6+1)**
- Data types & Data Structures in R:** Data types in R and its appropriate uses, Program Structure in R, Flow Control: For loop, If condition, While conditions and repeat loop, Debugging tools, Concatenation of Data, Combining Vars , cbind, rbind, Sapply, apply, tapply functions, Built-in functions in R like: seq(), cbind (), rbind(), merge(), knowledge on the various subsetting methods, summarize data by using functions like: str(), class(), length(), nrow(), ncol(), use of functions like head(), tail(), for inspecting data, summarize data, SQL join in R. Introduction to Data Structure in R, Vectors, Lists, Scalars, Data Frames, Matrices, Arrays, Factors, Use of data structures in different conditions, Advantage of using a particular approach. **(10+3)**
- Data Visualization:** Concept of Data Visualization, Popular Data Visualization tools, Exploratory Data Analysis(EDA), Data Cleaning, Data Inspection, uses of the functions like grepl(), grep(), sub(), summarize(), llist(), Using graphical functions in R for data visualization, Line Plots, Bar Plots, Bar Plots for Population, Pie chart, tableplot, histogram, Plotting with base graphics, Plotting with Lattice graphics, Plotting and coloring in R. Customizing Graphical Parameters to improvise plots, understanding GUIs like Deducer and R Commander, introduction to Spatial Analysis. **(10+3)**

Suggested Self Learning Courses : Basic and advanced Business Analytics, data mining and python courses on swayam platform - <https://swayam.gov.in/>, Courses on Business Forecasting

Suggested Text Books:

- R for Business Analytics, A Ohri
- Data Analytics using R, Seema Acharya, TMGH
- Data mining and business analytics with R, Johannes Ledolter. New Jersey: John Wiley & Sons.
- Data Mining for Business Intelligence, Concepts, Techniques and Applications, Shmueli, Patel, and Bruce: Wiley
- Business Analytics Using R - A Practical Approach, Dr. Umesh R. Hodeghatta, Umesha Nayak

Suggested Reference Books:

1. Statistical data analysis explained: applied environmental statistics with R, Clemens Reimann. Chichester: John Wiley and Sons
2. Data science in R: a case studies approach to computational reasoning and problem solving, Deborah Nolan. Boca Raton: CRC Press
3. The analytics revolution: how to improve your business by making analytics operational in the big data era, Bill Franks. Hoboken: Wiley
4. Taming the big data tidal wave: finding opportunities in huge data streams with advanced analytics, Bill Franks. Hoboken: John Wiley & Sons.
5. Big data, big analytics: emerging business intelligence and analytic trends for today's business, Michael Minelli. Hoboken: John Wiley & Sons

Semester II		206BA: Data Mining
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Business Analytics

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206BA.1	REMEMBERING	DEFINE the key terms associated with Data Mining
CO206BA.2	UNDERSTANDING	EXPLAIN the various aspects of Data
CO206BA.3	APPLYING	APPLY classification models
CO206BA.4	ANALYSING	Analyse data using various clustering models
CO206BA.5	EVALUATING	SELECT appropriate association analysis and anomaly detection tools.
CO206BA.6	CREATING	COMBINE various data mining tools and use them in live analytical projects in business scenarios.

1. **Basic Concepts:** Concept, Definitions and Need of Big Data, Data Mining, Business Intelligence. Data Mining Process, relation to Business Intelligence techniques. Introduction to Data Mining Tasks (Classification, Clustering, Association Analysis, Anomaly Detection). Concept, Definitions of model, descriptive models, predictive modeling, basic terminology. Real-world data mining applications - Big Data Analytics in Mobile Environments, Fraud Detection and Prevention with Data Mining Techniques, Big Data Analytics in Business Environments. **(6+1)**
2. **Data and Preprocessing:** Understanding of Data, what is data? Types of attributes, properties of attribute values, types of data, data quality, Sampling, Data Normalization, Data Cleaning, Similarity Measures, Feature Selection/Instance Selection, the importance of feature selection/instance selection in various big data scenarios. **(7+1)**
3. **Classification:** Decision-Tree Based Approach, Rule-based Approach, Instance-based classifiers, Support Vector Machines, Ensemble Learning, Classification Model Selection and Evaluation, Applications: B2B customer buying stage prediction, Recommender Systems. **(9+1)**
4. **Clustering:** Partitional and Hierarchical Clustering Methods, Graph-based Methods, Density-based Methods, Cluster Validation, Applications: Customer Profiling, Market Segmentation. **(9+1)**
5. **Association Analysis:** Apriori Algorithm and its Extensions, Association Pattern Evaluation, Sequential Patterns and Frequent Subgraph Mining, Applications: B2B Customer Buying Path Analysis, Medical Informatics, Telecommunication alarm diagnosis. **Anomaly Detection:** Statistical-based and Density-based Methods, Ethics of data mining, privacy, what can/do firms know? **(9+1)**

Suggested Self Learning Courses : Basic and advanced data mining and python courses on swayam platform - <https://swayam.gov.in/>

Suggested Text Books:

1. Data Mining: The Textbook by Charu C. Aggarwal
2. Data Science for Business by Foster Provost and Tom Fawcett, O'Reilly
3. Introduction to Data Mining by Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Addison Wesley
4. Data Mining and Analysis: Fundamental Concepts and Algorithms by Mohammed J. Zaki and Wagner Meira

Subject Elective (SE) Courses - Semester II
Specialization: Business Analytics

Semester II		217BA: Marketing Analytics
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217BA.1	REMEMBERING	DESCRIBE the use of Voice of the Customer data in making data driven marketing decisions.
CO217BA.2	UNDERSTANDING	DEMONSTRATE an understanding of utility theory to measure customer preferences and choices.
CO217BA.3	APPLYING	IDENTIFY what customers' value in a product, and assess what they are willing to pay for it.
CO217BA.4	ANALYSING	ILLUSTRATE the use of various tools and frameworks to solve strategic marketing problems using marketing data.
CO217BA.5	EVALUATING	DETERMINE the most effective target markets.
CO217BA.6	CREATING	DESIGN a study that incorporates the key tools of Marketing Analytics.

- Segmentation Analytics:** Market Segmentation Variables, Market Segmentation Types, Marketing Data Landscape, Data for Segmentation, Analytics for Need Based Segmentation - Voice of the Customer, Managing "Voice of the Customer" Data, Customer Co-Creation, RFM Analysis, Life Cycle Segmentation, Cross Tabulation Segmentation, Regression based segmentation, Clustering, Conjoint Analysis Segmentation, The Cluster Analysis + Discriminant Analysis Approach, **(5+1)**
- Approaches to Choosing Target Segment/s:** Rationale for Segment Targeting, Analytics for Perceptual Mapping and Product Positioning, Product Positioning, Multi Dimensional Scaling (MDS) and Factor Analysis, Relevance of Mapping for Product Positioning, Preference Mapping, Incorporating Preferences in Perceptual Mapping. **(5+1)**
- Analytics for Product/Service Design:** The Relevance of Trade-off Approaches, Conjoint Analysis, Approaches to Conjoint Analysis, Interpreting Conjoint Results, Optimizing Design using Conjoint Results. **(5+1)**
- Analytics for Tracking Customer Growth:** Rationale for Customer Analytics, Customer acquisition cost, Customer Churn, Customer Attrition models, Customer lifetime value, Net promoter score, Calculating the number of new customers, Calculating average customer age & Days to convert, Calculating customer acquisition cost & Average purchases, Calculating touch points & Lead conversion, Analyzing age demographics, First contact with customer, Customer satisfaction, Understanding customer engagement, Diffusion Models - The Bass Model. **(5+1)**
- Modeling New Marketing Initiatives:** Introduction to modeling, Evaluating new ad channels, Modeling tips and best practices, Projecting ad revenue, Projecting organic follower revenue, Projecting expenses, Calculating net profit and breakeven, Understanding ROI, Calculating returns, Creating a single-variable sensitivity table, Creating a multi-variable sensitivity table. **(5+1)**

Suggested Text Books:

- Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wayne L. Winston
- Marketing Analytics: Strategic Models and Metrics, Stephan Sorger
- Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques, Mike Grigsby
- Cutting-edge Marketing Analytics: Real World Cases and Data Sets for Hands on Learning, Paul Farris, Rajkumar Venkatesan, and Ronald T. Wilcox

Semester II		218BA: Retailing Analytics
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO2018BA.1	REMEMBERING	ENUMERATE the characteristics, opportunities and challenges of New Age Retailing and Digital Consumers.
CO2018BA.2	UNDERSTANDING	UNDERSTAND Consumer Buying Behavior and Trends in new age retailing.
CO2018BA.3	APPLYING	USE various kinds of data for performing Retailing Analytics.
CO2018BA.4	ANALYSING	ILLUSTRATE the use of various tools and frameworks for predictive retail analytics.

CO2018BA.5	EVALUATING	DERIVE a variety of metrics and quantify key outcomes in multiple areas of Retail.
CO2018BA.6	CREATING	BUILD value for Retail and Marketing by deriving Marketing ROI metrics..

1. **Retailing in the Digital Era:** New Age Retailing, Digital Consumers Characteristics – interconnected , involved, interconnected, co-creation, collaboration, Customer Data – Big Data, Business Analytics, Customer Insights, Data Characteristics - Variety, Volume, Velocity, Veracity. Critical issues in Modern day Retail, The Digital organization, Retail analytics for decision making, Informed and Risk-Aware Decisions , Benefits of Retail Analytics – Informed Decisions, Risk mitigation, Gaining visibility , Retail Analytics for Strategic – Tactical and Operational decisions. **(3)**
2. **Marketing in a Consumer-Driven Era:** Understanding Consumer Buying Behavior and Trends , Leveraging customer data, Putting information in context, Clicking with consumer communities, Keeping content in mind, From personalization to commerce. **(3)**
3. **Key Questions:** What they are buying, Who they are, How they are buying, Where else they are buying? **(3)**
4. **Data sources:** Customer, Retailer, Supplier, Market, Web, Mobile, Social, Call Centres,. **(3)**
5. **Looking at Unstructured Data:** The unstructured data challenge, Recognizing the untapped analytics opportunity, Customer-Driven Decision Making, Content Analytics in Action, Understanding Affinities between Products and Customers, Advanced affinity analysis, Market basket analysis, Understanding customer preferences , Anticipating the customer's next move, Improving Retail Promotions. **(3)**
6. **Merchandising Analytics:** Assortment planning , GeoSpatial Analytics, Product placement, Space Optimisation, Product adjacency, Aligning store-level assortment with demand, Category Intelligence, Developing dynamic retail assortments, Prioritization of Product categories. **(3)**
7. **Marketing Analytics:** Marketing Mix ROI, Promotions – Promotional Maturity Curves, Pricing – Price per segment, Margin, Profitability, Personalisation, Campaigns, Marketing Return Curves, Scenario Analysis, Driving better P&L analyses, Managing Incentive Compensation. **(3)**
8. **Supply Chain Analytics:** Creating a Demand-Driven Supply Chain, Gaining Visibility across the Supply Chain, Resolving Operations Problems Premptively , Logistics, Inventory, Supplier performance, Demand forecasting, Vendor Intelligence, Vendor Rankings, Fulfillment Intelligence, Inventory Diagnostics, Shrinkage, Optimization opportunities. **(3)**
9. **Store operations analytics :** Using Analytics to Optimize Staffing Plans, Drilling into HR analytics, Customer Traffic, Store Performance Dashboards, Local Market Analytics, Online Offline Analytics, Sales Trends, Brand Performance, Account Performance Forecasts. **(3)**
10. **Customer View:** Customer Insights, Omni channel insights, Personalization, merchandise Data sources, including operations and supplier. **(3)**

Suggested Text Books:

1. Retail Analytics – The Secret Weapon, Emmett Cox
2. Behaviour Analytics in Retail, Ronny Max
3. The Little Book on Big Data: Understand Retail Analytics Through Use Cases and Optimize Your Business, Mahogany Beckford
4. The New Science of Retailing: How Analytics are Transforming the Supply Chain and Improving Performance, Fisher and Raman
5. The Strategy and Tactics of Pricing: A Guide to Growing More Profitably, Nagle, Hogan and Zale, Prentice-Hall
6. Competing on Analytics, Davenport, Harris
7. The New Rules of Retail: Competing in the World's Toughest Marketplace, Lewis and Dart
8. Sales Promotions, Neslin, Marketing Science Institute

Semester II		219BA: Workforce Analytics
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO2019BA.1	REMEMBERING	ENUMERATE the use of Workforce Analytics.
CO2019BA.2	UNDERSTANDING	UNDERSTAND the process of creating and using HR analytics
CO2019BA.3	APPLYING	USE dashboards, pivot tables for data driven decision making in HR.
CO2019BA.4	ANALYSING	ILLUSTRATE the use of various tools and frameworks for predictive analytics.
CO2019BA.5	EVALUATING	DERIVE a variety of metrics and quantify key outcomes in multiple areas of HR.
CO2019BA.6	CREATING	BUILD value for HR departments by showing clear links between HR and Business outcomes.

1. **Workforce Analytics – Overview:** Workforce Analytics: definition, evolution, function of Workforce analytics, Use of Workforce / People / HR metrics to measure results in HR - Process vs Outcome , Efficiency vs Effectiveness, Lead vs Lag, challenges in measuring human capital, HR Business Framework, Concept of Balanced Score Card, Identifying key workforce questions, Strategic Case for Workforce Analytics, Data Sources, Power of combining data sources, Good, Important & Key Metrics. **(3)**
2. **Recruitment Metrics:** Fill-up ratio, Time to hire, Cost per hire, Early turnover, Termination during probation, Channel efficiency mix in terms of Direct hires, Employee referral hires, Agency hires & Lateral hires, Offer reject and renege, Fulfilment ratio, Quality of hire, Recruitment to HR cost. **(3)**
3. **Diversity Metrics:** Workforce diversity index, Gender mix, Differently abled index, Implementation challenges. **(3)**
4. **Talent Metrics:** Retention index, Voluntary and involuntary turnover, Turnover by department, grades, performance, and service tenure, Internal hired index. **(3)**
5. **Learning & Development Metrics:** Training need identification, Make or Buy Model, Training effectiveness evaluation, Percentage of employee trained, Internally and externally trained, Training hours and cost per employee, ROI calculation. **(3)**
6. **Internal Mobility Metrics:** Career Progression Indices - Promotion index, Rotation index, Career path index, Level wise succession readiness index. **(3)**
7. **People Deployment Metrics:** Employees per manager, Employee service profiling, Workforce age profiling, Workforce service profiling, Churn index, Separation clearance time. **(3)**
8. **HR Cost Metrics:** Revenue per employee, Operating cost per employee, PBT per employee, HR cost per employee, HR to operating cost, Compensation to HR cost, HR budget variance, HR ROI. **(3)**
9. **HR KPI Dashboard:** Calculating HR KPI, Scorecard based on recruitment, training and development, Calculating HR KPI, Scorecard based on employee retention, and turnover. **(3)**
10. **HR Predictive Analytics:** Regional and country level differences in turnover data, Predicting individual and team turnovers, Turnover costs for business implications, Selection decisions from previous performance data, Predictive modelling of individual and team performance, Identifying flight-risk candidates, Report generation. **(3)**

Suggested Text Books:

1. The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions, Shonna D. Waters, Valerie N. Streets, Lindsay Mcfarlane, Rachael Johnson-Murray
2. HR Analytics: Understanding Theories and Applications , Dipak Kumar Bhattacharyya
3. Doing HR Analytics - A Practitioner's Handbook With R Examples Lyndon Sundmark

Semester II		220BA: Tableau
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO221BA.1	REMEMBERING	DEFINE Tableau terminology and SHOW how to Connect to your data, Edit and save a data source.
CO221BA.2	UNDERSTANDING	ILLUSTRATE the use of the Tableau interface to effectively create powerful visualizations and charts.
CO221BA.3	APPLYING	MAKE USE OF statistical techniques to analyze your data, parameters and input controls to give users control over certain values.
CO221BA.4	ANALYSING	INTEGRATE data sources using data blending and Combine data from multiple tables in the same data source using joins.
CO221BA.5	EVALUATING	CREATE basic calculations including basic arithmetic calculations, custom aggregations and ratios, date math, and quick table calculations.
CO221BA.6	CREATING	BUILD spatial visualizations of non-geographic data by using advanced geographic mapping techniques and custom images and geocoding.

1. **Data Connections:** Tableau terminology, Tableau interface/paradigm, Create and save data connections, Create a live connection to a data source, Explain the differences between using live connections versus extracts, Create an extract, Save metadata properties in a .TDS, Modify data connections, Add a join, Add a blend, Add a union, Manage data properties, Rename a data field, Assign an alias to a data value, Assign a geographic role to a data field, Change data type for a data field (number, date, string, boolean, etc.), Change default properties for a data field (number format, aggregation, color, date format, etc.) **(5+1)**

2. **Organizing & Simplifying Data:** Organize data and apply filters, Filter data, Sort data, Build groups, Build hierarchies, Build sets, Add a filter to the view, Add a context filter, Add a date filter, Apply analytics to a worksheet, Add a manual or a computed sort, Add a reference line or trend line, Use a table calculation. **(5+1)**
3. **Field & Chart Types :** discrete v. continuous, Measure Names and Measure Values, Generated Fields, Use bins and histograms, Heat maps, Tree maps, Bullet graphs, bar chart, line chart, stacked bar, Combined Axis Charts, Dual Axis Charts, Scatter Plots, Data Highlighter, Cross tabs, Motion charts, Bar in bar charts, Box plots, Gantt Bar Charts, Paretos, Sparklines, geocoding , spatial visualizations of non-geographic data, Using titles, captions and tooltips, Editing axes, Mark labels and annotations. **(5+1)**
4. **Calculations:** Manipulating string and date calculations, Create quick table calculations, Use LOD calculations; types of LOD calculations, Use Ad-hoc calculations, Work with aggregation options, Build logic statements, Build arithmetic calculations, Build grand totals and sub-totals, Use calculations in join clauses, Create a calculated field (e.g. string, date, simple arithmetic), Add a parameter. **(5+1)**
5. **Sharing Insights:** Format view for presentation, Use color, Use bolding, Use shapes, Change size of marks, Select fonts, Create and modify a dashboard, Create a dashboard layout, Add interactive or explanatory elements, Add dashboard actions, Modify existing dashboard layout for mobile devices, Create a story using dashboards or views, Share a twbx as a PDF, Share a twbx as an image. **(5+1)**

Suggested Text Books:

1. Mastering Tableau, David Baldwin
2. Communicating Data with Tableau: Designing, Developing, and Delivering Data Visualizations, Ben Jones
3. Learning Tableau, Joshua N. Milligan
4. Practical Tableau: 100 Tips, Tutorials, and Strategies from a Tableau Zen Master, Ryan Sleeper

Semester II		221BA: Data Warehousing Project Life Cycle Management
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO221BA.1	REMEMBERING	DESCRIBE various stages in Data Warehouse development process.
CO221BA.2	UNDERSTANDING	EXPLAIN the significance of and Project Management issues to be considered in the Data warehouse and Business Intelligence projects and the practicality of each phase.
CO221BA.3	APPLYING	MAKE USE OF the Data warehouse Lifecycle.
CO221BA.4	ANALYSING	FORMULATE Requirements Definition using requirements gathering methods.
CO221BA.5	EVALUATING	DETERMINE users of information and SELECT appropriate Information Delivery Tools, OLAP models and Data Mining Techniques.
CO221BA.6	CREATING	CREATE an Implementation Plan for a Data warehouse Project.

1. **Data Warehousing Project Life Cycle Management - Planning And Requirements:** Data to Information Lifecycle, Brief History of Accessing, Reporting And Analyzing Data, Business Intelligence (BI) defined, Data Warehousing (DW) defined, Data Mining defined, Data Stores and Data Marts defined, Uses of BI & DW, Business Drivers For BI, Business and IT Drivers For DW, Applications that use BI And DW, Data Shadow Systems, Industry terminology, Planning the Data Warehouse Project, The Project Team, Project Management Considerations, Defining the Business Requirements, Dimensional Analysis, Information Packages, Requirements Gathering Methods, Requirements Definition: Scope and Content, Requirements as the Driving Force for Data Warehousing, Data Design, The Architectural Plan, Data Storage Specifications, Information Delivery Strategy. **(5+1)**
2. **Data Warehousing Project Life Cycle Management - Architecture And Infrastructure:** The Architectural Components, Understanding Data Warehouse Architecture, Distinguishing Characteristics, Architectural Framework, Technical Architecture, Infrastructure as the Foundation for Data Warehousing, Infrastructure Supporting Architecture, Infrastructure Supporting Architecture, Database Software, Collection of Tools, The Significant Role of Metadata, Why Metadata is Important, Metadata Types by Functional Areas, Business Metadata, Technical Metadata, How to Provide Metadata. **(5+1)**
3. **Data Warehousing Project Life Cycle Management - Data Design And Data Preparation:** Principles of Dimensional Modeling, From Requirements to Data Design, The STAR Schema, STAR Schema Keys, Advantages of the STAR Schema, Updates to the Dimension Tables, Miscellaneous Dimensions, The Snowflake, Schema, Aggregate Fact Tables, Families of STARS, Data Extraction, Transformation, and Loading, Data Extraction, Data Transformation, Data Loading, ETL Summary, Why is Data Quality Critical?, Data Quality Challenges, Data Quality Tools, Data Quality Initiative. **(5+1)**
4. **Data Warehousing Project Life Cycle Management - Information Access And Delivery:** Matching Information to the Classes of Users. Information from the Data Warehouse, Users of the Information, Information Delivery, Information Delivery Tools, Demand for Online Analytical Processing, Major Features and Functions, OLAP

Models, OLAP Implementation Considerations, Data Warehousing and the Web, Web-Enabled Data Warehouse, Web-Based Information Delivery, OLAP and the Web, Building a Web-Enabled Data Warehouse, Data Mining, Major Data Mining Techniques, Data Mining Applications. **(5+1)**

5. **Data Warehousing Project Life Cycle Management - Testing , Implementation And Maintenance:** Unit, IT, ST, Data volume, ETL and other test techniques, The Physical Design Process, Physical Design Steps, Physical Design, Considerations, Physical Storage, Indexing the Data Warehouse, Performance Enhancement Techniques, Data Warehouse Deployment, Major Deployment Activities, Considerations for a Pilot, Security, Backup and Recovery, Growth and Maintenance, Monitoring the Data Warehouse, User Training and Support, Managing the Data Warehouse, Scoping, Estimation, proposal writing and Risk planning. **(5+1)**

Suggested Text Books:

1. The Data Warehouse Lifecycle Toolkit, Ralph Kimball
2. Data Warehouse Project Management , Sid Adelman, Larissa T. Moss
3. The Data Warehouse Lab: A step-by-step guide using SSIS and SSAS, Amin Jalali
4. Data Warehouse for Project Managers, Laura Reeves
5. The Profit Impact of Business Intelligence, Steve Williams , Nancy Williams

Semester III and IV Syllabus

Generic Core (GC) Courses - Semester III

Semester III		301– Strategic Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO301.1	REMEMBERING	DESCRIBE the basic terms and concepts in Strategic Management.
CO301.2	UNDERSTANDING	EXPLAIN the various facets of Strategic Management in a real world context.
CO301.3	UNDERSTANDING	DESCRIBE the trade-offs within and across strategy formulation, implementation, appraisal.
CO301.4	APPLYING	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective.
CO301.5	ANALYSING	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
CO301.6	CREATING	DEVELOP the capability to view the firm in its totality in the context of its environment.

- 1. Understanding Strategy:** Concept of strategy, Levels of Strategy - Corporate, Business and Functional. Strategic Management - Meaning and Characteristics. Distinction between strategy and tactics, Strategic Management Process, Stakeholders in business, Roles of stakeholder in strategic management. Strategic Intent – Meaning, Hierarchy, Attributes, Concept of Vision & Mission - Process of envisioning, Difference between vision & mission. Characteristics of good mission statements. Business definition using Abell's three dimensions. Objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA). Components of a strategic plan, Analyzing Company's External Environment: Environmental appraisal, Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP). Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers. (7+2)
- 2. Analyzing Company's Internal Environment:** Resource based view of a firm. Analyzing Company's Resources and Competitive Position - meaning, types & sources of competitive advantage, competitive parity & competitive disadvantage. VRIO Framework, Core Competence, characteristics of core competencies, Distinctive competitiveness. Benchmarking as a method of comparative analysis. Value Chain Analysis Using Porter's Model: primary & secondary activities. Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging – concentrating, accumulating, complementing, conserving, recovering. Portfolio Analysis: Business Portfolio Analysis – BCG Matrix – GE 9 Cell Model. (7+2)
- 3. Generic Competitive Strategies:** Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies. (7+2)
- 4. Strategy Implementation:** Barriers to implementation of strategy, Mintzberg's 5 Ps – Deliberate & Emergent Strategies. Mc Kinsey's 7s Framework. Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment, Business Continuity Planning. Changing Structures & Processes: Reengineering & strategy implementation – Principles of Reengineering. Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy –Concept of Balanced scorecard for strategy evaluation. (7+2)
- 5. Blue Ocean Strategy:** Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework. Business Models: Meaning & components of business models, new business models for Internet Economy– E-Commerce Business Models and Strategies – Internet Strategies for Traditional Business –Virtual Value Chain. Sustainability & Strategic Management. Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits. (7+2)

Suggested Text Books:

1. Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill
2. Strategic Management by Ireland, Hoskisson & Hitt, Indian Edition, Cengage Learning
3. Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill
4. Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson

Suggested Reference Books:

1. Strategic Management by Dr. Yogeshwari L. Giri
2. Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter, First Free Press Edition
3. Competing for the Future by Gary Hamel & C.K. Prahalad, .
4. Blue Ocean Strategy by Kim & Mauborgne

Semester III		302– Decision Science
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO302.1	REMEMBERING	DESCRIBE the concepts and models associated with Decision Science.
CO302.2	UNDERSTANDING	UNDERSTAND the different decision-making tools required to achieve optimisation in business processes.
CO302.3	UNDERSTANDING	APPLY appropriate decision-making approach and tools to be used in business environment.
CO302.4	APPLYING	ANALYSE real life situation with constraints and examine the problems using different decision-making tools
CO302.5	ANALYSING	EVALUATE the various facets of a business problem and develop problem solving ability
CO302.6	CREATING	DISCUSS & propose the various applications of decision tools in the present business scenario.

1. **Introduction:** Importance of Decision Sciences & role of quantitative techniques in decision making. **Assignment Models:** Concept, Flood's Technique/ Hungarian method, applications including restricted, multiple assignments and maximization objective. **Transportation Models:** Concept, formulation, problem types: balanced, unbalanced, restriction and maximization, Basic initial solution using North West Corner, Least Cost & VAM, Optimal solution using MODI, multiple solution case to be considered. (8+2)
2. **Linear Programming:** Concept, Formulation & Graphical Solution. Markov Chains: Applications related to management functional areas, estimation of transition probabilities. Simulation Techniques: Monte Carlo Simulation, scope, and limitations. (7+2)
3. **Probability:** Concept, Conditional Probability theorem-based decision making. Probability Distributions: Normal, Binomial, Poisson (Simple numerical for decision making expected). **Queuing Theory:** Concept, Single Server (M/M/I, Infinite, FIFO), Introduction of Multi Server (M/M/C, Infinite, FIFO) (Numerical on single server model expected) (8+2)
4. **CPM & PERT:** Concept, Drawing network, identifying critical path, Network calculations- calculating EST, LST, EFT, LFT, Slack, floats & probability of project completion in case of PERT. Network crashing: Concept of project cost and its components, time and cost relationship, crashing of CPM network. (8+2)
5. **Decision Theory:** Concept, Decision making under uncertainty Maximax, Maximin, Minimax regret, Hurwicz's & Laplace criterion, Decision making under risk (EMV, EVPI) for items with and without salvage value. Game Theory: Concept, 2 × 2 zero sum game, Pure & Mixed Strategy, solution of games with dominance, average dominance method. Sequencing problem: Introduction, Problems involving n jobs-2 machines, n jobs- 3 machines & n jobs-m machines, Comparison of priority sequencing rules.(6+2)

Important Note:

1. In each unit caselet related to management situation in various functional domains shall be discussed by the subject teacher.
2. Numerical based on functional areas of business are expected on each unit

Suggested Text Books:

1. Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill Publications (latest Edition)
2. Operations Research by Hamdy A. Taha, Pearson Publication (latest edition)
3. Operations research by Hira Gupta, S. Chand Publication (latest Edition)

4. Operations Research Theory & Applications by J K Sharma- MacMillan Publishers India Ltd. (latest Edition)
5. Statistical Methods by S.C. Gupta S. Chand Publication (latest edition)
6. Comprehensive Statistical Methods by P.N. Arora, Sumeet Arora, S. Arora S. Chand Publication

Suggested Reference Books:

1. Quantitative techniques & statistics By K L Sehgal Himalaya Publications (latest edition)
2. An introduction to management science: Quantitative approach for decision making- Cengage Learning- Anderson (latest edition)
3. Introduction to Operations Research by Billey E. Gillett, TMGH (latest edition)
4. Operations Research by Nita Shah, Ravi Gor, Hardik Soni, PHI (latest Edition).
5. Operations Research by R. Pannarselvam, Prentice Hall India

Generic Core (GC) Courses - Semester IV

Semester IV		401 – Enterprise Performance Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO401.1	REMEMBERING	Enumerate the different parameters & facets of management control of an enterprise.
CO401.2	UNDERSTANDING	Illustrate the various techniques of enterprise performance management for varied sectors.
CO401.3	UNDERSTANDING	Determine the applicability of various tools and metrics as a performance evaluation & management tools.
CO401.4	APPLYING	Analyse the key financial & non-financial attributes to evaluate enterprise performance.
CO401.5	ANALYSING	Formulate the various parameters to evaluate enterprise performance effectively through implementation of strategy.

- Performance Management:** Concept, Need, Linkages with Strategic Planning, Management Control and Operational Control. **Performance Evaluation Parameters:** Financial – Responsibility Accounting –Concept of Responsibility Centers, Revenue Centre, Expense Centre - Engineered and Discretionary costs – Committed costs, Profit Centre, Investment Centers. ROI, ROA, MVA, EVA – DuPont analysis. **(Numericals expected)** Limitations of Financial Measures. **(8+1)**
- Performance Evaluation Parameters:** Non-Financial Performance measures – Balanced Scorecard, Malcolm Baldrige Framework. **Measuring SBU Level Performance:** Concept, Need, and Linkages with Enterprise Performance Management – Goal Congruence. Transfer Pricing – Objective, Concept, and Methods – Cost based, Market price based & Negotiated, Applicability of Transfer Pricing. (Numerical / Case is expected) **(7+1)**
- Capital Expenditure Control:** Concept, Need, Process of Capital Budgeting, Types of capital expenditure decisions – pre-sanction, operational and post-sanction control of capital expenditure. Tools & Techniques of Capital Expenditure Control: Performance Index, Technical Performance Measurement, Post completion audit. **Performance Evaluation Parameters for Projects:** Project Control Process: Setting base line plan, Measuring progress and performance, comparing plan against action, Taking action, Schedule variance (time overruns), Project Cost Variance (cost overruns). **(8+2)**
- Performance Evaluation Parameters for Banks:** Customer Base, NPAs, Deposits, ROI, Financial Inclusion, Spread, Credit Appraisal, Investments. **Performance Evaluation Parameters for Retail:** ABC analysis, Sell Through Analysis, Multiple Attribute Method, Gross Margin Return on Investment (GMROI), GMROI as Gross Margin/Average Inventory at Cost, **Performance Evaluation Parameters for Non-Profit:** Features of Non-profit organizations, fund accounting, governance, product pricing, strategic planning & budget preparations, social audit. **(8+2)**
- Performance Evaluation Parameters for E-Commerce:** Features of E commerce, Need of evaluation, Metrics for performance evaluation: Business metrics, Traffic metrics, Conversion matrix & Audience involvement metrics. Various KPI used by E Commerce industry : Website traffic , referral traffic, conversion rate optimization, bounce rate of website, repeat visit, cart abandon rate, cost per conversion, average order value, revenue on advertising spend, customer life time value, net promoter score, churn rate. **Audit Function as a Performance Measurement Tool:** Financial Audit, Internal Audit, Cost Audit, Management Audit – Principles and Objectives (Audit Reports / Formats are expected to be discussed in the class from a performance measurement perspective). **(9+1)**

Suggested Text Books:

- Management Control System by Robert Anthony & Vijay Govindrajana, Tata McGraw Hill Publishing Co. Ltd.
- Management Control in Non Profit Organizations by Robert Anthony & David Young, McGraw Hill International Publication
- Retailing Management by Swapna Pradhan, TMGH

Suggested Reference Books:

- Project Management by K.Nagarajan, New Age International Publications
- Principles and Practices of Auditing by Ravindar Kumar & Virendar Sharma, PHI.
- Principles and Practices of Banking by Indian Institute of Banking & Finance, MacMillan India Ltd.
- Financial Management by Prasanna Chandra, TMGH
- E business: A Canadian perspective for a Networked World , Gerald Trites, J. Efrim Boritz Pearson

Semester IV		402 – Indian Ethos & Business Ethics
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3 Credits	LTP: 2:1:1	Compulsory Generic Core Course
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Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO402.1	REMEMBERING	Recall and spell the human universal values of Indian Ethos and its applications in Business ethics
CO402.2	UNDERSTANDING	Recognize and Demonstrate the relevance of Indian Ethos by taking the rationale and ethical business decision derived from Indian Heritage Scriptures.
CO402.3	APPLYING	Apply the concepts of Indian Ethos, Values, and Ethics with moral reasoning to develop sustainable solutions to solve complex business issues..
CO402.4	ANALYSING	Analyze and make inferences to contemporary business practices in relation to Indian Ethos & Business Ethics
CO402.5	EVALUATING	Appraising the importance of business decisions on the basis of ethics and thus create a value driven management.
CO402.6	CREATING	ELABORATE Ethical dilemmas in different business areas of marketing, HRM and Finance and ADAPT dilemma resolution interventions by referring to Ethical decision making.

- 1. Indian Ethos and Values : Its relevance at Workplace: Indian Ethos-** Meaning, Features, Need, Evolution, Relevance, Universal Human values for continuity of happiness and prosperity, Development of Human Consciousness Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices, Triguna Theory-OSHA Model. Work Ethos meaning, dimensions of Work Ethos. **Values** - Concepts, Values in business, Value system in work culture, and Values of Indian Managers, Relevance of Value Based Management in Global Change; Impact of values on Stakeholders; Trans-Cultural Human Values, need of ethos in business organisations with reference to Indian firms, Ethics v/s Ethos, Eastern Management v/s Western Management. (8+2)
- 2. Indian Model of Management:** Concept of Indian Model of Management in the Indian socio-political environment, Laws of Karma and its relevance in business settings, Indian Heritage in Business-Management. Production and Consumption: Management lessons from Indian heritage scriptures (like Mahabharata & Ramayana), Leadership Pointers from Kautilya's Arthashastra, VEDA Model of Leadership, Corporate Rishi Model, Theory K, WE theory (West-East Theory) (11+2)
- 3. Business Ethics as Applied ethics:** Meaning, Characteristics of Business Ethics, Importance of Business Ethics (Long Term growth, Cost reduction, Risk mitigation, Limited resources, etc.), The Ethics of the Business, Types of Business Ethics (Transactional Ethics, Participatory Ethics, Recognition Ethics), Factors influencing business ethics, Svensson and Wood, A Model of Business Ethics. Categories of Ethics and Responsibilities (Personal, Professional, Managerial) Business Code of Conduct), Approaches to Business Ethics: Consequentialist & Non-Consequentialist The Ethical Audit, Theories of Ethics - Deontological Theory & Teleological Theory, Kohlberg's Six stage moral development, Chris Moon's Ethical fitness: a Four-Step Workout (Moral Awareness, Values Definition, Ethical Analysis, Dilemma Resolution). (11+2)
- 4. Ethical decision making in business matrix:** Framework of Ethical decision making, Ethical dilemmas in different functional areas of Business (Finance, Marketing HRM and International Business), Difficulties for practice ethics in organization, Intellectual Property Rights and Business Ethics, Ethical challenges for Managers, Ethical Decision Making process, it's Model -STEP Model, PLUS Filter Model. (8+2)
- 5. Applications of Ethical Principles to Contemporary, Moral and Ethical problems / issues related to Business:** Contemporary cases on Corporate Strategy, Moral Reasoning, personal responsibility and UN-17 SDG: Climate Change, Corporate Strategy and Natural resource depletion, Corporate Social Responsibility, transparency and accountability, Social Media and E-Platforms. Current ethical issues like Bank scams, Airlines etc. (7+2)

Suggested Text Books:

1. Business Ethics (Concept, Application, Framework and Cultural Impact) k. Aswathappa, J. Ushar Rani, Sunanda Gundavajhala, Himalaya Publishing House
2. Ethics in Management and Indian Ethos, Biswanath Ghosh , Vikas Publishing House
3. Indian Ethos of Management, Tushar Agarawal and Nidhi Chandorkar, Himalaya Publication House.
4. Indian Ethos and Values for Managers, Khandelwal , Himalaya Publishing House

Suggested Reference Books:

1. Indian Ethos & Values In Management, Nandagopal R, Ajith Sankar, Tata McGraw Hill Publishing Co. Ltd.
2. New Mantras in Corporate corridors From Ancient Routes to Global Roots, Subhas Sharma, New Age International Publishers
3. Business Ethics: Concepts and Cases, Velasquez, Pearson Education India.

4. Corporate Chanakya , Radhakrishnan Pillai , Jaico Publishing House
5. Business Ethics at work, Elizabeth Vallance, Cambridge University Press

Research papers/Articles:

1. A Model of Business Ethics, GoranSvensson Greg Wood, Journal of Business Ethics (2008) 77:303–322, Springer 2007, DOI 10.1007/s10551-007-9351-2
2. Fair Employment Agency: Eliminating Forced labor Through Ethical Business Practices, David Bishop, Joao Costa, KHU Business School, Asia Case Research Center, Harvard Business Publishing (HBPS#1296)
3. Case Study at Harvard Business Review 2007: Avoiding Integrity Land Mines, Ben W. Heineman, Jr.

Useful Links:

1. <https://sdgs.un.org/goals>
2. <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

Generic Courses (Electives) – University Level – Semester III & IV

Semester III		306 – International Business Economics
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 306 .1	Remembering	RECALL and DEFINE the economic aspects of international business.
CO 306 .2	Understanding	DEMONSTRATE the outcomes of globalising and liberalising trade environment, trade policy frameworks and macroeconomic linkages of the open economy.
CO 306 .3	Applying	IDENTIFY the mechanisms and working of the foreign exchange markets.
CO 306 .4	Analysing	EXAMINE how a trade policy improves or diminishes the prospects of survival / growth of business.
CO 306 .5	Evaluating	MEASURE the implications of International Financial Crisis and its repercussions on International Trade
CO306.6	CREATING	COMPOSE a matrix of various economic aspects of international business and their linkages with Indian Economy

- International Trade:** Trade Theories, Ricardo and Comparative advantage, Heckscher Ohlin model of factor abundance , Krugman's model of Intra-Industry Trade (5+1)
- Trade policies:** Unilateral and multilateral trade policies, Tariffs in competitive markets, WTO tariff policy, Quota, Tariff and quota in monopolistic markets, Dumping and Antidumping Duty under the WTO, Subsidies and Countervailing duties under the WTO, Export taxes, Export subsidies, Economic Integration (5+1)
- Currency and International Finance:** Currency market and exchange rate, Spot and forward markets, Types of Foreign Exchange Transactions – Reading Foreign Exchange Quotations – Forward and Futures Market – Foreign-Currency Options – Arbitrage – Speculation and Exchange-Market Stability, Currency market and basic Central Bank operation, Product market approach to determination of exchange rate, Asset market approach to determination of exchange rate. (5+1)
- Exchange rate policies and macroeconomic management:** Fixed and flexible rates – Central Banks actions, Impact of changing exchange rates on exports and imports, Volatility managements by the government and Exchange rate regimes, Open economy macroeconomics, 3 International Financial Crises models - Understanding the recent few crises, The Euro Crisis, Economic risk indicators for FDI and FII (5+1)
- International Banking:** Reserves, Debt and Risk : Nature of International Reserves – Demand for International Reserves – Supply of International Reserves – Gold Exchange Standard – Special Drawing Rights – International Lending Risk – The Problem of International Debt – Financial Crisis and the International Monetary Fund – Eurocurrency Market. (5+1)

Suggested Text Books:

- International Economics Theory and Policy by Paul Krugman, Maurice Obstfeld, Pearson Education
- International Economics by Robert Carbaugh, Thomson – South Western
- International Business by John Daniels, Lee Radebaugh, Daniel Sullivan and Prashant Salwan, Pearson

Suggested Reference Books:

- International Economics by Thomas Pugel, McGraw-Hill-Irwin
- The World is Flat by Friedman Thomas
- International Economics by Edward Leamer, editor,
- Jagdish N. Bhagwati, Arvind Panagariya, and T. N. Srinivasan, Lectures on International Trade
- Rethinking International Trade by Paul R. Krugman

Semester III		307– International Business Environment
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 307 .1	REMEMBERING	Recall and Describe the key concepts of international Business Environment

CO 307 .2	UNDERSTANDING	Understand the relevance of Multinational Corporations (MNCs) in global trade
CO 307 .3	APPLYING	Demonstrate the significance of FDI and FPI in respect of developing economy
CO 307 .4	ANALYSING	Analyze the issues related to Labor, Environmental and Global Value chain
CO 307 .5	EVALUATING	Formulate and discuss the case related to various Agreements under WTO and contemporary global business environment.

1. **Introduction to International Business:** Importance, nature and scope of International business; modes of entry into International Business, internationalization process. Globalization: Meaning, Implications, Globalization as a driver of International Business. The Multinational Corporations (MNCs) – evolution, features and dynamics of the Global Enterprises. Consequences of Economic Globalization, Brexit, Reverse globalization. (5+1)
2. **International Business Environment:** Political Economy of International Business, Economic and Political Systems, Legal Environment, Cultural Environment, Ethics and CSR in International Business. (5+1)
3. **International Financial Environment:** Foreign Investments - Pattern, Structure and effects. Theories of Foreign Direct Investment, Traditional and Modern theories of FDI, Modes of FDI - Greenfield, Brownfield Investments, Mergers and Acquisitions, Motives of FDI, FDI contrasted with FPI. Basics of Forex Market. (5+1)
4. **International Economic Institutions and Agreements:** WTO, IMF, World Bank, UNCTAD Tariff and Non-tariff Barriers. Balance of Payment Account: Concept and significance of balance of payments, Current and capital account components. Introduction to Basic Concept of IFRS. (5+1)
5. **Emerging Issues in International Business Environment:** Growing concern for ecology, Digitalisation; Outsourcing and Global Value chains. Labor and other Environmental Issues, Impact of Pandemic COVID-19 on international trade. (5+1)

Suggested Text Books:

1. Global Business Management by Adhikary, Manab, Macmillan Publishers, New Delhi.
2. International Business Environment by Black and Sundaram, Prentice Hall of India, New Delhi
3. Economic Environment Of Business by Gosh, Biswanath, South Asia Book, New Delhi.
4. International Business by Aswathappa Tata Mc Graw Hill publications, New Delhi.
5. International Business by P. Subha Rao

Suggested Reference Books:

1. Going International Response Strategies For Indian Sector by Bhattacharya.B, Wheeler Publishing Co, New Delhi.
2. International Economies by D.N. Krithani.
3. International Business by Roger Bennett
4. Business Environment by C.B. Gupta
5. International Business by Francis Cherunillam

Semester III		308 – Project Management
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 308 .1	Remembering	DEFINE the key terms and concepts in project management.
CO 308 .2	Understanding	EXPLAIN the Importance of project management methodologies and tools at the distinct stages in the Project's life cycle
CO 308 .3	Applying	ILLUSTRATE the importance of PM in most industries and businesses
CO 308 .4	Analysing	EXAMINE the importance of Leadership specifically in heterogenous and virtual teams as well as governance and approaches to conflict resolutions
CO 308 .5	Evaluating	DESIGN dashboard, status report and index for Key Performance Indicators of project for the Management

1. **Overview of Project Management:** Concept of Project, Attributes of a Project, Importance of Project Management, Project Management Process, Project Lifecycle, Project Stakeholders, Project Management Structures, Choosing Appropriate Project Management Structure, Implications of Organizational Culture, Main Causes of Project Failure. Project Definition: Defining Scope, Establishing Priorities, Creating the Work Breakdown Structure (WBS),

integrating the WBS with the organization, Coding the WBS for information system, Project Roll Up, Process Breakdown Structure, Responsibility Matrices. (5+1)

2. **Project Planning:** Estimating Project Times and Costs: Factors Influencing Quality of Estimates, Estimation Guidelines for Time, Costs and resources, Macro versus Micro Estimating, Methods for Estimating Project Times and Costs, Level of detail, Developing Budgets, Types of Costs, Refining estimates and contingency funds. Developing a Project Plan: Developing the Project Network, From Work Package to Network, Constructing a Project Network, Activity-on-Arrow Fundamentals, Network Computation process, Using the Forward and Backward pass information, Level of Detail for activities, Extended Network techniques. (5+1)

3. **Project Scheduling & Risk Management:** Scheduling Resources and Reducing Project Duration: Types of Project Constraints, Classification of Scheduling Problem, Resource Allocation Methods, Splitting, Multitasking, Benefits of scheduling resources, Assigning Project work, Multi Project resource Schedules, Rationale for reducing project duration, Options for accelerating Project Completion, Concept and construction of a Project Cost – Duration Graph, Practical considerations. Managing Risk: Risk Management process – Risk Identification, Risk Assessment, Risk Response Development, Contingency Planning, Risk Response Control, Change Control Management. (5+1)

4. **Project Organization:** The Project Manager: Role and Responsibilities of the project Manager, Planning, Organizing, Controlling, Skills of the Project Manager – Leadership Abilities, Coaching & mentoring Abilities, Communication Skills, Interpersonal Skills, Ability to Handle Stress, Problem Solving Skills, Time Management Skills, Delegation, Management of Change. Managing Project Teams: The five stage team development model, Situational factors affecting team development, Team effectiveness, Conflict in projects, Sources of Conflict, Handling Conflict. Managing Virtual Project teams, Project team pitfalls. (5+1)

5. **Project Evaluation:** Progress and Performance Management and Evaluation: Structure of a Project Monitoring Information System, Project Control Process, Monitoring Time Performance, Need for an Integrated Information System, Developing a dashboard, status report and index to monitor progress, Forecasting final project cost, Other control issues. Project Audit and Closure: Project Audit, Project Audit Process, Project Closure, Team, Team member and Project Manager Evaluations. (5+1)

Suggested Text Books:

1. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, Tata McGraw Hill
2. Effective Project Management, Clements and Gido, Thomson – India Edition.
3. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Wiley India
4. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill

Suggested Reference Books:

1. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), PMI Publication

Semester III		309 – Knowledge Management
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 309 .1	Remembering	DEFINE the key terms and concepts in Knowledge Management.
CO 309 .2	Understanding	DESCRIBE the Knowledge Management cycle
CO 309 .3	Applying	DISCUSS the types of Knowledge and its implications.
CO 309 .4	Analysing	OUTLINE the importance of capturing knowledge elements and its structures application as a competitive advantage to business
CO 309 .5	Evaluating	EXPLAIN the human and business aspects of knowledge management.

1. **Introduction to Knowledge:** Meaning of data, information, knowledge and expertise, Meaning of epistemology, Types of Knowledge - Subjective & Objective views of knowledge, procedural Vs. declarative, tacit Vs. explicit, general Vs. specific, Types of expertise – associational, motor skill, theoretical, Characteristics of knowledge – explicitness, codifiability, teachability, Specificity, Reservoirs of knowledge. (5+1)

2. **KM and KM Cycle:** Why KM, KM system life cycle, and aligning KM and business strategy, KM Cycle: Knowledge creation, capturing tacit knowledge, Types of knowledge and its implications for KM Knowledge codification and system development: codification, system testing and deployment, Knowledge transfer and knowledge sharing- the role of culture and structure (5+1)

3. **KM system :** Analysis design and development: Knowledge infrastructure, Knowledge audit, and knowledge team, Analysis, design and development of KM system, KM tools and Portals: inferences from data, data mining and knowledge portals (5+1)

4. **KM Infrastructure:** Organizational Structure, Organizational Culture, Communities of Practice, Information Technology Infrastructure, Common Knowledge (5+1)
5. **Evaluation of KM effectiveness:** KM Impact: Dimensions of KM Impact – People, Processes, Products & Organizational Performance, Factors influencing impact – universalistic & contingency views, Assessment of KM Impact – Qualitative & quantitative measures, Identification of appropriate KM solutions, Ethical, legal and managerial issues, KM experiences from Indian companies, KM innovation and Learning organization, The future of KM. (5+1)

Suggested Text Books:

1. Fernandez I. B. and Sabherwal, R. (2010). Knowledge Management: System and Resources. PHI Delhi.
2. Tiwana Amrit (1999). The Knowledge Management Toolkit. Prentice Hall PTR.
3. Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges, Solutions, and Technologies, Prentice Hall. ISBN: 0-13-109931-0.
4. Elias M. Awad, Hassan M. Ghaziri (2004). Knowledge Management. Prentice Hall. ISBN: 0-13-034820-1.

Suggested Reference Books:

1. Donald Hislop, Knowledge Management in Organizations, Oxford 2nd Edition.
2. Ian Watson (2002). Applying Knowledge Management: Techniques for Building Corporate Memories. Morgan Kaufmann. ISBN: 1558607609.
3. Madanmohan Rao (2004). Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann. ISBN: 0750678186.
4. Stuart Barnes (Ed.) (2002). Knowledge Management Systems Theory and Practice. Thomson Learning.
5. Kimiz Dalkir, Knowledge Management in Theory and Practice, Elsevier, Butterworth-Hinemann.
6. Shelda Debowski, Knowledge Management, Wiley India Edition.

Semester III		310– Corporate Governance
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO310.1	REMEMBERING	ENUMERATE the global contemporary developments in Corporate Governance.
CO310.2	UNDERSTANDING	EXPLAIN the importance of regulation, markets and information in corporate governance and CATEGORIZE the role of Board of Directors and Committees for good Corporate Governance.
CO310.3	APPLYING	EXAMINE the provision of Corporate Governance for listed and unlisted firms.
CO310.4	ANALYSING	ANALYSE the enterprise risk for formulating the Internal control policies.
CO310.5	EVALUATING	Evaluate the legal framework and global perspective of Corporate Governance.
CO310.6	CREATING	DISCUSS Cases related to Corporate Governance.

1. **Conceptual Framework of Corporate Governance:** Introduction, Need and Scope Evolution of Corporate Governance, Developments in India. Corporate Governance Code and Agency Theory. Corporate Governance Code & Principles (OECD). Theory in Corporate Governance: Agency Theory, Stakeholder theory, Stewardship theory. Models of Corporate Governance Anglo American Model. Japanese Model, German Model and Indian Model. Elements of Good Corporate Governance, Recent Corporate Governance Committee reports like N.R. Narayan Murthy Committee, J.J. Irani Committee, etc (5+1)
2. **Legal Framework for Corporate Governance:** Key Provisions of Companies Act 2013 on Corporate Governance for Listed and Unlisted Companies, SEBI LODR Regulations, Clause 49 - Listing agreement, Board Composition, Board Meetings, Role of Independent Director, Separation of roles of Chair- Person and MD / CEO, Audit Committee, Audit Reports and Audit Qualifications. (5+1)
3. **Corporate Governance and Other Stakeholders:** Prevention of Oppression and Mismanagement, Corporate Governance issues with regard to Related Party Transactions, Role of Investor Associations in Securing Shareholders Rights, Role of Institutional Investors in Corporate Governance. Corporate Governance and Other Stakeholders: Employees, Customers, Lenders, Vendors, Government, Society. (5+1)
4. **Risk Management and problems of poor governance:** Risk Management and Oversight, Enterprise Risk Management, Roles and Functions of Internal Control, Disclosure about Risk, Risk Management and Internal Control. Risk Management and Oversight, Enterprise Risk Management, Roles and Functions of Internal Control, Disclosure about Risk, Risk Management and Internal Control. Poor Corporate Governance and Corporate Frauds: Meaning and

Consequences of poor corporate Governance, ways to improve corporate governance, corporate frauds and importance of whistle blowing (5+1)

5. **Emerging trends & Global Perspective of Corporate Governance:** Meaning, need & features of ESG, Importance of ESG, ESG Reporting, ESG Rating, Green Finance, Green lending and green bonds, Blue Finance, Corporate Governance in PSUs, Banks. An overview of International Perspective of Corporate Governance and Contemporary Developments in the Global Arena with focus on countries like UK, USA, South Africa & Australia (5+1)

Note: Relevant cases pertaining to the topic & course content need to be covered.

Suggested Text Books:

1. S. M. Dewan, Corporate governance in public sector enterprises, Pearson Longman, 2006.
2. Corporate Governance in India – An Evaluation by S C Das, PHI – Eastern Economy Edition.
3. Corporate Governance by Christine A Mallin, Oxford University Press
4. Corporate Governance – Global Concepts & Practices, Dr. S Singh, Excel Books.

Suggested Reference Books:

1. Corporate Governance, Principles, policies and Practices – A.C. Fernando, Pearson Education.
2. Corporate Governance – IICA, Taxmann.
3. The Art of Corporate Governance – Dr. Joffy George.
4. The Essential Book of Corporate Governance by G. N. Bajpai.
5. Companies Act 2013 and Rules.
6. SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015
7. Case Studies on Ethics and Corporate Governance Vol I and II, ICFAI Books.

Semester III		311–Management of Non-profit organizations
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO311.1	REMEMBERING	DESCRIBE the basic concepts and frameworks in the field of Non-Profit Sector & Non-Profit Organization.
CO311.2	UNDERSTANDING	EXPLAIN the characteristics of Non-Profit organizations, summarizing the factors affecting development of Non-Profit organization.
CO311.3	APPLYING	MAKE use of theoretical concepts, frameworks while registration process of Non-Profit Organization.
CO311.4	ANALYSING	EXAMINE the role of any public policies which helps NPO in decision making.
CO311.5	EVALUATING	EVALUATE the performance of Non-Profit organizations, the critical financial considerations of the Non-Profit organization.

1. **Fundamentals of Non-profit organization:** Introduction of Non-Profit Sector & Non-Profit Organizations, Define the Non-Profit Organization and describe its dimensions. Key concepts in Non-Profit management including board of governance, staffing, regulation, and volunteer management. Concept of Non-Profit leadership and governance and the functions of boards in organizational governance, the Board's Role and Responsibilities. Roles of board members in Non-Profit organizations, responsibilities of Non-Profit Organizations. Elements of board behaviour for effectiveness of organization. Developing Leadership and Improving Governance in Non-Profit Organizations, Improving the Effectiveness of Boards of Directors and the tools used to facilitate assessments of board performance. (5+1)

2. **Basics of Non-Profit Organization:** Difference between For-Profit and Non-Profit organizations, Characteristics of Non-profit Organizations. Factors affecting development of Non-Profit organizations, Challenges of managing a Non-Profit organizations, Factors responsible for success of Non-Profit organizations, Skills and abilities of the leaders of Non-profit organizations, vision, mission, values and goals of Non-Profit organizations. (5+1)

3. **Registration and Formation of Non-Profit Organization:** Nature, objectives, legal procedures, formalities and documentations required for registration. Different types of Non-Profit Organizations: NGOs, Trust and Society, its significance, differences and relationships. Overview of Societies Registration Act, Indian Trust Act, Indian Companies Act, Charitable Endowment Act, Memorandum of Association, Rules and Bye-laws of Non-Profit Organizations, Tax Benefits and Exemptions under different acts. (5+1)

4. **Managing Non-Profit Organizations:** Role of executives in building effective and sustainable organizations, Standards and code of conduct appropriate to professionals in the sector, Accountability and “managing the mission”, Volunteerism, conflicts of interest in various situations. Roles of Non-Profit organizations in the public policy framing process, Examples of Key public policies, Ethical issues, in management of NPOs, developing a sustainable business model based on the social need. (5+1)

5. **Performance of Non-Profit Organization:** Evaluating the performance of Non-profit Organizations, Ethical Decision making in Non Profit Organizations, Volunteers and their role in Non Profit organizations. Incentives and control in the non-profit context. Non-profit governance, Non-profit organizations and market competition, sales promotion and Public Relations for Non- profit Organization. Managing Financial Resource, Donor Marketing. (5+1)

Suggested Text Books:

1. Non-Profit Management: Principles and Practice...(Paperback) by Michael J. Worth
2. How to Start, Run & Grow a Successful Non- Profit organization by Aaron Sanders
3. Non-Profit organizations: Theory, management, policy by Helmut k. Anheier
4. Developing Non-Profit and Human Service Leaders: Essential Knowledge and Skills, Watson, Larry D., Hoefer, Richard, 2014
5. Kumar, R., Goel, S. L. (2005). Administration and Management of NGOs: Text and Case Studies. Deep and Deep Publications

Suggested Reference Books:

1. Banerjee, G. D. (2012). NGOs: Issues in Governance- Accountability Policies 7 Principles. Neha Publishers & Distributors
2. David Lewis (2014). Non-Governmental Organizations, Management and Development. Routledge Publication.
3. NGOs AND SOCIAL WELFARE: New Research Approaches David Lewis and N. Avichandran (Eds.)
4. Marketing of Non-Profit Organizations by Philip Kotler
5. Elements of Mercantile Law, N.D.Kapoor

Semester IV		405 – Global Strategic Management
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO405.1	Remembering	Define the concept and key terms associated with the global strategic management.
CO405.2	Understanding	Describe in detail global strategic alliance, merger and acquisitions.
CO405.3	Applying	Demonstrate various global organisation models in global strategic management context.
CO405.4	Analyzing	Examine various entry and business-level strategies from global strategic management prospective.
CO405.5	Evaluating	Explain globalization, innovation, and sustainability and challenges to strategic management.
CO405.6	Creating	Design global strategies and understand their relative merits and demerits.

1. **Introduction:** The phenomenon of Globalisation Localisation and Glocalization, Factors that push globalisation, factors that work against globalisation, The localisation pushes, The Global Integration/Local Responsiveness Grid. Globalization and strategic management; Competitive strategy and competitive advantage in global market. Assessing Countries' Attractiveness: Country attractive Market and industry opportunities, Assessing industry opportunities, Country risk analysis. (5+1)

2. **Market Intelligence and Designing a Global Strategy :** Market Intelligence: Drivers and Benefits, Key Success Factors of World Class Market Intelligence, Intelligence Scope, Intelligence Process, Intelligence Tools – Collecting, Storing, and Communicating Intelligence. Designing a Global Strategy: Entry strategies, Direct Exporting, Licensing, Partnering, Joint Ventures, Buying an organization, Piggybacking, Turnkey Projects, Greenfield Investments. Increased Market Size, Return on Investment, Economies of Scale and Learning, Location Advantages. (5+1)

3. **Global Strategic Alliances:** Strategic Alliances: Global versus local alliances, typology and framework, Value potential, Partner analysis, Negotiation and design, Implementation of alliance management, Global multilateral alliances, Alliance constellation management, Criteria for successful alliances. Global Mergers and Acquisitions: The rationale for cross-border M&As, Cross-border acquisitions performance, Deciding on the M&A, Integrating the companies: the integration phase, Integrating the companies: the transition phase, Integrating the companies: the consolidation phase (Case studies of global strategic alliances and global mergers and acquisitions are expected). (5+1)

4. **Designing a Global Organisation:** Structure, processes and culture, global functional model, geographical model, single matrix model, multi-business global product division model, multi-business geographical model, multi-business matrix model, Hybrid structural models, transnational model. (5+1)
5. **Globalization, Innovation, and Sustainability:** Challenges to Strategic Management: Impact of Globalization, Innovation, Sustainability, Theories of Organizational Adaptation, Issues in global strategy implementation; strategy evaluation and control. (5+1)

Suggested Text Books:

1. Lasserre, Philippe, Global Strategic Management (4th Edition), Palgrave Macmillan, Bristol, Great Britain, 2003.
2. Michael Hitt, Duane Ireland and Robert Hoskisson, Concepts Strategic Management Competitiveness & Globalization (9th Edition), South-Western Cengage Learning Mason, USA, 2011.
3. Hans Hedin, Irmeli Hirvensalo, Markko Vaarnas, The Handbook of Market Intelligence Understand, Compete and Grow in Global Markets, John Wiley & Sons Ltd, West Sussex, United Kingdom, 2011.
4. Lorange, P. and J. Roos, Strategic Alliances: Formulation, Implementation, and Evolution, Blackwell, Oxford.
5. Gerardo R. Ungson and Yim-Yu Wong, Global Strategic
6. Management, Segment Books New Delhi, 2009.
7. Global Strategic Management, Kamel Mellahi, J. George Frynas, and Paul Finlay, Oxford University Press, New York, 2005.
8. Globalization and Business, John Daniels, Leeh. Radebaugh, and Daniel P. Sullivan, Prentice Hall of India Private Limited, New Delhi, 2002.

Suggested Reference Books:

1. Thomas Wheelen and David Hunger, Strategic Management and Business Policy - Toward Global Sustainability (13th Edition), Pearson Education, New Jersey, USA, 2012
2. Thomas Wheelen, David Hunger, Alan Hoffman and Charles Bamford, Strategic Management and Business Policy Globalization, Innovation, and Sustainability (14th Edition) Pearson Education Limited, Essex, England, 2015
3. Davidson, W.H., Global Strategic Management, John Wiley, New York.
4. Eayerweather, W.H. International Business Strategy and Administration Ballinger Publishers, Cambridge Mass.
5. Hitt, Michael A., R.Duane Ireland and Robert E. Hokisson, Strategic Management: Competitiveness and Globalization, 4th Ed, South Western College Publishing, Australia, 2001.

Semester IV		406 – Technology Competition and Strategy
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO408.1	Remembering	DEFINE the key terms and concepts.
CO408.2	Understanding	EXPLAIN how technology affects strategic interactions among firms and consumers
CO408.3	Applying	DETERMINE the linkages Technology & Business Strategies
CO408.4	Analyzing	EXAMINE the technology environment of a firm.
CO408.5	Evaluating	APPRAISE the risks pertaining to technology and competition.

1. **Technology & Competition:** Competitive Domains, Competitive Consequences of Technological Change – Creation of New Products, Changes in the Value Chain, Changes in the Value Constellation, Competitive Rivalry. Technological Characteristics of Competitive Domains – Technological Opportunity, Appropriability, Resource Requirements, Collateral Assets, Institutional Milieu, Speed. Dynamics of Change in the Competitive Domain – Technology Emergence Phase, Incremental Change Phase. Framework for Analysis of Technology Emergence, Influence of Environmental trends on competition. Technology as critical to Business Outcomes – Technology Strategy and Technology Leadership. (5+1)
2. **Technology Intelligence:** Signals of New Technology, What is Technology Intelligence, Importance of Technology Intelligence, Levels of Technology Intelligence, External versus Internal Technology Intelligence. Mapping the Technology Environment – Steps in Mapping, Mapping the Macro-level and Industry Level Environment. Mechanisms for Data Collection – Challenges, Organizational Arrangements and Key Principles for Data Collection. Contemporary Challenges in Mapping the Technology Environment. (5+1)
3. **Business Strategy and Technology Strategy:** Business Strategy , Strategic Analysis and Decision Making using Product Evaluation Matrix, Market-Growth- Market-Share Analysis Matrix, X-Y Coordinating Method, M-by-N Matrix, SWOT Matrix, Formulation of Technology Strategy, Core Competencies, Exploitation of Core Competencies, Integration, Linking Technology & Business Strategies, Creating the Product-Technology-Business Connection.

Technology's Interface with – Market, Customers and Suppliers. Customer-Supplier and Product-User relationships. (5+1)

4. **Technology Strategy Choice:** Technology – Business Connection, Domains of Technology Choice, Linkages between Technology Choice and Competitive Advantage, Technology Strategy Definition, Role of Chief Technology Officer, Key principles underlying Technology Strategy – Objectives, Drivers, Decision criteria. Technology Strategy Types – Appropriateness of the Technology Strategy Types, Diversified Firms, A Framework for formulating Technology Strategy – Strategic Diagnosis, Formulation of Technology Strategy, Crafting and Implementation Approach, Execution. Technology Strategy – Superior Performance Characteristics. Accountability to various Stakeholders, Performance Measurement. (5+1)

5. **Technology Strategy – Collaborative Mode:** Collaborative Arrangements – Definitions, Trends, R&D Alliances, Marketing Alliances, Outsourcing Alliances, Collaboration between small and large firms, Strategic and Operational Reasons for Collaborative Arrangements. Collaborative Arrangements in the domain of Technology Strategy – Appropriation of technology, Deployment of technology in New Products, Deployment of technology in the Value Chain, Marketing of technology. Risks of Collaborative Activity – Intellectual Property Right Risk, Competitive Risk, Organizational Risk. Cases on R & D Collaborations, Global Technology Alliances. The form of Collaborative Arrangement. (5+1)

Suggested Text Books:

1. Managing Technology and Innovation for Competitive Advantage, V K Narayanan, Pearson Education.
2. Technology Management – Text and International Cases, Norma Harrison and Danny Samson, MGH.
3. Strategic Management of Technology & Innovation, Robert A Burgelman, Modesto A Maidique, Steven C Wheelwright, MGH International Edition.
4. Management of Technology – The Key to Competitiveness and Wealth Creation, Tarek Khalil and Ravi Shankar, TMGH, New Delhi.
5. Technology & Business Strategy – An Introduction, Edited by Prashanta Kumar Banerjea, ICFAI books.

Suggested Reference Books:

1. Managing Strategic Innovation and Change – A Collection of Readings, Michael L Tushman and Philip Anderson, Oxford University Press.
2. Management of Technology and Innovation – Competing through Technological Excellence, P N Rastogi, Response Books.
3. Utterback, James. "Invasion of a Stable Business by Radical Innovation." Chapter 7 in Mastering the Dynamics of Innovation. Cambridge, MA: Harvard Business School Press, 1994. ISBN: 9780875843421.

Semester IV		407 – Cyber Laws
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO407.1	Remembering	DEFINE the key terms and concepts pertaining to cyber laws.
CO407.2	Understanding	DESCRIBE the relevant legal provisions in detail.
CO407.3	Applying	DETERMINE the applicability of the legal provisions in a specific scenario.
CO407.4	Analyzing	OUTLINE the course of action in case of violation of the legal provisions.
CO407.5	Evaluating	EXPLAIN the various legal, social and international issues and the various remedies available under the Information Technology Act for the breach and commission of offence in cyber space

1. **Information Technology Act:** Evolution of the IT Act, Genesis and Necessity, Salient features of the IT Act, 2000; various authorities under IT Act and their powers; Penalties & Offences, amendments, Cyber Space Jurisdiction, Jurisdiction issues under IT Act, 2000. (5+1)

2. **E-commerce and Laws in India:** Digital/ Electronic Signature in Indian Laws, E-Commerce; Issues and provisions in Indian Law, E-Governance; concept and practicality in India, E-Taxation issues in Cyberspace, E-Contracts and its validity in India, Cyber Tribunal & Appellate Tribunal, Cyber Regulations. (5+1)

3. **Intellectual Property Rights:** Domain Names and Trademark Disputes, Concept of Trademark/ in Internet Era, Cyber squatting, Reverse Hijacking, Jurisdiction in Trademark Disputes, Copyright in the Digital Medium, Copyright in Computer Programmes, Copyright and WIPO Treaties, Concept of Patent Right, Relevant Provisions of Patent Act 1970. (5+1)

4. **Personal Data Security:** Sensitive Personal Data or Information (SPDI) in Cyber Law, SPDI Definition and Reasonable Security Practices in India, Reasonable Security Practices – International perspective, Cloud Computing & Law. (5+1)
5. **Cyber Law:** International Perspective, EDI : Concept and legal Issues, UNCITRAL Model Law, Electronic Signature Law's of Major Countries, Cryptography Laws, Cyber Law's of Major Countries, EU Convention on Cyber Crime. (5+1)

Suggested Text Books:

1. Cyber Law & Cyber Crimes by Advocate Prashant Mali, Snow White Publications, Mumbai
2. Cyber Law in India by Farooq Ahmad, Pioneer Books
3. Information Technology Law and Practice by Vakul Sharma, Universal Law Publishing Co. Pvt. Ltd
4. The Indian Cyber Law by Suresh T. Vishwanathan, Bharat Law House New Delhi
5. Guide to Cyber and E- Commerce Laws by P.M. Bukshi and R.K. Suri, Bharat Law House, New Delhi
6. Guide to Cyber Laws by Rodney D. Ryder, Wadhwa and Company, Nagpur

Suggested Reference Books:

1. The Information technology Act, 2000, Bare Act- Professional Book Publishers, New Delhi
2. Computer Forensics: Principles and Practices by Linda Volonino, Reynaldo Anzaldúa and Jana Godwin; Pearson Prentice-Hall
3. First Responder's Guide to Computer Forensics by Richard Nolan et al; Carnegi Mellon

Semester IV		408 – Corporate Social Responsibility & Sustainability
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO408.1	Remembering	DESCRIBE What is CSR, Scope & Complexity, Companies Act 2013, when was CSR Initiated, Evolution, How CSR matters, Aims, objectives, Importance, Benefits of CSR, CSR in India, CSR In global Context, Implementation.
CO408.2	Understanding	EXPLAIN the implications of CSR from the perspectives of employees, managers, leaders, organization and the Community.
CO408.3	Applying	MAKE USE OF the Theories and Principles and Frameworks of CSR in specific organizational settings.
CO408.4	Analyzing	DECONSTRUCT The Role of Companies towards the society and its impact on the community.
CO408.5	Evaluating	FORMULATE The companies how they are practicing CSR activities, Auditing the committees & Board of Committees, CSR Annual Reports.
CO408.6	Creating	ELABORATE UPON the challenges of the Companies in shaping organizational culture and Development of the society.

1. The Companies Act 2013 Sec 135 & Schedule VII, Committee, Board of Committee, Role of the committees. CSR Annual Report, CSR Sustainability Report, meaning and importance of Corporate Social Responsibility, Evolution of CSR, Benefits of CSR. Primaries of CSR, CSR and law of e economics, CSR and social legitimacy, CSR Expectations in rich and poor societies, The evolving role of stakeholders, Moral and economic arguments for CSR. (5+1)
2. The Role of stakeholders in CSR, Stakeholders advocacy, The role of business in society, Consumers awareness and willingness to pay for socially responsible corporate, Behavior, Globalization and CSR. Different stakeholder's different perspective for CSR, Success and failure with CSR initiatives, corporate response to citizen demands via CSR, The five stages of organizational growth with CSR. (5+1)
3. The strategic importance of CSR implementation, CSR a balance between organizational means and end, The strategic lens, vision, mission, strategy and tactics. Environmental and other global forces propelling CSR, Impact of globalization and communication technologies, The strategic CSR model, The business level CSR threshold, Implementing CSR, CSR as a competitive advantage (5+1)
4. Practical Work, Case studies in organizational, Economic and Social CSR issues, Linking CSR Companies community, Organizational issues, action vs. intentions corporate commitment, voluntary Vs. mandatory stakeholders activism, Economic business issues- diversifying sustainability. (5+1)
5. Branding Strategy of CSR in Service Sectors – Financial, Hospital, Wellness, Health Care, NGOs and Public Services, CSR and Marketing, CSR as Organizational Brand Building, Identify the Indian & Global Companies Practicing CSR. Company's contribution in CSR and the community benefits (5+1)

Suggested Text Books:

1. Corporate Social Responsibility, Madhumita Chatterjee
2. CSR in India (Steering Business and Social Change) 1st Edition by Kshama V Kaushik, Lexis Nexis

- Corporate Social Responsibility Concept cases & Trends by Prabhakaran Paleri, Cengage Learning
- CSR & Sustainability by Michael Hopkins
- Corporate Social Responsibility by David Crowther and Guler Aras
- Corporate Social Responsibility in India by Sanjay K Agarwal
- Triple Bottom Line Reporting and Corporate Sustainability by S Singh, PHI – Eastern Economy Edition
- Ethics, Business & Society Edited by Ananda Das Gupta, Response Books
- Business Ethics by Crane and Matten, Oxford University Press, 2nd Edition
- Business Ethics – An Indian Perspective, by Ronald Francis and Mukti Mishra, TMGH

Suggested Reference Books:

- Six Essential Steps in Implementing CSR (2016) By V Reddappa Reddy and C Dheeraja.
- The Corporate Social Responsibility in India (Cases & Development after Legal Mandate) by Dr.Rene Schumpeter
- Corporate Social Responsibility in India, Cases and Developments after the legal Mandate, NayanaMitra and Rene Schmidpeter
- CSR Strategies-for a competitive edge in emerging markets by Sri Urip
- The Sustainable Enterprise –Profiting from best practice by Simmons and Simmons, Kogan Page,2nd Edition
- Business Ethics – Text and Cases by CSV Murthy, Himalaya Publications, 2nd Revised Edition
- Case Studies on Ethics and Corporate Governance Vol I and II, ICFAI Books
- Target 3 Billion- Innovative Solutions Towards Sustainable Development , A.P.J. Abdul Kalam, Srijan Pal Singh

Websites

www.india.gov.in

<https://www.un.org>

Journals

- Business & Society
- Journal of Business Ethics
- Ethics & Accountability in a Context of Governance & New Public Management

E-Resources

<https://www.youtube.com/watch?v=dy8kit9gnbM>

<https://www.youtube.com/watch?v=47Wtk0sGOng>

<https://www.youtube.com/watch?v=elPdTs3La4>

<https://www.youtube.com/watch?v=PDyzNBcD2nM>

https://www.youtube.com/watch?v=yv_e1fy3Gsk

<https://www.youtube.com/watch?v=FqyaYljTjEw>

Subject Core (SC) Courses - Semester III Specialization: Marketing Management

Semester III	SC – MKT - 03	304 MKT: Services Marketing
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Marketing Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304 MKT.1	REMEMBERING	RECALL the key concepts in services marketing
CO304 MKT.2	UNDERSTANDING	Describe the role of Extended Marketing Mix in Services in managing consumer behavior and in improving service quality.
CO304 MKT.3	APPLYING	Identify concepts related to service experience in the context of real world offering.
CO304 MKT.4	ANALYSING	Examine the elements of services marketing and service quality in contemporary context.
CO304 MKT.5	EVALUATING	EVALUATE Segmentation, Targeting & Positioning of Services and assess its importance and challenges in the dynamic marketing environment
CO304 MKT.6	CREATING	DEVELOP marketing mix, service blueprint and servicescapes for various services offering

1. Services Marketing- An Insight into Emerging Sector of Economy:

Introduction, Nature & Definition of Services, Difference between goods & Services: Service-Continuum, Key

classifications of the Services, Service Characteristics; Traditional elements of Services Mix; Need for extended marketing mix elements in Services. Need to study Service Marketing: Evolution of Services as Value Contributors, Service Sector beyond 2020 - Indian, Asian & Global perspectives [7+2+2]

2. Role of Process, People & Physical Evidence in Services Marketing:

Process - Service system - Service system, Importance of Process in Services; Service Blueprint; Mapping the Process- Horizontally & Vertically; Variety in Service Process; Value addition in Process.

People- The Key to a Service Marketing; People Dimensions in Services Marketing; Service Encounters; High-Contact & Low-Contact Services; Emotions in Service Situations; Service Profit Chain; Service Culture Servicescape: Physical Evidence- Contribution of Physical Evidence to the Service Understanding, Managing the Physical Evidence in Service Marketing [7+2+2]

3. Managing Consumer Behavior & Service Quality:

Consumer and Organizational Behavior in Services – Understanding Our Customers & Collaborators in services, stages of service consumption Service Quality- Levels & Dimensions; Service Quality Models - ServQual, GAP Model and Critical Incident Model. Managing demand and capacity - capacity constraints, understanding demand patterns, strategies for matching and adjusting capacity and demand Service Recovery, Service Recovery Process, Impact of Service Failures, Nature of Complaining Behavior-Complaint Resolution [7+2+2]

4. Segmentation, Targeting & Positioning of Services in Modern Era:

Bases for Segmentation of Services; Selecting Target Market & Approaches; Techniques of Positioning Services. Managing of Relationships in Services Marketing, service marketing triangle, Current customer retention and customer lifetime value. Importance & Challenges for STP of services in modern era. [7+2+2]

5. Marketing of Services: New Paradigm and Perspectives:

Customer as the Centre of Attention; Services as Key Differentiators; New Service Opportunities: Emergence of Work from Home, Automation & New Technologies in Services; Service Marketing Opportunities in India

Applications of Service Marketing: Marketing in Tourism, Retail, Hospitality, Airlines, Telecom, IT & ITES, Sports & Entertainment, Logistics, Health Care Sector, Event Management Services and Banks & Financial Sector, on-Profit Organizations. Emergence of e-services in various sectors [7+2+2]

Note: Relevant cases must be discussed for the above all units.

Suggested Text Books

1. Service Marketing Concepts Applications & Cases Mk Rampal, S. Gupta, Galgotia Publishing Company
2. Services Marketing: People Technology Strategy, by Wirtz Jochen, Lovelock Christopher, Chatterjee Jayanta, Pearson Education; 8th edition (2017)
3. Services Marketing by Zeithaml, Bitner, Gremler & Pandit, TMGH, 4th Edition
4. Services Marketing: Global Edition by Christopher Lovelock, Jochen Wirtz, Pearson Education; Services Marketing- Valarie A Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit, McGrawHill

Suggested Reference Books

1. Service Management: Operations, Strategy, and Information Technology, James A. Fitzsimmons, Mona J. Fitzsimmons, McGraw-Hill/Irwin, 2006
2. Services Marketing: Concepts and Practices by Ramneek Kapoor, Justin Paul & Biplab Halder, McGraw Hill
3. Services Marketing by Rajendra Nargundkar, McGraw-Hill, 3rd Edition
4. Services Marketing, 2nd Edition by Rao -Pearson
5. Service Marketing - by C. Bhattacharya, Excel Books
6. Services Marketing – K. Rama Mohana Rao, Pearson; 2 edition (2011)

Suggested Audio Visuals link

1. <https://www.youtube.com/watch?v=5MBEHY7Q0Ls>
2. <https://www.youtube.com/watch?v=xFvbgddv7C4>
3. <https://www.youtube.com/watch?v=1zYsQsJvbog>
4. <https://www.youtube.com/watch?v=MnsVEKEqVoM>

Suggested Journals

1. Journal of Services Marketing Information
2. Journal of Services Marketing; Emerald Group Publishing Ltd.
3. International Journal of Service Marketing (IJSM)

Suggested Swayam Course

1. Services Marketing: A Practical Approach Indian Institute of Technology, Kharagpur and NPTEL via Swayam
2. Services Marketing - The Next Level via Open Learning
3. Service Marketing: A practical approach By Prof. Dr. Biplab Datta
4. Services Marketing: Integrating People, Technology, Strategy By Prof. Zillur Rahman

Semester III	SC – MKT- 04	305MKT: Sales & Distribution Management
3 Credits	LTP: 3:1:1	Subject Core (SC) Course – Marketing Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO305MKT.1	REMEMBERING	DESCRIBE the theoretical concepts related to Sales and Distribution Management Domain.
CO305MKT.2	UNDERSTANDING	UNDERSTAND the role, concepts, importance, techniques and approaches required for effective designing and implementation of various aspects in the Sales and Distribution Management.
CO305MKT.3	APPLYING	APPLY various concepts related to Sales and Distribution Management.
CO305MKT.4	ANALYZING	ANALYZE the real-life issues related to design and implementation of Sales and Distribution Management Strategy.
CO305MKT.5	EVALUATING	EVALUATE suitability of alternative Sales and Distribution Management strategies of an organization.
CO305MKT.6	CREATING	DESIGN and implement Sales and Distribution Management Strategies for an organization.

1. Overview of Sales Management:

- Meaning, Evolution, Nature and importance of sales management, Strategic role of sales management, Objective and functions of sales management, Emerging trends in Sales Management,
- Careers in Sales Management; Skills required for Sales Managers.
- Impact of Technology on Sales: ERP, Social Platforms, Introduction of Sales Force Automation Systems (SFA) and Mobile technology in sales. **(7+2+2)**

2. Organizing the Sales Force:

- Sales Organization - meaning, Objectives & Structures of Sales Organization, Recruitment, selection and training the sales force, motivation to sales force, Compensation and Evaluation of Sales Force. Duties and Responsibilities of Sales Managers and the Effective Sales Executive.
- Personal Selling: Objectives; Personal Selling Process; Relationship selling. **(7+2+2)**

3. Sales Planning and Control:

- Sales Planning Sales Forecasting & Budgeting, Sales Quotas and Targets.
- Sales Control: Reporting Formats for Primary and Secondary Sales, Monthly Sales Plan, Territory Sales and Coverage Plan, Daily Sales Call Report, Expired Goods and Breakage Return Report, Fortnightly Sales Review Report, Order Booking Report, Monthly and Quarterly Sales Report.
- Sales Audit: Sales Force Productivity Indicators (Value and Volume); Territory Productivity, per Person per Month Productivity, Sales to Marketing Expenses Ratio. **(7+2+2)**

4. Distribution Management:

- Distribution Management: Introduction, need and scope of distribution channels; Marketing channels strategy; Levels of channels; Designing Channels; Selection and Recruitment of Channel Partners; Channel Conflicts; Techniques to resolve channel conflicts; Emergent changes in service level expectations from channel members, Distribution of services and industrial products
- Channel Management Decisions; Channel policies, Concept of Vertical Marketing System (VMS) and Horizontal Marketing System (HMS)
- Channel Information System: Meaning, purpose, Developing channel information system, Elements of Channel Information System, Channel performance evaluation criteria
- Franchising: Significance and importance of Franchisee in Channel Decision; Advantages of Franchisee; Process of appointment of Franchisee; Franchisor-Franchisee relationship. ROI calculation at Dealer Level. **(7+2+2)**

5. Wholesaling, Retailing & Logistics Management:

- Wholesaling: Meaning, functions, classification of wholesalers, Major wholesaling activities and decisions,

Challenges faced due to Omni channel and Multichannel systems.

- b. Retailing: Meaning, Types of Retailers and retailing formats, Retail strategies, E-Tailing: Structure and Developments in E-tailing, Advantages & Disadvantages of E-Tailing.
- c. Concept & scope of logistics, Reverse Logistics 3PL and 4PL partners in distribution, Components of logistics – warehousing decisions, Transportation decision, Inventory management decisions: Concept of EOQ, ROP, JIT, online inventory management.
- d. Concept and scope of Supply chain management, Components of Supply Chain Management. **(7+2+2)**

Suggested Text Books:

1. Sales and Distribution Management by Havaladar & Cavale, TMGH
2. Sales Management by Still, Cundiff & Govani, Sandeep Puri Pearson Education
3. Sales and Distribution Management by SL Gupta, Excel books
4. Fundamentals of Selling, 12th Ed, Charles Futrell, McGraw Hill Irwin
5. Retail Marketing by Swapna Pradhan TMGH
6. Retailing Management by Michael Levy & Barton Weitz, TMGH
7. Handbook of Logistics & Distribution Management by John L. Gattorna, Jaico Books

Suggested Reference Books:

1. Sales and Distribution Management- Tapan K Panda, Sunil Sahadev, Oxford Higher education.
2. Sales and Distribution Management – A Nag, McGraw Hill Publication
3. Management of Sales Force-Rosann Spiro, William Stanton, Gregory Rich; TMGH
4. Retail Management by Gibson Vedamani, Jaico Books
5. Retail Management by Bajaj, Tuli, Shrivastava, Oxford
6. What the CUSTOMER wants you to KNOW by Ram Charan; Penguin Books India Pvt. Ltd.

Online Data Source:

1. <https://bookboon.com/en/search?query=sales+management>

Suggested Online Courses:

1. Sales and Distribution Management by Prof. Sangeeta Sahney IIT Kharagpur
2. Sales Training: Practical Sales Techniques-Udemy
3. The Art of Sales: Mastering the Selling Process Specialization-Coursera

Subject Elective (SE) Courses - Semester III
Specialization: Marketing Management

Semester III	SE -IL -MKT- 07	312 MKT: Business to Business Marketing
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO312 MKT.1	REMEMBERING	DEFINE the terms and concepts related to Business to Business marketing
CO312MKT.2	UNDERSTANDING	EXPLAIN the terms and concepts used in business to business marketing
CO312 MKT.3	APPLYING	IDENTIFY challenges and opportunities in Business-to-Business Marketing.
CO312 MKT.4	ANALYSING	FORMULATE segmentation, targeting and positioning, consumer buying behavior and marketing mix in the context of Business to Business marketing
CO312MKT.5	EVALUATING	DESIGN marketing mix elements considering business-to-business sales and service situations.
CO312MKT.6	CREATING	DEVELOP marketing plan for business-to-business Marketing situations.

1. Overview of Business-to-Business Marketing

Introduction to Business-to-Business Marketing: Business, Organizational & Government Markets, Organizational Buying Behavior, Concept of the Business-to-Business (B2B) Marketing, Comparison of Business-to-Business & Business-to-Consumer Marketing. Buying Situations, Buy grid Framework, Role of Buying Centre, Models of B2B Marketing – Webster & Wind Model, Sheth Model, Impact of Macro/Micro Environmental factors on decision making. **[3+1+1]**

2. Segmentation, Targeting & Positioning for B2B Markets:

Market Segmentation Bases: Macro Variables - Industry Characteristics, Company Size, Customer Location, End User Markets, product Applications. Micro Variables: Customer Interaction needs, Organizational Capabilities, Purchasing Policies, Purchasing Criteria, and Personal Characteristics. Target Markets: Concentrated Marketing, Differentiated Marketing, Undifferentiated Marketing. Criteria used for choosing a target market. Positioning [3+1+1]

3. Product and Pricing Strategy for B2B Markets:

Industrial Products: Definition of an Industrial Product, Industrial Product Lifecycle & Strategies across the PLC, Product strategies for New Products and Existing Products, Costs, volume and Experience curve. After Sales Service – Importance, Use of Innovation, Competitiveness & Technology. Strategies used for marketing of Projects, Industrial Services, and High technology products. Pricing: Factors influencing Pricing Decisions, Pricing Strategies – Competitive bidding, Pricing of New Products, Pricing Policies, Commercial Terms and Conditions, Contracts, Hiring & Leasing, Negotiation, Bargaining, Persuasion & Conviction. Methods used to Influence Industrial Customers, Special Dealing between Buyer and Sellers, Reciprocity, Ethical Issues. International Market based pricing [6+1+1]

4. Promotion Mix for B2B Markets:

Personal Selling: Role & Characteristics of Personal Selling, Development & Management of Sales Force, Key Account Management - ABC Analysis of Industrial Customers. Promotions: Developing Industrial Communication Program, Trade Shows, Exhibitions, Catalogues, Samples, Public Relations, and Advertising. [4+1+1]

5. Distribution Channels and Current Trends for B to B markets :

Distribution Channels: Distinctive Nature of B To B Distribution Channels, Types of Industrial Middlemen, Channel Flow Design, Formulating Distribution Strategies and Cost Benefit Analysis, Current Trends for B to B markets: Use of Social Media, Use of technology in branding, Use of digital platforms by B to B organizations, Virtual Marts. [4+1+1]

Suggested Text Books:

1. Industrial Marketing: Text and Cases Krishna K. Havaladar Tata McGraw-Hill Education
2. Industrial Marketing By Hill, Alexander and cross, Irwin
3. Industrial Marketing by Mukerjee, Excel Book

Suggested Reference Books:

1. Business to Business Marketing by Ross Brennan, Louise Canning, Raymond Macdowell
2. industrials Marketing by Mathur, New age international Publishers

Supplementary Reading Material:-

1. Marketing White Book (Latest edition)

Journals:

1. Industrial Organization and Customer Relationship Management: The Impact on Customer Service Orientation in B-to-B Markets by Lancioni, Richard; Smith, Michael; Stein, Alex., Journal of Management & Public Policy. Jul- Dec2009, Vol. 1 Issue 1, p57-88.
2. My years with B2B Marketing in India: Reflections and Learning's from A Journey of 40 Years by Sarin, Sharad., Journal of Business & Industrial Marketing. 2012, Vol. 27 Issue 3, p160-168
3. Approaching Global Industrial Marketing from a Managerial Cognition Perspective: A Theoretical Framework by Madhavaram, Sreedhar; Badrinarayanan, Vishag; Granot, Elad., Journal of Business & Industrial Marketing. 2011, Vol. 26 Issue 7, p532-541
4. The Marketing Mix Revisited: Towards the 21st Century Marketing by Constantinides, E., Journal of Marketing Management. Apr2006, Vol. 22 Issue 3/4, p407-438
5. Marketing-Industrial Design Integration in New Product Development: The Case of China by Zhang, Dan; Hu, Peng; Kotabe, Masaaki. Journal of Product Innovation Management. May2011, Vol. 28 Issue 3, p360-373

Suggested MOOCs:

- 1) International B2B (Business-to-Business) Marketing on Coursera
- 2) B2B Marketing Foundations Training (LinkedIn Learning – Lynda)
- 3) B2B Pricing Strategy Online Program (IMD)

Semester III	SE – IL – MKT - 08	313MKT:International Marketing
2 Credits	LTP: 2:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO313MKT.1	REMEMBERING	DESCRIBE various terms and key concepts associated with international marketing.
CO313MKT.2	UNDERSTANDING	EXPLAIN various key concepts used in all aspects of international marketing.
CO313MKT.3	APPLYING	ILLUSTRATE all stages in international marketing management process.
CO313MKT.4	ANALYSING	EXAMINE various facets of international marketing environment and the relevant aspects of international marketing management process from a data driven decision perspective.
CO313MKT.5	EVALUATING	JUDGE suitability of alternative market segmentation bases, target market selection, market entry strategies, positioning strategies and international marketing mix strategies based on assessment of international marketing environment.
CO313MKT.6	CREATING	DESIGN appropriate market segmentation, target market, market entry strategies, positioning strategies and international marketing mix strategies for global business organizations.

- 1. Introduction:** Meaning, Nature, Scope and Importance of International Marketing; Management Orientations in the context of International Marketing EPRG Framework; Overview of International Marketing Management Process; International Marketing Environment and Its Effect on International Marketing–Economic Environment, Trade Environment, Social and Cultural Environment, Political Environment, Legal and Regulatory Environment, Demographic Environment, Natural Environment, Technological Environment. **(5+1+1)**
- 2. Approaching International Marketing:** International Marketing Information System and International Marketing Research; International Market Segmentation; Target Market Selection; International Market Entry Strategies; International Positioning Strategies. **(5+1+1)**
- 3. International Marketing Mix I:**
 - a) International Product Planning:** Major Product Decisions - Product Features and Quality, Product Design, Branding, Packaging, Labeling, and Product Support Services; Product Standardization vs. Adaptation; New Product Development; IPR Issues; International Product Life Cycle; Managing Product Mix and Product Line.
 - b) Pricing for International Markets:** Factors affecting International Price Determination; Pricing Strategies for International Markets; Price Quotations and Terms of Sale, Delivery and Payment; Dumping; Gray Market; Transfer Pricing. **(5+1+1)**
- 4. International Marketing Mix II:**
 - a) Managing International Promotion:** International Promotion Mix Decisions: Advertising, Sales Promotion, Public Relations and Publicity, Personal Selling, Direct Marketing; Standardization vs. Adaptation issue; Developing International Promotion Campaign.
 - b) Managing International Distribution:** Designing International Distribution Channels; Management of International Distribution Channel; Distribution Channel Dynamics; International Logistics Management. **(5+1+1)**
- 5. Managing International Marketing in 21st Century:** Patterns of International Marketing Organization; Leadership; Role and Significance of Digital Marketing and International Marketing; Developing International Competitiveness; Ethics, CSR and Social Responsiveness in Globalization Era. **(5+1+1)**

Suggested Text Books:

1. Global Marketing Management by Keegan Warren J. and Green M.C. Pearson Education.
2. International Marketing: Analysis and Strategy by SakOnkvisit and John Shaw, Prentice Hall of India.
3. International Marketing by Cateora, Graham and Salwan, McGraw-Hill.
4. International Marketing Management by Subhash Jain, CBS Publishers & Distributors.
5. International Marketing by Rakesh Mohan Joshi, Oxford University Press.
6. International Marketing by Rajgopal, Vikas Publishing House.

Suggested Reference Books:

1. International Marketing by Czinkota and Ronkainen, Cengage Learning.
2. Global Marketing Management by Kotabe and Helsen, Wiley Publication.

3. International Marketing by Terpstra Vern and Sarathy Ravi, The Dryden Press.
4. Global Marketing by Svend Hollensen, Prentice Hall.
5. International Marketing: An Indian Perspective by Varshney R. L. and Bhattacharya B., Sultan Chand and Sons.
6. International Marketing by PK Vasudeva, Excel Books.

Semester III	SE - IL – MKT - 09	314 MKT: Digital Marketing II
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 314MKT.1	REMEMBERING	DEFINE the key terms and concepts related with digital marketing
CO 314MKT.2	UNDERSTANDING	EXPLAIN the role of Facebook, Google Ad words, Youtube, Email marketing and other related tools in digital marketing.
CO 314MKT.3	APPLYING	MAKE USE OF Facebook, Google Ad words, Youtube and Email marketing and other related tools for carrying out digital marketing for given situation.
CO 314MKT.4	ANALYSING	ILLUSTRATE the use of Facebook, Google Ad words, Youtube and Email marketing and other related tools in given situation.
CO 314MKT.5	EVALUATING	DESIGN digital media campaign using appropriate mix of Facebook, Google Ad words, Youtube and Email marketing and other related tools.
CO 314MKT.6	CREATING	CREATE appropriate content for a digital marketing campaign.

1. Website Development and Analytics:

1.1 Website development basics, webpage, website structure, the interlinkage of working between search engine and website pages. Website development on free to use platform of google. Managing the content on website and mobile application. Different types of web presence blog, stand alone website, websites on internet aggregation platforms.

1.2 Application of Website Analytics, Different types of Web Analytics, Social Web Analytics, Mobile Web Analytics, Conversion Web Analytics, Key Performance Indicators, Google Analytic, Benefits of using Google Analytics, Clicky vs. Google Analytics, Website Traffic Measurement Metrics.(5+1+1)

2. Digital Marketing Tool and platforms:

2. 1 Google Adwords: Understanding Adwords, Google Ad Types, Pricing Models, PPC Cost Formula, Ad Page Rank, Adwords User Interface, Keyword Planning, Keywords Control, Creating Ad Campaigns, Creating Text Ads, Linking Google Analytics, Designing Remarketing Images.

2. 2 Affiliate Marketing, Influencer marketing

2.3 What is Traffic? Type of Traffic How to analyze & Track Traffic (Google analytics), Ways to Increase Traffic, What is affiliate Marketing, Cost per Action (CPA) (5+1+1)

3. Email Marketing:

3.1 Content Writing: Email Machine –The Strategy, Email Frequency, Why People Don't Buy, The Fuel –Value, Triggers in Email using 4Ps, Sequence of Email Triggers, Email Example - Topic, Intro, Product, Secondary Value, Fear, Regret, Ask for Sales, Reinforcement, Offers Announcements, Urgency, Cross Sales, Re-Engagement.

3.2 Buyer vs Consumer. Planning Email Campaign, Email Templates and Designs. (5+1+1)

4. Social Media Marketing I:

4.1 Introduction to Social Media, Advantages Over Online Marketing, Social Media Strategy. Understanding Web and Mobile Marketing perspective. B to C Perspective, B to B Perspective

4.2 Facebook Marketing: Understanding of Facebook Marketing, Types of Facebook Advertising, Creating first ad on Facebook, Setting Campaign and optimization, Facebook Power Editor, Facebook Video Marketing, Facebook App & Shopping Marketing, Facebook ad library, Traffic and Leads Generation.

4.3 Twitter Advertising: Twitter Advertising, Types of Twitter Advertising, Creating first ad on Twitter Setting Campaign and optimization, Create conversion code, Twitter App Advertising, Twitter Video Advertising Leads & Traffic Advertising Increase followers, Twitter Marketing, Strategy and Planning, Tracking and Conversion.

4.4 Youtube Marketing: YouTube Marketing Strategy, Find Video Ideas with Competitor Analysis, Find Video Ideas with Keyword Research, Find Video Ideas with Keyword Research, YouTube Account Setup (Create business account with personal account), YouTube Account Optimization, YouTube Banner, YouTube Channel

Tags , YouTube SEO ,Enable Custom Thumbnails, Manage Multiple YouTube Accounts , YouTube Monetization, YouTube Ads, YouTube Analytics (5+1+1)

5. Social Media Marketing II:

5.1 Instagram Marketing: Instagram Business Account Setup, Follow These Instagram Accounts, Instagram Profile Image, Instagram Bio, Instagram Content Creation, Instagram Reposting, Instagram Followers Hack , Instagram Hashtags, Instagram Stories, Instagram Spam (reduce spam), Instagram Analytics.

5.2 LinkedIn Advertising: What is LinkedIn advertising? Creating first ad on LinkedIn, Setting Campaign and optimization, Create conversion code, Types LinkedIn Advertising, LinkedIn New feed Advertising, LinkedIn Message Advertising, Traffic and Leads Generation, Billing and Report.

5.3 Pinterest Marketing: Why market your business on Pinterest, Pinterest account setting, Pinterest account to follow, Pinterest account optimization, account verification, Pinterest board, Pinterest follower, Pinterest graphics, Pinterest chrome extension. (5+1+1)

Note: The teacher may use practical assignments for evaluation.

Suggested Text Books:

1. Internet Marketing, Dave Chaffey, Fiona Ellis-Chadwick, Kevin Johnston, Richard Mayer, Pearson Education.
2. Digital Marketing, Oliver J Rich.
3. Online Marketing, Gerry T. Warner and Joe Wilson Schaefer.

Suggested Reference Books:

1. Digital Marketing, Prof. Seema Gupta, Mcgraw Hill Publications.
2. E- Marketing by Judy Strauss, Adel Ansary, Raymond Frost, Prentice Hall.
3. Social Media Marketing All-In-One for Dummies, Jan Zimmerman and Deborah.
4. Google Adwords for Beginners: A Do-It-Yourself Guide to PPC Advertising, Cory Rabazinsky.
5. Email Persuasion: Captivate and Engage Your Audience, Build Authority and Generate More Sales with Email Marketing, Ian Brodie

Supplementary Reading Material:

1. Journal of Internet Marketing and Advertising.
2. International Journal of Electronic Commerce.
3. International Journal of Electronic Retailing and Marketing.
4. International Journal of Online Marketing.

Websites:

1. www.smartinsights.com/digital-marketing-strategy/customer-segmentation-targeting/segmentationtargeting-and-positioning/
2. www.ibef.org
3. www.salesforce.com/Digital/Marketing

Suggested MOOCs:

1. Fundamentals of Digital Marketing- By Google
<https://learndigital.withgoogle.com/digitalunlocked/course/digital-marketing>
2. Digital Tools Certification- By Google
<https://skillshop.exceedlms.com/student/catalog>
3. Online SWAYAM certification
https://swayam.gov.in/nd2_ugc19_hs26/preview

Audio Visuals Link:

1. Free You Tube Channel:
https://www.youtube.com/channel/UCBDgBiaon_9MMMVcumg-v1g
2. Free You Tube Channel:
https://www.learndigitalmarketing.com/?source=ga_ldm_default&gclid=EAlaIqobChMIxIH65aO6QIVA5GPCh0jWw4ZEAAyAIAAEglpE_D_BwE

Semester III	SE - IL – MKT - 10	315 MKT: Marketing of Financial Services - II
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO315MKT.1	REMEMBERING	REMEMBERING -RECALL the key terminology of Financial Services, Mutual fund, Insurance products and other alternative investment products.
CO315MKT.2	UNDERSTANDING	UNDERSTANDING: Compare the characteristics of different types of financial products and services.
CO315MKT.3	APPLYING	APPLYING: IDENTIFY characteristics, risks and returns associated with financial products and services offered in Indian Market from an investment advisor's perspective.
CO315MKT.4	ANALYSING	ANALYSING - Compare the different financial products available in Indian financial market
CO315MKT.5	Evaluating	EVALUATING - EVALUATE the financial products and services from an investment perspective for various kinds of investors.
CO315MKT.6	CREATING	CREATING: Design Financial Product Portfolio for Indian Investor

1. Financial Market Fundamentals:

Role & contribution of Financial Services, Financial Services Marketplaces: Structures, Products, Participants, Introduction to financial services Industry, Distinctiveness of financial services in India, Introduction to Financial Market Fundamentals ,Key terminologies in financial markets, Equity Markets: Capital Markets, Role in the Economy, Bond Markets, Regulatory aspect of Financial market, Debt Instruments: Debt instruments and their classification based on type of issuer, and basis characteristics. Money Market Instruments (such as Certificate of Deposit, Re-purchase 'Agreements etc.)

2. Mutual Funds: Basic Concepts: Mutual Funds and their importance, Various entities of a Mutual Fund and their role, overview of NAV, Types of Mutual funds based on structure, investment objective and investment plan, Relative risks associated with various Mutual Funds in India. Basic understanding of ETFs and their key features. Differences between a Mutual Fund and an ETF. Marketing Mix of Mutual Funds.

3. Insurance: Basics of Insurance: Basic understanding of insurance products, types of insurance policies – Role of IRDA, Insurance industry in India. General Insurance: Types of liabilities covered, Basic concept of Life Insurance, its beneficiaries and its types, Concept of Term Insurance and its various types, Traditional Life Insurance and its difference from Term Insurance, Whole Life Policy and Endowment Policy and the differences between them. ULIP and General Insurance, Marketing Mix of Insurance services.

4. Wealth Management: Wealth management for high net worth individuals (HNWI), Goal-Based Planning Approach, a full range of tailored financial service offerings, Wealth management scope- Asset Management, Financial Planning (specific short term and long term goals), Tax Planning , IT Act 1961 – 80C, 80 D, Estate Planning, succession planning. Global trends in Wealth management services. Opportunities and challenges for technology in the wealth management services. Current state and future potential for wealth management, customer segment, consumer behaviour, wealth management service providers in India, regulatory environment competencies & skills of a wealth manager, ethics and transparency for wealth management professionals, Case study of wealth management, Retirement Planning. (5 +1)

5. Risk and Returns: Segmenting Clients Based on The Risk- Return Principle: Risk taking behavior of the client during various stages of human life, clients' comfort zone for investment, Risk Tolerance, determining investment objectives. Asset Classes and Portfolio: Various asset classes, Portfolio classification based upon the proportion of various asset classes. Asset Allocation, Risk profile of the portfolio, Performance indices of the portfolio - Money Weighted Returns, Risk Adjusted Return, Sharpe Ratio, Treynor Ration, etc., Analyzing performance of portfolio according to the asset class and the markets.

Suggested Text Books:

1. Financial Services, M Y Khan, Tata McGraw-Hill
2. Financial Services & Markets, Dr. Punithavathy Pandian, Vikas Publication
3. Marketing of Financial Services, V.A. Avadhani, Himalaya Publishing House
4. Financial Services Marketing, Christine Ennew , Nigel Waite
5. Financial Services, Nalini Prava Tripathy, Prentice Hall of India Private Limited

Added suggested Books:

1. Emerging Perspectives on the Marketing of Financial Services.

Semester III	SE - IL – MKT - 11	316MKT:Marketing Analytics
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO316MKT.1	REMEMBERING	DEFINE various key concepts in Marketing Analytics
CO316MKT.2	UNDERSTANDING	DESCRIBE various key concepts in Marketing Analytics
CO316MKT.3	APPLYING	IDENTIFY what customers' value in a product/service, and assess what they are willing to pay for it.
CO316MKT.4	ANALYSING	EXPLAIN the use of various models and frameworks to solve marketing problems using marketing data
CO316MKT.5	EVALUATING	MEASURE the effectiveness of marketing efforts and key outcomes in multiple areas of Marketing.
CO316MKT.6	CREATING	DESIGN a study that incorporates the key tools and techniques of Marketing Analytics

1. Introduction to Marketing Analytics:

Business Decision making, Business Analytics; Marketing Analytics – Types, Nature (Descriptive, Prescriptive, Predictive), Process of marketing Analytics, Marketing data, Understanding important metrics in Marketing, Analytics in various Marketing Applications (Scope), Introduction on Tools & Techniques used in Marketing Analytics, Summarizing Marketing data, Basic statistical concepts applicable e.g. Simple Linear Regression, Multiple Linear Regression and Conjoint Analysis [4+1]

2. Analytics on Forecasting and Pricing Analytics:

Forecasting- Correlation, Simple Regression and Multiple Regression to forecast sales, Modeling Trend and Seasonality, Ratio to Moving Average Method, Forecasting New Product sales -Using 'S' curves, Concepts-The Bass diffusion model, The Copernican principle to predict duration. **Pricing Analytics** - Optimization, Practical applications of price analytics, ROI concept, Consumer preference, choice, Conjoint Analysis, Logistic regression [5+1]

3. Customer Profitability and Analytics on Sales & Distribution:

Cluster Analysis, Collaborative Filtering, Classification Trees for Segmentation. Customer intelligence (CI) for predictive analytics, Customer Life Time Value (CLTV), How to calculate CLTV, Customer churn, Metrics for Customer Acquisition and Retention, Customer Equity, Customer Loyalty, Cohort analysis, Monte Carlo Simulation and Marketing Decision making. **Analytics on Sales & Distribution:** Metrics for Sales, profitability, Sales Force Sizing, Effort (call planning), Territory Planning, Target Setting, Compensation Planning, and Analytics based channel evaluation and selection [6+1]

4. Analytics on Retailing, Topline and Bottom-line Goals, Right Pricing, Point of Sales data, Market Basket Analysis Lift, RFM Analysis, SCANPRO model, Allocating Retail Space and resources. [4+1]

5. Analytics on Promotion Web and Social Media Analytics:

Marketing Mix Models, Brand assets and Brand equity, Brand Funnel Analysis, Measuring effectiveness of advertisement, Media Selection Models, PPC and Online Advertising, Allocation of marketing budgets over multiple campaigns, Google Analytics, Measuring effectiveness of Social Media Advertising, Facebook and Twitter analytics, Viral Marketing and Text mining, Applying Text Mining in Real Life Scenarios, Google Analytics[6+1]

Suggested Reference Books:

1. Marketing Analytics by Wayne L. Winston, Publisher – John Wiley & Sons Inc.
2. Business Analytics by U. Dinesh kumar, Publisher – John Wiley & Sons
3. Data Mining Techniques in CRM by Konstantinos K. Tsiptsis, Antonios Chorianopoulos -Publisher – John Wiley & Sons.
4. Marketing Research by Dr. Rajendra Nargundkar, Publisher Tata McGraw Hill
5. Relationship Management- Text & Cases by S. Shajahan. Publisher T.M G.H

Suggested E- Books:

1. Marketing Analytics Roadmaps-Method, Metrics, and Tools by Jerry Rackley- Published-Apress
2. Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L. Winston, Publisher- John Wiley & Sons, Inc.
3. Pricing, Online Marketing Behavior, and Analytics by Giampaolo Viglia, Publisher- Palgrave Macmillan
4. Everything You Need To Know About Customer Lifetime Value (CLV) – DEMAC Media

5. Facebook Marketing for Dummies, Amy Porterfield, Phyllis Khare, Andrea Vahl. Publisher – John Wiley& Sons Inc.
6. Social Media Marketing by Dave Evans with Jake Mckee. Publisher – John Wiley& Sons Inc

Semester III	SE - IL - MKT- 12	317MKT: Marketing of High Technology Products
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO317.1	REMEMBERING	DESCRIBE the characteristics of High Technology Products and key concepts associated with Marketing of High-Tech Products.
CO317.2	UNDERSTANDING	EXPLAIN key concepts associated with Marketing of High-Tech Products.
CO317.3	APPLYING	APPLY marketing plans and decisions in specific situations in High-Tech Markets.
CO317.4	ANALYSING	EXAMINE the suitability of Marketing Mix Strategies/Plans in the light of marketing environment for high Tech products.
CO317.5	EVALUATING	EVALUATE alternative Marketing Mix Strategies/Plans for High-Tech Products.
CO317.6	CREATING	DEVELOP Marketing Mix Strategies/Plans for High-Tech Products.

1. Introduction to High Technology Marketing:

Definition, Common Characteristics of High Technology, Continuum of Innovations - Radical/Breakthrough Innovations -Incremental Innovations - Implications of Different Types of Innovations - Contingency Model for High-Tech Marketing - Does Marketing Need to Be Different for High-Technology Products and Innovations? - Framework for Making High-Technology Marketing Decisions. **(5+1)**

2. Product and Branding decisions in High-Tech Markets:

Market Orientation, R&D–Marketing Interaction, High-Tech Marketing Research Tools - Concept Testing - Conjoint Analysis - Customer Visit Programs - Empathic Design - Lead Users - Quality Function Deployment - Prototype Testing - Beta Version Testing, Technology Development – The “What to Sell” Decision-Developing Services as Part of the High-Technology Product Strategy, Implications for High-Tech Marketing - Protection of Intellectual Property - Understanding Gray Markets –Piracy, and Restricted Exports - Managing Intellectual Property, Importance of Branding in High-Tech Markets, Developing a Strong Brand - Ingredient Branding. **(7+ 1)**

3. Pricing decisions High-Tech Markets:

The High-Tech Pricing Environment, 3Cs of pricing cots, competition, customers, consolidating 3Cs into a successful strategy, Customer oriented pricing, Pricing of After-Sales Service - The Technology Paradox- Solutions to the Technology (Pricing) Paradox - From Free to Fee. The Effect of the Internet on Pricing Decisions, Additional Pricing Considerations - Outright Sale of Know-How versus Licensing Agreements - Licensing Restrictions - Pay-Per-Use versus Subscription Pricing - Price Bundling – Leasing. **(5 + 1)**

4. Place decisions in High-Tech Markets:

Channel Considerations in High-Tech Markets –Managing Hybrid channels, Emerging considerations in Distribution Channels, Gray market, Black market, Matching Supply Chain strategy to uncertainty, Management supply chain management technology, outsourcing –Greening of Supply chain, Need for Indirect Channels to Provide Value for Manufacturers - Evolution of High-Tech Channels. **(4 + 1)**

5. Promotion decisions in High-Tech Markets:

Promotion Mix Decisions – Use of Personal Selling, Direct Marketing and other promotion tools; New-Product Pre-announcements - Objectives of Pre-announcements, Advantages and Disadvantages of Pre-announcements, Tactical Considerations in Pre-announcement Decision; Importance and use of Customer Relationship Management (CRM). **(4 + 1)**

Suggested Text Books:

- 1 Marketing of High-Technology Products and Innovations by Jakki Mohr, Sanjit Sengupta, Stanley Slater, 2nd Edition

Suggested Reference Books:

1. Marketing High Technology by William H. Davidow 2.Product Marketing for Technology Companies by Mark Butje

Supplementary Reading Material:

1. Crossing the chasm: Marketing and Selling High Tech Products to Mainstream
2. Customers by Geoffrey Moore
3. Product Strategy for High Technology Companies by Michael E. McGrath.
4. Next Generation Product Development: How to Increase Productivity, Cut Costs, and Reduce Cycle Times by Michael E. McGrath
5. The Innovator's Dilemma by Clayton M. Christensen

Websites:

1. <http://marketinghightech.net/>
2. <https://hbr.org/1999/07/what-high-tech-managers-need-to-know-about-brands>
3. <https://www.brandingstrategyinsider.com/brand-building-in-a-hi-tech-world/#.Xqa7c25Ujpy>
4. <https://quality-one.com/qfd/>
5. <https://www.semanticscholar.org/paper/A-CONTINGENCY-THEORY-APPROACH-TO-MARKET-ORIENTATION-Heiens-Pleshko/510606add0c3c588de0f0c0f9eb5c4f7ac1e5>

Subject Core (SC) Courses - Semester IV
Specialization: Marketing Management

Semester IV	SC – MKT - 05	403MKT- Marketing 4.0
3 Credits	LTP:: 2:1:1	Subject Core (SC) Course Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO403.1	REMEMBERING	DESCRIBE the various concepts associated with Marketing 4.0.
CO403.2	UNDERSTANDING	EXPLAIN the importance of various concepts in Marketing 4.0. like prompted Advocacy ,5A's, Four Major Industry Archetypes, and content marketing leading to Brand Affinity.
CO403.3	APPLYING	APPLY the concepts of digital marketing by Using Digital Anthropology to connected customers , which will drive up the productivity , by Integrating the Best of Online and Offline Channels in the digital world.
CO403.4	ANALYSING	ANALYSE the online and offline interactions between the companies and customers to be the effective marketers.
CO403.5	EVALUATING	EVALUATE how Technology & connectivity has changed human life and business in the context of real-world commodities, products & services.
CO403.6	CREATING	CREATING WOW! Moments with customer engagement by using Marketing 4.0.

1. Introduction to Marketing 4.0:

Power Shifts to the Connected Customers, Shift from Exclusive to Inclusive, social communities, ,Reverse innovation, Frugality change in focus From Vertical to Horizontal, Transition from Individual to Social approach, Online go-to-market option-factor (friends, families, Facebook, Fans, twitter followers), Creating Inclusivity and Sustainability for Society

The Paradoxes of Marketing to Connected Customers

Breaking the Myths of Connectivity -connectivity as a game changer, lowering entry barriers, disruption, collaboration, cocreation, Informed customers vs Distracted customers, brand conversion, Negative Advocacy vs Positive Advocacy, prompted Advocacy

The Influential Digital Subcultures

Youth: Acquiring the Mind Share, Fast changing Pop culture, Youth as a primary market, Early adopters, Women: Growing the Market Share, Women's role in decision making, Researched decision process, Women's role as a gatekeeper, Netizens: Expanding the Heart Share, savvy, smart and High influence of Netizens. **(8+2)**

2. Marketing 4.0 in the Digital Economy:

Moving from Traditional to Digital Marketing, Integrating Traditional and Digital Marketing, technologies that drive digital economy, digitally empowered entrants, combining online and offline interaction, ,Blending style with substance, The New Customer Path

Brand clarification of characters and codes-Brand positioning, consistency in Brand characters, Brand differentiation based on Human-to Human touch, Four Ps to 4Cs, Commercializing 4C's

Understanding How People Buy: From Four A's to Five A's, Aware, Appeal, Ask, Act, and Advocate. Driving from Awareness to Advocacy: The O Zone (O3) **(7+ 2)**

3. Marketing Productivity Metrics:

Introducing PAR and BAR, Decomposing PAR and BAR

Driving Up Productivity, Purchase Action Ratio and Brand Advocacy Ratio

Industry Archetypes and Best Practices

Four Major Industry Archetypes, Four Marketing Best Practices. **(7+2)**

4. Human-Centric Marketing for Brand Attraction:

Understanding Humans Using Digital Anthropology, Human and Machine in new customer experience (CX), Building the Six Attributes of Human-Centric Brands, When Brands Become Humans

Content Marketing for Brand Curiosity

Content Is the New Ad, #Hashtag Is the New Tagline, Step-by-Step Content Marketing, Creating Conversations with Content, Introduction to Contextual Marketing **(6+2)**

5. Omnichannel Marketing for Brand Commitment:

The Rise of Omnichannel Marketing. Step-by-Step Omnichannel Marketing, **Moving from physical to digital channels**, Integrating the Best of Online and Offline Channels

Engagement Marketing for Brand Affinity

Enhancing Digital Experiences with Mobile Apps, Providing Solutions with Social CRM, Driving Desired Behavior with Gamification. Mobile Apps, Social CRM, and Gamification, Augmented Marketing, Using Predictive marketing for Engagement, Epilogue: Getting to WOW! What Is a "WOW"? Enjoy, Experience, Engage. **(7+2)**

Suggested Text Books:

1. Marketing 4.0 by Philip Kotler, Hermawan Kartajaya, and Iwan Setiawan, John Wiley & Sons
2. Managing Content Marketing: -The Real World Guide for creating Passionate subscribers to Your Brand-Jie Pulizzi, , Roibert Rose, CMI Books
3. Engagement Marketing: -How small business wins in a socially connected world, By Gail Goodman, Wiley Publishers
4. Marketing Metrics: -The Manger's Guide to Measuring Marketing Performance -Neil T Bendle, Paul Farris and Philip Pfeifer, Pearson FT Press. Third edition

Suggested Reference Books:

1. The Art of Digital Marketing: The definitive guide to creating strategic, Targeted and Measurable online campaigns-Ian Dodson
2. Permission Marketing, turning strangers into friends and friends into customers by Seth Godin,
3. Collaboration and Co-creation-New platforms for marketing and innovation-Bhalla, Gurav
4. Customer Relationship Management: -Concepts and technologies-Fancis Butle, Routledge Taylor and Francis Group, London and New York
5. Marketing 5.0 Technology for Humanity, Philip Kotler, Hermawan Kartajaya, and Iwan Setiawan John Wiley & Sons, Inc. Hoboken, New Jersey

Online Journals and Websites:

1. https://www.youtube.com/watch?v=t9o20Tlz_t4, what you need to know from the book Marketing 4.0 by Philip Kotler
2. <https://www.youtube.com/watch?v=gyk83sdL8mw>, Industry Archetypes and Best Practices(Marketing 4.0)
3. <https://www.youtube.com/watch?v=mMKDzADelb0>, Marketing and Industry 4.0: Digital Infrastructure.
4. <https://www.marketingjournal.org/marketing-4-0-when-online-meets-offline-style-meets-substance-and-machine-to-machine-meets-human-to-human-philip-kotler-hermawan-kartajaya-iwan-setiawan/>
5. https://www.researchgate.net/publication/261431780_Marketing_4_0_A_New_Value_Added_to_the_Marketing_through_the_Internet_of_Things
6. <https://minutehack.com/opinions/marketing-4-0-reaching-connected-customers>
7. <https://hbr.org/2015/07/engineering-reverse-innovations>
8. <https://iveybusinessjournal.com/publication/reverse-innovation-and-the-emerging-market-growth-imperative/>

Semester- IV	SC – MKT - 06	404MKT: Marketing Strategy
3 Credits	LTP: 2:1:1	Subject Core (SC) Course Marketing Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404MKT.1	REMEMBERING	DESCRIBE various concepts of marketing strategies.
CO404MKT.2	UNDERSTANDING	EXPLAIN various marketing strategies to handle marketing circumstances
CO404MKT.3	APPLYING	APPLY the concepts of marketing strategy to solve real-life business problems.
CO404MKT.4	ANALYSING	DISCOVER the suitable competitive advantage useful to design market specific and organization specific marketing strategies.
CO404MKT.5	EVALUATING	ESTIMATE the attractiveness of segment to decide targeting strategy and MONITOR marketing performance using marketing matrices.
CO404MKT.6	CREATING	DESIGN marketing strategies to lead the organization towards sustainable growth.

1. Introduction to Marketing Strategy

Overview of marketing strategy levels: Concept, Principles, Strategic Marketing Vs Tactical Marketing, Scope of Strategy & Tactics, Integrating marketing strategy with the firm's other strategies & resources, Discovering Market Opportunities: Market Opportunity Analysis, Process of Identification, Formulation, Implementation & Control, Marketing Plans, Marketing Audit.

Market Knowledge Systems: Marketing Intelligence, Marketing Databases, Marketing Data Touch Points-Significance & Application

2. Marketing for Customer Advantage & Value Creation

Customer Value Leadership and the business model; Generating and using customer insight to drive strategy, Integrating marketing & sales to manage customers, tools for innovating new values for customers, managing

customers for experience, managing customers for profit.

Strategies for innovating new values for customers: proactive, active, reactive and passive. CLV, Value Life Cycle.

Targeting customers & inbound marketing, Cognitive marketing strategy,

Gaining Market Position: Steal-Share Strategy, Differentiation strategy, Similarity strategy

3. Pricing – The Ultimate Marketing Strategy

Pricing Excellence, Pricing Maturity Model, Transformational Model, Centralized Versus Decentralized Pricing Options for Pricing Organizational Designs, Pricing Capabilities: Pricing Dimensions, Pricing Myths at the Organizational Level, Emergence of Pricing Technology, competing against low cost rivals, Pricing during recession

4. Vibrant Scope of Marketing Strategy

Account Based Marketing, Data-Driven Marketing Strategy, Service Marketing Strategy, Digital Marketing Strategies, Relationship Marketing Strategies, Experiential Marketing, Inbound Marketing Strategies – Content Marketing, Multilevel Marketing, Promotion Strategy Marketing, and Offline Marketing, strategic marketing in the new normal, Market-Innovation Strategy: Pioneering New Markets (types), Defending Market Position: not taking action, repositioning the existing offerings

5. Executing Marketing Plan

Formulation, reformulation of marketing strategies, the control process. Preparing marketing plan for Ed-tech, Automobile, Banking & Insurance, FMCG, Food & Beverage. Presenting Marketing Plan, Marketing decision making with reasons, Marketing Strategies to compete globally.

Suggested Text Books

1. Strategic Marketing by A. Nag, Macmillan Publication
2. The Pricing Journey: The Organizational Transformation Toward Pricing Excellence, Stephan M. Liozu, 2015
3. Marketing Strategy by Walker, Mullins, Boyd & Larreche, McGraw-Hill/Irwin
4. Marketing Strategy and Competitive Positioning by Graham Hooley, Brigitte Nicoulaud, Nigel F. Piercy, Pearson Education, 5th Edition.
5. Strategic Marketing Management-Richard Wilson & Colin Gilligan, Routledge
6. Strategic Marketing: An Introduction by Tony Proctor

Suggested Reference Books:

1. Strategic Marketing David. W. Cravens, Nigel. F. Piercy, Tata MacGraw Hill Publication
2. Marketing Strategy: A Decision-Focused Approach-John W. Mullins, By Felix Mavondo, John Gountas, Orville C. Walker; McGraw-Hill Education; 2nd Revised Edition
3. Strategic Marketing Text & Cases-S. Shajahan, Viva Books
4. Strategic Management & Marketing by Narendra Singh, Himalaya Publication
5. Strategic Marketing Management- Text & Cases by UC Mathur, Macmillan

Supplementary Reading Material:

1. Marketing Warfare: 20th Anniversary Edition By Al Ries, Jack Trout, (McGraw-Hill Education; 2nd edition)
2. Marketing Strategy a Complete Guide-2019 Edition by Gerardus Blokdyk, 5 star cooks
3. Blue Ocean strategy-W Chan Kim and Renee A Mauborgne

Websites:

<https://www.educba.com/pricing-strategies-in-marketing/>

Business Strategy-Business Standards Brand Equity-Economic Times

Audio Visuals link:

1. <https://www.youtube.com/watch?v=Fy1pcW9mvNo>
2. <https://www.youtube.com/watch?v=RCHofmkLgzs>
3. https://www.youtube.com/watch?v=jF_MDRMFcPs
4. <https://www.youtube.com/watch?v=cZom3AAOsgs>

Subject Elective (SE) Courses - Semester IV
Specialization: Marketing Management

Semester IV	SE – IL – MKT - 13	409MKT: Customer Relationship Management
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 409MKT.1	REMEMBERING	Define concepts and components of B2B, B2C CRM, customer acquisition & retention and CRM mechanics
CO 409MKT.2	UNDERSTANDING	EXPLAIN key concepts and theories associated with CRM.
CO 409MKT.3	APPLYING	APPLY and ILLUSTRATE principles, theories and models of CRM in B2B and B2C markets.
CO 409MKT.4	ANALYZING	CLASSIFY Customer acquisition and retention strategies and ANALYZE Customer database in CRM.
CO 409MKT.5	EVALUATING	EVALUATE suitability and effectiveness of CRM strategies in marketing situations of products, services & e-products/ services across various industries.
CO 409MKT.6	CREATING	DEVELOP CRM strategies/plans for various B2B and B2C markets.

1. Introduction of CRM and its Fundamentals:

1.1 Concept and Context of Relationship Management: Internal and External relationship management, Need and Importance of relation with customers and other stakeholders, Approach towards Marketing: A Paradigm Shift- Transition from Product focus to Customer focus, Transactional Vs Relationship Marketing, Linkage between customer satisfaction- Customer Loyalty and business performance, Relationship Management Theories, Building Brands through Relationship Marketing, Service Level Agreements.

1.2 Defining CRM, Levels of CRM, CRM as a strategic marketing tool, CRM significance to the stakeholders, Strategic CRM, Operational CRM, Analytical CRM, Collaborative CRM, and Models of CRM. (6+1)

2. Customer Acquisition and Retention:

2.1 Acquisition of new customer, understanding customer value, sources of customer value, Values from products, services, people, physical evidence, customer communication, Channels etc., customer value estimates, KPI of a customer acquisition program, Customer Touch Points, Customer Equity.

2.2 Concept of Customer retention. Role of CRM in Customer in retention, Economics of customer retention, Managing customer retention or value retention? Strategies of customer retention, KPI of customer retention program, terminating customer relationship and its strategies, Concept and Significance of Customer Loyalty, Customer Life Cycle and Customer Life Time Value (CLTV), Recency, Frequency and Monetary Value (RFM) Analysis, Customer Loyalty Ladder, Impact Of Customer Defections, Types of Defectors, Strategies to reduce customer defections, CRM Framework- Switching. (6+1)

3. CRM Mechanics:

3.1 Maintaining customer database, Desirable database attributes, Data marts, Data warehousing, Data integration, Data mining and Privacy issues.

3.2 Customer Portfolio Management-Concept and basic disciplines, Market segmentation-sales forecasting and CPM, CPM in B2B, Seven core customers' management strategies.

3.3 CRM and Customer Experience Management: Concept of Customer experience, experiential marketing strategies and Tactics, Customer experience and Role of CRM. (4+1)

4. Overview of CRM in B2C and B2B Market:

4.1 Service business characteristics and classification, Service recovery, CRM in Banking Industry, Hospitality Industry, Aviation Industry, Telecom and Retail industry.

4.2 CRM in Consumer durable Industry and its application. - White Goods, common CRM Tools in Practice and improvisation for Quality Service Assurance.

4.3 Importance of CRM in B2B markets, digital products & services, Key Account Management, Supply channel Management, Internal CRM and Employee relationship management, (4+1)

5. Implementation of CRM and Future Trends in CRM:

5.1 CRM Implementation Process, Evaluation of CRM process, Challenges in CRM implementation, Customer Care Management through Information Technology Tools – Electronic Point of Sales (ePOS) , Sales Force Automation

5.2 Emerging trends in CRM, Social CRM, e-CRM, Challenges involved in formulating and implementing e-CRM strategies, Multichannel CRM, Role of Social media in CRM, Six E's of e-CRM,, Mobile CRM, Artificial Intelligence (AI) with CRM System. (5+1)

Suggested Text Books:

1. Customer Relationship Management – Concepts and Technologies by Francis Buttle, 2nd Edition, Butterworth
2. Heinemann, Elsevier
3. Relationship Management – Text and Cases, S. Shajahan, TMGH.
4. J N Sheth, AtulParvatiyar, G. Shainesh, 2001, Customer Relationship Management, Tata McGraw Hill
5. Customer Relationship Management: Concepts and Cases, Second Edition, Alok Kumar Rai PHI learning Pvt Ltd, New Delhi

Suggested Reference Books:

1. Handbook of Relationship Marketing by JagdishSheth and AtulParvatiyar, Response Books, Sage Publications.
2. Zikmund, McLEOD, Gilbert, Customer Relationship Management
3. Customer Relationship Management- Concepts and Technology, Second Edition, Francis Buttle, Elsevier, Sabre foundation
4. Brown, Stanley A 2001, Customer Relationship Management, John Wiley& Sons
5. Anderson, Kristin , 2002, Customer Relationship Management, Tata McGraw-Hill

Suggested URL:

1. https://swayam.gov.in/nd2_imb20_mg09/

Semester IV	SE-IL-MKT-14	410MKT: Rural and Agriculture Marketing
2 Credits	LTP: 1:2:0	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO410MKT.1	REMEMBERING	DEFINE various concepts related to Rural and Agricultural Marketing
CO410MKT.2	UNDERSTANDING	UNDERSTAND the rural consumer buying Behavior, Rural Marketing Mix, Industrial and Agriculture Market, Difference between Rural and Urban market on different terms and Environment,
CO410MKT.3	APPLYING	APPLY Rural Marketing research for Segmentation, Positioning with data collection methods for current rural market in India.
CO410MKT.4	ANALYSING	ILLUSTRATE the Rural product, Pricing and Distribution Strategies with modern approach and challenges faced in rural Market and emerging Models in Rural Market.
CO410MKT.5	EVALUATING	ASSESS the use of ICT in Agriculture Marketing with use of various models in domestic and international Market.
CO410MKT.6	CREATING	FORMULATE a model for Marketing of Agricultural products by using marketing mix tools.

1. Rural Marketing:

Introduction, Defining rural markets & rural marketing, rural vs. urban markets, Rural Marketing Environment – PEST analysis, Rural Economic Structure, Rural Occupation Pattern, Incomes & Consumption, Rural market Size, Rural Infrastructure (4+2)

2. Rural Consumer Behaviour& Marketing Research:

Characteristics of Rural Consumers, Role of Opinion Leaders, Diffusion of Innovation in Rural Markets, Sources & Type of Secondary Data on Rural markets, Collecting Primary Data in Rural Setting, Segmentation, Targeting & Positioning: Bases of Segmenting Rural Markets, Target Marketing, Coverage of Markets, Positioning in Rural Markets, Rural consumer Buying Process (6+2)

3. Rural Product, Pricing and Distribution:

Rural Product Categories, Branding in Rural Markets, Problem of Fake Brands, **Pricing Strategy** – special considerations in rural markets, Credit in rural markets – need, sources & innovative credit delivery systems ,Modern supply chain management approach, Challenges of distribution in Rural markets, Rural Retail System – last mile problem, public distribution system, cooperatives, **Emerging Models in Rural Markets: Rythu Bazars (Farmers' Markets), Project Shakti, Apni Mandi** (6+2)

4. Introduction to Agricultural Marketing:

Definition of Market and agricultural marketing, Understanding Agricultural Markets, Nature & scope, Objectives of Agriculture Marketing, Organizations and functions of agricultural marketing in India. Difference between consumer, industrial and agricultural markets (4+2)

5. ICT in Agricultural Marketing:

Information and Communication Technology (ICT) tools used in Agricultural Marketing ,Market research-Market information service - electronic auctions (e-bay), AGMARKNET, e-Chaupals, Agrimarket, e-NAM, m-krisi, and Domestic and Export market Intelligence Cell (DEMIC) – Market extension, ICT initiatives of NGOs. Role of social media in agricultural marketing. Successful case studies.(5+2)

Suggested Text Books:

7. The Rural Marketing Book by PradeepKashyap& Siddhartha Raut
8. A New Approach to Rural Marketing by KaushikSircar
9. Marketing of Agricultural Products by Richard Louis Kohls, Joseph N. Uhl, Person Publication, 9thEdition.
10. Agriculture Marketing in India by S.S.Acharya& N.L. Agarwal , Oxford & IBH Publishing Co. Pvt. Ltd New Delhi, 4thEdition
11. Rural Agriculture & Marketing by S.B. Verma, S.K. Jiloka&Mandal , Deep & Deep Publication Pvt. Ltd.

Suggested Reference Books

4. Rural Marketing – Concepts & Practices by BalramDogra, KarminderGhuman
5. New Perspective in Rural & Agricultural Marketing by Ramkishen Y., Jaico Publishing House , 2ndEdition
6. Introduction to Agribusiness Marketing by George Seperich, Michael Woolverton, James Beierlein, Pearson Education. New Perspective in Rural & Agricultural Marketing by Ramkishen Y., Jaico Publishing House, 2ndEdition
7. Introduction to Agribusiness Marketing by George Seperich, Michael Woolverton, James Beierlein, Pearson Education.

Semester IV	SE – IL – MKT - 15	411 MKT: Tourism & Hospitality Marketing
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 411 MKT.1	REMEMBERING	DEFINE core concepts, components of Tourism and Hospitality industry like marketing mix, STP, CRM & legal aspects.
CO411 MKT.2	UNDERSTANDING	DISCUSS and EXPLAIN aspects of Tourism and Hospitality Marketing and EXEMPLIFY the various related terms.
CO411 MKT.3	APPLYING	DEMONSTRATE the concepts of marketing mix, Segmentation, targeting & positioning in the contemporary real world scenarios of tourism & hospitality industry
CO411 MKT.4	ANALYSING	EXAMINE & LIST the critical tourism & hospitality marketing issues concerning segmenting, targeting, positioning, customer relationship management, marketing mix, and changing trends.
CO411 MKT.5	EVALUATING	Evaluate the Marketing Mix, CRM & STP strategies of players of the hospitality and tourism industry.
CO411 MKT.6	CREATING	FORMULATE Marketing Mix, CRM & STP strategies for hospitality and tourism industry players / companies andPROPOSE a blend of legal and customer based strategies to meet customer relationship marketing and face the challenges.

1. **Introduction to Tourism and Hospitality Industry: Introduction to Tourism Industry:** Concept, definition, types and characteristics, Types of Tourists – Components of Tourism Infrastructure – Elements and Characteristics of Tourism Products- Scope of Tourism – Motivation for Tourism- Employment Opportunities in Tourism Introduction to Hospitality Industry: Concept– Origin and Growth – definition, types and characteristics, Types of hospitality products – Elements and Characteristics of hospitality Products, Components of Hospitality Infrastructure – Industries related to Hospitality, – Employment Opportunities in Hospitality Relation of hospitality industry with Tourism: Factors Affecting Hospitality and Tourism Industry, Customer Based Metrics, Product-Market Based Metrics, Marketing Mix Metrics **(4+1)**
2. **Marketing Mix: Tourism:** Types of tourism- Entertainment, Medical-Eco-Pilgrimage- Agri-Cultural-Sports-Leisure-Theme based, Destination Tourism. Domestic & International Tourism, Packages and Travel bookings, Tour Packaging & Costing - Importance of Tour Packaging – Classifications of Tour Packages -Components of Package Tours - Components of tour cost, Subsidies, Bookings, Citizen wise allowances, Tour agents and operators, cruise line traveling, Airline Tickets, Promotion through celebrity endorsements, events, Specialty features, Restaurants-types, Tariffs and Discounts, Mode of booking- Personal, Telephonic, Online App based, Promoting season wise, festival wise, feature and facility wise, Off season promotion. Role of integrated marketing communication in hospitality and tourism: analyzing the effectiveness of different communication platforms, and examining the fast-changing landscape in digital marketing. Service Characteristics of Hospitality and Tourism Marketing: The service culture, Extended 3Ps of Marketing for services, Characteristics of Service Marketing 4 Is – Intangibility,

Inseparability, Inconsistency, Inventory **(5+1)**

3. **Segmentation, Targeting and Positioning of Tourism and Hospitality Industry:** Segmentation: Types of tourists- Personal, Business, Professional, differently-abled tourist- Targeting and Positioning: Understanding the marketplace and customer needs, wants and demands; Tangible Products (pick, drop facility, tour guide) Hospitality segmentation: Major Departments of a Hotel – lodging, F&B, recreation, event planning, theme parks, transportation, and additional facilities like internet, gym- Targeting and Positioning: Locations, Sections and Layout– Room/ table booking availability- Room tariffs and calculation of rates - reservation – registration – Guest services – Check out and settlement – Front office experiences, Room service differentiation, – safety and security. Evaluating and publicizing Hotel performance – Evaluation of hotels by guests - Direct marketing techniques through various apps, Understanding organizational customers and success factors of marketing Meeting, Incentive, Conference, and Exhibition (MICE) business. **(6+1)**
4. **Customer Relationship Management CRM in Tourism and Hospitality Marketing:** Benchmarking – Outsourcing - Value addition- Service Quality Control Tourism Destination Planning: Environmental Analysis- Resource Analysis - Cultural Analysis Understanding brand development: Referrals- Managing service Differentiation, Briefing, Banquets, Conference & Convention Management -Planning for Sustainable Tourism, Formulating Policy to Deal with Crises , Contingency Planning, Reviewing the relationship between service quality and human resources, Role of E- commerce in Hospitality sector - Best practices for building customer loyalty and creating a strong brand **(5+1)**
5. **Legal Aspects and Future Trends in Hospitality and Tourism: Legal Aspects:** Recognition of Travel Agency, Tour Operator and Travel Guide License & Permits and Certifications required for Hotels, Awareness about existence of National & International Organization like IATA, PATA, ICAO, WTO, UFTAA, FHRAI, Government regulations and role of various certifications in Food Quality and Food Safety support- Travel and Health Insurance, Forex, Cargo & MICE – Documentation. Prospects, Changing trends, issue and challenges and Future Growth in Tourism: Space tourism, Adventure Tourism, Eco Tourism- Ecotel and Eco resorts, Forces Impacting the future of Tourism –Pollution, Economic, Branding, Terrorism, Conflicts between countries, Technology; Tourist characteristics – Knowledge-Based Society and workforce, Changing Nature of Tourism Products. **(5+1)**

Suggested Text Books:

1. Tourism Development: Principles and Practices: A.K. Bhatia
2. Hotel Facility Planning: Bansal Tarun
3. Hotel Housekeeping: Operations and Management: G. Raghubalan, Smritee Raghu balan
4. Hotel Front Office: Operations: J R Tewari
5. Tourism Operations and Management: Roday Sunetra; Vandana Joshi; BiwalArchana
6. Marketing for Hospitality & Tourism - Philip Kotler, Bowen & Makens Prentice Hall Inc.
7. Marketing Management for the Hospitality Industry: A Strategic Approach: Allen Z. Reich Wiley,
8. Strategic Management for Hospitality and Tourism (1st ed.): Okumus, F., Altinay L., & Chathoth P. Butterworth-Heinemann.
9. Tourism Marketing: S.M. Jha, Himalaya Publishing House
10. Tourism Management: Anil Sharma, Essential Books, New Delhi
11. Tourism and Travel Management: Biswanath Ghosh, Vikas Publishing House Pvt. Ltd. New Delhi
12. Basic of Tourism Management: Suddhendu Mishra, Excel Books, New Delhi

Suggested Reference Books

1. Hospitality Strategic Management: Concepts and Cases: Cathy A. Enz, Wiley.
2. Strategic Management for Travel and Tourism: David F. J. Campbell, George Stonehouse, and Nigel Evans
3. Cross-Cultural Management Essential Concepts Fourth Edition: David C. Thomas, Mark F. Peterson
4. Promoting Tourism and Hospitality: Trends and Opportunities: Arvind K. Singh & R. A. Sharma
5. Tourism Management: Stephen J Page, Butterworth-Hienemann Oxford
6. Tourism Marketing: Tapan K Panda and Sitikantha Mishra, The ICFAI University Press, Hyderabad
7. Marketing Whitebook of current year

Swayam Courses:

1. TS-1: Foundation Course in Tourism By Dr. Sonia Sharma & Dr. Tangjakhombi Akoijam, Indira Gandhi National Open University
2. TS-2: Tourism Development Products, Operations and Case Studies

Websites:

1. www.tourism.gov.in
2. www.agritourism.in
3. www.agrotourismworld.com

Semester IV	SE -IL – MKT - 16	412 MKT – Retail Marketing
2 Credits	LTP - 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 412 MKT.1	REMEMBERING	DEFINE and RECALL concepts associated with retail marketing
CO412 MKT.2	UNDERSTANDING	UNDERSTAND the various retail Formats, merchandise management and recent trends
CO412 MKT.3	APPLYING	APPLY the best practices for retail store management along with USE of social media in retailing
CO412 MKT.4	ANALYSING	ANALYSE and COMPARE the contemporary issues in Retailing and E-tailing
CO412 MKT.5	EVALUATING	EVALUATE the store location based on the determinants and effectiveness of Retail marketing mix
CO412 MKT.6	CREATING	DESIGN effective CRM programs suitable for each retail format

- 1 Introduction to Retailing:** Meaning, Nature and Scope of Retailing, Evolution of Retailing, Drivers of Retail change in India, Opportunities and Challenges in Retailing in India, Importance and Functions of Retailing, Product Retailing vs. Service Retailing, Retail Management Decision Process, Retail Marketing Environment, FDI in Retail, Dealing with ethical issues, Social Responsibility, Environmental Orientation, Waste Reduction at Retail Stores. **(4+1)**
- 2 Retail Market Segmentation:** Importance of Market Segmentation in Retailing, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions and Differentiation Strategies, Limitations of Market Segmentation. Retail Planning Process, Retail Models, Retail “EST” model. Formats of Retailing: Super markets, Hyper Markets, Departmental stores, Convenience store. Retail Institutions categorized by ownership: Independent, franchising, leased, vertical marketing system; Non- store Retailing.
Store Location -Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Location & Site Evaluation, Site Selection, Store design and Retailing mix, store layout, circulation plan, Floor Space management Retail Merchandising, Understanding Merchandising Management, Activities of a Merchandiser. Planogram, Visual Merchandising **(7+1)**
- 3 Retail Store Management Administration and Planning:** Introduction - Retail Store Management, Supply Chain Management, Human Resource Management, Information System Management, Category management, Assortment planning, Analyzing merchandise performance, Gross Margin Return on Inventory Management (GMROI), Inventory Turnover Ratio, Sales Forecasting. Developing and sourcing private label merchandise, Negotiating with vendors, Mall Management. **(4+1)**
- 4 Retail Communication Mix:** Introduction, Role of Communication in Retailing, Elements and Marketing Communication Tools, Retail Marketing Communication Process, Retail Marketing Communication Plan, Implementing and Evaluating the Retail Communication Programs.
Retail Pricing- Introduction, Factors Influencing Retail Pricing, Setting the Retail Price, Pricing Objectives, Pricing strategies, Pricing Methods, Price Adjustment and Discrimination, Legal and ethical pricing issues **(5+1)**
- 5 Customer Relationship Management and Recent Trends in Retailing:** Introduction, Benefits of Relationship Marketing, Principles of CRM, Customer Relationship Management Strategies, Components of CRM, Customer Service in Retailing, CRM and Loyalty Program,
Orientation of Technologies in Retailing: Data Warehousing and Data Mining, Use of Barcodes, RFID tags and electronic shelf tagging, E-Tailing, Future Trends in Retailing with respect to use of technology in retail marketing, Role of Social Media in Retailing **(5+1)**

Suggested Text Books

1. Retailing Management by Swapna Pradhan, TMGH Publication
2. Retail Marketing Management by David Gilbert, Pearson Publication
3. Retail Business Management by R. Perumalsamy, Anmol Publications
4. Retailing Management by Arif Sheikh, Himalaya Publication
5. Retail Management by Gibson, Pearson Publication

Suggested Reference Books

1. Retail Marketing Management by Helen Goworek & Peter McGoldrick Pearson Publication
2. Information Technology for retailing by Khurana, McGraw Hill Publication
3. Retail Management by Michael Levy and Barton. A Weitz, McGraw Hill Publication
4. Retail Management: A Strategic Approach by Barry Berman and Joel Evans, Prentice Hall College publication

MOOC Courses:

1. Introduction to Retail Management – IIMB (Swayam)
2. Retail Management – CEC (Swayam)

Website

1. <http://www.indiaretailing.com>

Semester IV	SE-IL-MKT-17	413 MKT: Retailing Analytics
2 Credits	LTP:1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 413 MKT.1	REMEMBERING	ENUMERATE the characteristics, opportunities and challenges of New Age Retailing, Digital Consumers Dynamics, List the data required for retail analytics.
CO 413 MKT.2	UNDERSTANDING	UNDERSTAND Consumer Buying Behavior and Trends in new age retailing.
CO 413 MKT.3	APPLYING	USE various kinds of data and tools for performing Retailing Analytics.
CO 413 MKT.4	ANALYSING	ILLUSTRATE the use of various tools and frameworks for predictive retail Analytics.
CO 413 MKT.5	EVALUATING	DERIVE a variety of metrics and quantify key outcomes in multiple areas of Retail.
CO 413 MKT.6	CREATING	BUILD value for Retail and Marketing by deriving Marketing ROI metrics.

1. **Introduction to retailing-** Types of Retailers, store-non store retailers, organized v/s non-organized retailers. The new retail environment and Marketing decisions, Retailing in the Digital Era: New Age Retailing, Retailers goodwill, Digital Consumers Characteristics— Interconnected, Involved, Co-creation, Collaboration, Customer Data — Big Data. Data Characteristics-Variety, Volume, Velocity, Reliability **(5+1)**
2. **Retailing Analytics and Data Analytics:** Customer Insights, Critical issues in Modern day Retail, The Digital organization, Retail analytics for decision making, Informed and Risk Aware Decisions, Benefits of Retail Analytics—Informed Decisions, Risk mitigation, Gaining visibility, Retail Analytics for Strategic—Tactical and Operational decisions. Data Terms, Market Basket, Data Storage, Data without Use Is Overhead, Case Studies and Practical Examples of Data-Related Retail Projects, Trade Area Modeling, Real Estate Site Selection Modeling, Competitor Threat Analytics, Merchandise Mix Modeling: Combining Multiple Data Sources, Celebrity Marketing: Tracking Effectiveness, Affinity Merchandising: Merchandise Cross- Sell Case Study **(5+1)**
3. **Marketing in a Consumer-Driven Era:** Understanding Consumer Buying Behavior and Trends , Leveraging customer data, Putting information in context, Clicking with consumer communities, Keeping content in mind, From personalization to commerce, Key Questions: What they are buying, Who they are, How they are buying, Where else they are buying?**(4+1)**
4. **Data sources and Data Processing:** Customer, Retailer, Supplier, Market, Web, Mobile, Social, Call Centers, Data Mining and Data Storage, Structured V/s unstructured data, The unstructured data challenge, Recognizing the untapped analytics opportunity, Customer-Driven Decision Making, Content Analytics in Action, Understanding Affinities between Products and Customers, Advanced affinity analysis ,Market basket analysis, Understanding customer preferences, Anticipating the customer's next move, Improving Retail Promotions.**(5+1)**
5. **Aspects of Retailing Analytics:** Marketing Analytics: Marketing Mix ROI, Promotions, Promotional maturity curves, pricing, pricing per segment, Margin , Profitability, Personalization, Campaigns, Marketing Return Curves, Scenario Analysis, P&L analyses, Managing Incentive Compensation. Merchandising Analytics: Assortment planning, Geospatial Analytics, Product placement, Space Optimization, Product adjacency, aligning store-level assortment with demand, Category Intelligence, Developing dynamic retail assortments, Prioritization of Product categories, Store operations analytics : Using Analytics to Optimize Staffing Plans, Drilling into HR analytics, Customer Traffic, Store Performance Dashboards, Local Market Analytics, Online Offline Analytics, Sales Trends, Brand Performance, Account Performance Forecasts. Supply Chain Analytics: Creating a Demand-Driven Supply Chain, Gaining Visibility across the Supply Chain, Resolving Operations Problems Preventatively, Inventory, Supplier performance, Demand forecasting, Vendor Intelligence, Vendor Rankings, Fulfillment Intelligence, Inventory Diagnostics, Shrinkage, Optimization opportunities.**(6+1)**

Suggested Text Books:

1. Retail Analytics — The Secret Weapon, Emmett Cox

2. Business Analytics for Managers Wolfgang Jank Springer Science+Business Media, LLC 2011
3. Business Analytics in Retail For Dummies,® 2nd IBM Limited Edition by Jennifer Le Claire, Danielle Dahlstrom, and Vivian Braun ,John Wiley & Sons, Inc.
4. The Predictive Retailer, ANDREW PEARSON, Intelligencia Limited
5. Behavior Analytics in Retail, Ronny Max
6. The Little Book on Big Data: Understand Retail Analytics Through Use Cases and Optimize Your Business, Mahogany Beckford
7. TheNewScienceofRetailing:HowAnalyticsareTransformingtheSupplyChainandImprovingPerformance, Fisher and Raman

Suggested Reference Books:

1. Business Analytics Principles, Concepts, and Applications Marc J. Schniederjans, DaraG. Schniederjans, Christopher M. Starkey, Pearson
2. Retail Survival of the Fittest 7 Ways to Future-Proof Your Retail Store. Francesca Nicasio
3. Enterprise Management with SAP SEM™/ Business Analytics by Marco Meier, Werner Sinzig, and Peter Mertens Second Edition Nuremberg and Walldorf, November 2002
4. Data Analysis and Decision Making S. Christian Albright. Wayne L. Winston 5thEdition Cengage Learning

MOOCS Courses:

- NPTEL
 - Introduction to Data Analytics
 - Supply Chain Analytics
- Swayam
 - Big Data Analytics In Retail Industry
- Edx
 - Demand and Supply Analytics
- Udacityn
 - Business Analytics
 - Predictive Analytics for Business
- Udemy
 - Marketing Analytics for Retail
 - Retail for Business Analysts

Semester IV	SE – IL – MKT - 18	414 MKT - Marketing to Emerging Markets & Bottom of the Pyramid
2 Credits	LTP: 1:1:0	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO414MKT.1	REMEMBERING	RECALL Concepts, characteristics, strategies, size and composition of emerging Markets and BOP markets.
CO414MKT.2	UNDERSTANDING	SUMMERISE challenges and opportunities of BOP & Emerging markets and effect of different business environments on BOP & Emerging markets.
CO414MKT.3	APPLYING	IDENTIFY Marketing Implications in terms of strategy, policy & practice of marketing for BOP and Emerging markets.
CO414MKT.4	ANALYSING	COMPARE BRICKS, Next 11 and countries in emerging markets, developed markets and BOP markets.
CO414MKT.5	EVALUATING	ASSESS Demographic & economic scenario and Comparative Advantage of emerging market countries for a given scenario.
CO414MKT.6	CREATING	Develop marketing strategies for BOP and emerging market in context of real world marketing offerings.

1. Overview of Emerging Markets:

Overview of Emerging Markets: Countries constituting emerging markets. Countries constituting BRICS & Next 11, Growing economic power of emerging markets, Demographic & economic scenario of emerging market countries. Emerging market size for different business sectors. (5+1)

2. Emerging Markets - Perspectives & Practices:

2.1 Characteristics of Emerging Markets: Emerging markets versus developed markets - market heterogeneity, sociopolitical governance, chronic shortage of resources, unbranded competition, and inadequate infrastructure. 2.2 Comparative Advantage of Emerging Markets: Policy based advantage, raw material based advantage, NGO based advantage, Marketing Implications in terms of strategy, policy & practice of marketing, Marketing Mix Implications.(7+2)

3. Bottom of the Pyramid Markets:

3.1 Difference between Emerging Markets & BOP Markets, Definition, size & composition of BOP markets all over the world.

3.2 Characteristics of BOP markets, need for segmenting BOP markets. (5+1)

Marketing Strategies for BOP Markets:

4. Marketing Strategies for BOP Markets:

4.1 Four elements of BOP strategy - creating buying power, shaping aspirations, improving access, and tailoring local solutions.

4.2 C K Prahalad's 12 principles, BOP Protocol. (5+1)

5. BOP Markets – The road ahead:

Challenges and Opportunities in BOP market. Effect of MACRO Environmental factors on BOP markets.

Case lets based on Marketing to BOP markets. Criticism of Marketing to BOP & Alternate Perspectives. (3+1)

Suggested Text Books:

1. The Fortune at the Bottom of the Pyramid, Prahalad, C.K., Pearson –Singapore.
2. Doing Business in Emerging Markets: Entry and Negotiation Strategies By S. TAMER AUTOR CAVUSGIL, S. Tamer Cavusgil, Pervez N. Ghauri, Milind R. Agarwal, Sage Publication.

Suggested Reference Books:

1. We are like that only, Bijapurkar, R. (2007), New Delhi: Penguin Portfolio.

Supplementary Reading Material:

1. Agnihotri, A. (2013) "Doing good and doing business at the bottom of the pyramid", Business Horizons, 56(5), 591-599.
2. Bang V.V. and Joshi S. L. (2008), "Conceptualization of Market Expansion Strategies in Developing Economies", Academy of Marketing Science Review, 4, [Online] Available: <http://www.amsreview.org/articles/bang04-2008.pdf>
3. Beshouri, C.P. (2006), "A Grassroots Approach to Emerging-Market Consumers." The McKinsey Quarterly, (March), pp.61-71
4. Hammond, A., W. J. Kramer, R. S. Katz, J. T. Tran, and C. Walker. (2007), The Next 4 Billion: Market size and Business

- strategy at the Base of the Pyramid, World Resources Institute (WRI) and International Finance Corporation (IFC) [Online] Available: <http://www.wri.org/publication/the-next-4-billion>
5. Dawar, N. and A. Chattopadhyay (2000), "Rethinking Marketing Programs for Emerging Markets", William Davidson Institute, working paper no. 320
6. Holtbrügge, D. and Baron, A. (2013) "Market Entry Strategies in Emerging Markets: An Institutional Study in the BRIC Countries", *Thunderbird International Business Review*, 55(3), 237-252.
7. Karamchandani, A., M. Kubzansky, and P. Frandano. (2009), *Emerging Markets, Emerging Models: Market-Based Solutions To The Challenges Of Global Poverty* Monitor group, (March).
8. Karnani, A. (2007), "The Mirage of Marketing to the Bottom of the Pyramid: How the Private Sector Can Help Alleviate Poverty", *California Management Review*, 49(4), (Summer), pp.90-111.
9. London, T. and S.L. Hart (2006), "Reinventing strategies for emerging markets: beyond the transnational model", *Journal of International Business studies*, (August), pp 1-21. Online available: <http://e4sw.org/papers/JIBS.pdf>
10. Prahalad, C.K., and A. Hammond. (2002), "Serving the World's Poor, Profitably", *Harvard Business Review*, 80(September), pp. 48-57.
11. Prahalad, C. K. and S. L. Hart. (2002), "The Fortune at the Bottom of the Pyramid", *Strategy + Business*, 26, pp.54- 67.
12. Preston, K, A. Libow, A. Bruno, C.Meade, and R. Wells. (2007), *Opportunities for the Majority Index: Analysis of Corporate Performance in Latin America and the Caribbean*, The Inter-American Development Bank, 21st December. [Online] Available:http://www.iadb.org/am/2008/docs/OM_Index_Final_Report_v2.pdf.
13. Sheth, J. N. (2011), "Impact of Emerging Markets on Marketing: Rethinking Existing Perspectives and Practices", *Journal of Marketing*, Vol. 75 (July), 166 –182.
14. Simanis, E. and S. Hart With J. DeKoszmovszky, P. Donohue, D. Duke, G. Enk, M. Gordon, and T. Thieme. (2008), *The Base of the Pyramid Protocol: Toward Next Generation BoP Strategy*, Center for Sustainable Global Enterprise, Johnson School of Management, Cornell University, 2nd Ed.[Online] Available: <http://www.wdi.umich.edu/files/BoPProtocol2ndEdition2008.pdf>.
15. United Nations Development Programme (UNDP). (2008), "Creating Value For All: Strategies For Doing Business With Poor", The Growing Inclusive Markets Initiative, (July). [Online] Available: <http://www.undp.org/gimlaunch/download.shtml>
16. Wilson, D. and R. Purushothaman. (2003) "Dreaming With BRICS: Path to 2050." Goldman Sachs, Global Economics Paper No.99, 1st October.
17. World Business Council for Sustainable Development (WBCSD). (2004), *Doing business with the poor – a field guide*. (March). [Online] Available: <http://www.wbcsd.org/DocRoot/uCxCgEiOhrCEXcsN5slo/sl-field-guide-reprint.pdf>

Websites:

1. <http://www.wri.org/>

Subject Core (SC) Courses - Semester III
Specialization: Financial Management

Semester III		304 FIN– Advanced Financial Management
3 Credits	LTP: 2:1:1	Subject Core - SC - FIN - 03

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 304.1	REMEMBERING	DESCRIBE the basic concepts in financing, investing and profit distribution in a firm
CO 304.2	UNDERSTANDING	EXPLAIN theoretical concepts related to raising and use of funds and value of firm
CO 304 .3	APPLYING	CALCULATE values for making capital structure, investment, liquidity and dividend decisions in the financial management of a firm
CO 304.4	ANALYSING	ANALYZE the Leverage and PBIT EPS Analysis associate with Financial Data in the corporate
CO 304.5	EVALUATING	Evaluate the key strategic financial issues that must be considered in an acquisition or merger
CO304.6	CREATING	DESIGN an appropriate financial strategy using any one or multiple concepts/ techniques learned in this course.

1. **Corporate Restructuring & Corporate valuation:** Background of restructuring and reorganization; Concept of Financial Distress; Financial Statements including Funds Flow and Cash Flow Statements; Importance of Cash Flows; Economic Value Added (EVA): Meaning, Components, Advantages & Drawbacks, Calculating EVA (6+2)

2. **Capital Structure and Firm Value:** Assumptions and Definitions; Net Income Approach; Net Operating Income Approach; Traditional Position; Modigliani and Miller Position Taxation and Capital Structure; Tradeoff; Signaling Theory; PBIT - EPS Analysis; ROI - ROE Analysis; Leverage Ratios; Guidelines for Capital Structure Planning (7+2)

3. **Mergers and Acquisition:** Types and Reasons for Mergers and Acquisitions. Legal Procedures for Mergers and Acquisitions Forms of compensation. Anti-takeover strategies, Leveraged Buyouts, Portfolio restructuring. (5+2)

4. **Working Capital Management:** Determination of level of current assets, working capital financing by banks; Cash and liquidity Management- aspects of cash management, motives for holding cash and marketable securities, Cash Management Models, Strategies for managing surplus funds; Credit Management: Objectives of trade credit, credit policies. Control and collection of accounts receivables, role of factoring in receivables management (No problems on estimation of working capital). (9+2)

5. **Dividend Policy and Firm Value:** Why Firms Pay Dividends; Factors Influencing Dividend Policy; Legal and Procedural Aspects; Bonus Shares and Stock Splits; Share Buybacks and Valuation; Dividend Policies in Practice; Dividend Models: Walter's model, Gordon's model, Modigliani and Miller's Hypothesis; Models in Which Investment and Dividend Decisions are Related (8+2)

Note:

1. The weightage in the question paper shall be as follows: **Numerical problems: 60% & Theory: 40%**

2. Numerical problems on the following should be taught:

- Funds Flow Statement and Cash Flow Statement
- Calculating EVA
- Firm value (Theories of Capital Structure), PBIT - EPS Analysis
- Sensitivity analysis and Scenario analysis in risk analysis in Capital budgeting, Capital Rationing
- Calculation of Optimum Cash Balance using Operating Cycle Model and Inventory Model
- Receivables Management- calculation of collection period, Determining the number of uncollectible Receivables and Bad Debt Expense: Percent of Sales Method, Percent of Receivables Method
- Dividend Models: Walter's model, Gordon's model, Modigliani and Miller's Hypothesis;

Suggested Textbooks:

1. Financial Management: Text and Problems by M Y Khan & P K Jain, Publisher: TMH, New Delhi.
2. Financial Management Theory & Practice by Prasanna Chandra, Publisher: TMH, New Delhi.
3. Financial Management by I M Pandey, Publisher: Vikas Publishing House, New Delhi.
4. Advanced Financial Management by Dr. Mahesh Abale & Dr. Shriprakash Soni, Himalaya Publication House
5. Financial Management by Ravi Kishore, Publisher: Taxman's Publishing House, New Delhi.

6. Financial Management by C. Paramasivan, T. Subramanian, New Age
7. Financial Management by Dr. Anil Kumar Dhagat- Wiley India

Suggested Reading:

1. Financial Management: Theory & Practice by Eugene F. Brigham, Michael C. Ehrhardt
2. Fundamentals of Financial Management by Van Horne, Publisher: Prentice Hall of India.

Semester III		305 FIN – International Finance
3 Credit	LTP : 2:1:1	Subject Core (SC) Course – International Finance

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Ability	Course Outcomes
CO305FIN.1	Remembering	RECALL the basic concepts associated with international finance.
CO305FIN.2	Understanding	EXPLAIN the various the concepts related to Foreign Exchange Markets, transactions on the international foreign exchange market, Taxation Systems, International Receivables and cash management.
CO305FIN.3	Applying	USE International Monetary Fund, World Bank, credit rating agencies, foreign exchange, foreign exchange transactions, taxation system, International Receivables and cash management in International financial market.
CO305FIN.4	Analyzing	ANALYZE the role of exchange rate and credit rating agencies, foreign exchange transactions, taxation system, Receivables and cash management in International financial market.
CO305FIN.5	Evaluating	EVALUATE the International Monetary Fund, World Bank, credit rating agencies, foreign exchange, foreign exchange transactions, taxation system, Receivables and cash management in International finance.
CO305FIN.6	Creating	CREATE the investment/ business plan by adopting various international finance concepts

Unit Number	Contents	Number of Sessions
01	Introduction to International Finance: Meaning/Importance, Scope, Globalization of the World Economy, Goals of International Finance, Structure and participants of the global financial system, Functioning of the global financial system in the globalization process, Emerging Challenges in International Finance, Evolution of International Monetary System, International Financial Institutions: International Monetary Fund, World Bank. International credit rating agencies,.	8+1
02	Introduction to Foreign Exchange Markets: Structure of Foreign Exchange Markets, Types of Transactions and Settlement Date, Exchange Rate Quotations and Arbitrage, Interest Rate Parity, Purchasing Power Parity and Fisher's Parity, Forecasting Exchange Rates: Efficient Market Approach, Fundamental Approach, Technical Approach, Global Financial Markets and Interest Rates , Concept and types of currency, Convertibility of currency, Exchange rate: the nature, types and regimes, Demand and supply of foreign currency.	6+1
03	The transactions on the international foreign exchange market: Spot transactions, forward contracts, Future transactions, Swap transactions, option transactions, Transaction Exposure and Types, Foreign bonds market, Eurobonds market, Types of Bonds, floating Rate Notes (FRNs), Deep Discount Bonds, Zero Coupon Bonds, Dual Currency Bonds, and Equity related Bonds, Procedure for Bonds Issues	8+1
04	Taxation Systems and Legal Aspects: International double taxation and the ways of its regulation, Tax evasion, Definition of Money Laundering, organization of money laundering procedure: stages and methods, Monitoring, International	6+1

	cooperation in dealing with money laundering: the establishment of legal framework, The functions and activity of the FATF.	
05	International Receivables and cash management, Foreign exchange risk, The essence and types of currency risks, Risks of making decisions about foreign direct investment, Political risk, International Financial Reporting Standards (I.F.R.S) and Indian Accounting Standards (I.A.S) on foreign transactions, Foreign Exchange Trade Settlement in India, SWIFT, CHIPS, CHAPS	7+1

Suggested Textbooks:

1. International Finance by Rajiv Srivastav, Oxford University Press
2. International Financial Management by P.G. Apte 2010 Ed.
3. International Financial Management by Vyuptakesh Sharan
4. International Financial Management by S.P. Srinivasan
5. International Finance by Maurice Levi, Keith P. (2013 Edition)
6. Foreign Exchange, International Finance, Risk Management by A.V. Rajwade
7. Currency Exposures and Derivatives by A.V Rajwade

Suggested Reference Book:

1. International Finance, by Maurice Levi, 5th edition, Mc Graw Hill
2. International Financial Management by Jeff Madura; 2008, Cengage Learning
3. International Financial Management by Eun and Resnick, 4th edition Tata McGraw Hill
4. International Economics by Carbaugh 11th Edition, Cengage Learning.
5. Paul R Krugman and Maurice Obstfeld, 'International Economics', 8th edition
6. Multinational Financial Management by Alan Shapiro, 9th Ed, Wiley

Subject Electives (SE) Courses - Semester III
Specialization: Financial Management

Semester III		312 FIN – Behavioural Finance
2 Credit	LTP : 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Ability	Course Outcomes
CO312FIN.1	Remembering	Enumerate the concepts and assumptions associated with traditional and behavioral finance.
CO312FIN.2	Understanding	Illustrate the various important theories, heuristics & biases associated with financial decision making.
CO312FIN.3	Applying	Identify behavioural factors that influence financial decision making at individual & corporate level.
CO312FIN.4	Analyzing	Analyze the implications of human psychology on financial decision makers and financial markets.
CO312FIN.5	Evaluating	Interpret various investment strategies based on theories of personal & corporate behavioural finance.
CO312FIN.6	Creating	Plan the systematic approach for efficient financial decisions taking into account behavioural factors.

- 1. Introduction to Behavioral Finance:** Traditional / Conventional / Standard View of Financial Markets - basic concepts, assumptions & limitations; Financial Market inefficiencies - Anomalies & crisis; Evolution, objectives & scope of Behavioral finance; Difference between Standard Finance & Behavioral Finance. (4+1)
- 2. Sources of Irrationality:** External factors defining investors behavior - Demographic, Social, Economic, phases & effect of Geomagnetic Storm on financial market; Types of investors; Investment Cycle - Boom & Bust Cycles, Fear & Greed in Financial Market and systematic investors sentiments. (4+1)
- 3. Theories of Behavioral Finance:** Bounded Rationality & Cognitive Dissonance; Self-perception; Prospect Theory & Loss aversion; Risk aversion; Limit to Arbitrage & cost involved in arbitrage process; Model of limited Attention, Framing, Mental Accounting. (4+1)
- 4. Biases theories:** Heuristics & its types; Sources & classification of biases - heuristic drive & frame driven, cognitive & emotional biases; Impact of different biases on investors; Nudge Theory; Characteristics of extremely successful investors. (4+1)
- 5. Corporate Behavioral Finance:** Introduction, Corporate financial decision making: heuristics & biases affecting behavior during investment, financing & dividend decisions; Presence and absence of Dividend, Ex-Dividend Day behavior, timing of corporate news/ announcement, insider trading, corporate scandals. (4+1)

Suggested Textbooks:

1. Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.
2. Understanding Behavioral Finance by Ackert
3. The Psychology of Investing by John R. Nofsinger, Pearson Prentice Hall, (4th Edition)
4. What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill
5. Behavioral Finance by Shuchita singh, Shilpa Bahl

Suggested Reference Book:

1. Handbook of Behavioral Finance – Brian R. Bruce

2. Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch
3. Behavioral finance – Peter Dybdahl Hede
4. Behavioral Finance – Ackert, L.F. & Deaves, R

Semester III		313 FIN: Technical Analysis of Financial Markets
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO313FIN.1	Remembering	Remember the concepts, terminologies, frameworks, tools, techniques and theories of technical analysis taught in the syllabus.
CO313FIN.2	Understanding	UNDERSTAND the applications of technical analysis and the various types of charts and the psychology behind a pattern and its formation
CO313FIN.3	Applying	MAKE PRACTICAL USE of the Theories, Models, Principles and Frameworks of technical analysis for estimating market prices of different securities
CO313FIN.4	Analyzing	ANALYSE AND FORECAST the market prices of securities in order to take and execute investment decisions
CO313FIN.5	Evaluating	EVALUATE opportunities for Buy & Sale on the basis of technical analysis
CO313FIN.6	Creating	FORMULATE an ideal portfolio of investments with a combination of wide number of securities

1. **Introduction to Technical Analysis:** Definition and Concept, Price discounts everything, Price movements are not totally random, Technical Analysis: Basic Assumptions, Strengths and Weakness of Technical Analysis, Importance of Technical Analysis, Dow Theory – Introduction, Principles of Dow Theory, Significance of Dow Theory, Problems with Dow Theory, Constructing and Interpreting Charts and the formation, Evolving a Trading strategy based on patterns. **(4+1)**
2. **Company Analysis Using Technical Analysis:** Understanding various Charts: Bullish Trend, Bearish Trend, Price Chart, Line Chart, Bar Chart, Japanese Candle Stick Chart, Point and Figure Chart, Candlestick Patterns – Doji, Harami, Piercing, Engulfing, Morning Star, Evening Star, Hammer, Inverse Hammer and Hanging Man, Chart Patterns – Support and Resistance, Reversal Patterns - Head and Shoulder Formation, Inverse Head and Shoulder Formation, Double Formations, Rounding Patterns, Rectangle Formation, Wedge Formations, Continuation Patterns – Triangles, Flags and Pennants, Overall Decision Making for Purchase / Sale of Share of a Company. **(6+1)**
3. **Company Analysis Using Market Information:** Volume and Open Interest, Concept and Calculation of Oscillators from the data of five years prices, High, Low, Average Price, Simple Moving Averages, Exponential Moving Averages, Rate of Change Indicators (ROC), Relative Strength Index, (RSI), Moving Average Convergence and Divergence (MACD), STOCHASTIC, VWAP **(5+1)**
4. **Trading Strategies:** Day Trading, Advantages of Day Trading, Risks Associated with Risk Day Trading, Strategies for Day Trading, Momentum Trading Strategies. Elliot Wave Theory, Elliot Wave – Introduction, Fundamental Concept, After Elliott. **(5+1)**
5. **Trading Psychology and Risk Management:** Introduction and Components of Risk Management, Stop Loss, Analyze Reward Risk Ratio, Trail Stop Loss, Booking Profit, Uses of Stop Loss, Qualities of Successful Trader, Golden Rules of Traders, Do's and Don'ts in Trading, Rules to Stop Losing Money Choosing the Right Market to Trade, Importance of Discipline in Trading, Efficient Market Theory. **(5+1)**

Suggested Books:

1. Technical Analysis of financial markets: A comprehensive guide to trading methods & applications – John J. Murphy
2. Technical Analysis Explained: The Successful Investor's Guide to Spotting.
3. Investment Trends and Turning Points - Martin J. Pring.
4. Technical Analysis of Stock Trends, 8th Edition - Robert D. Edwards, John Magee, W. H. C. Bassetti.
5. Technical Analysis for Indian Financial Markets – Shriram Nerlekar, Ashish Kelkar

Semester II		314FIN: Commodities Markets
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO314FIN.1	REMEMBERING	DESCRIBE the key concepts of Commodities Markets
CO314FIN.2	UNDERSTANDING	Understanding the pricing mechanism of commodity, regulatory framework and the difference between commodity and financial derivatives
CO314FIN.3	APPLYING	APPLY all the required strategies and calculations of commodities trading.
CO314FIN.4	ANALYSING	ANALYZE both the fundamental and technical factors that drive the commodity price movements
CO314FIN.5	EVALUATING	EVALUATE the various methods and tools to detect the pulse of the markets and determine the trend in which the prices are moving.
CO314FIN.6	CREATING	ADAPT the skills of commodity analysis and build their own trading strategies

1. **Understanding Commodities and Derivatives:** - Definition of commodity, Kinds of commodity, importance of commodity, Commodities as a New Asset Class, Evolution of Commodity Exchange, FCR Act 1952 and Regulatory structure of Commodities Derivatives Markets in India, Definition of derivative, Types of Derivatives, Over the Counter Derivative, Exchange Traded Derivatives, Difference between commodity and financial derivatives, Physical settlement, Warehousing, Historical changes and growth of global and domestic Commodities derivatives markets, Global commodities derivatives exchanges : - Africa, Asia, Latin America, Commodities as an investment tool for investors, The Kabra committee report and Latest developments. Evolution of Commodity Exchange, NCDEX Platform - Structure of NCDEX, commodities traded on NCDEX platform (4+1)

2. **Product design and Instruments for trading and pricing of commodity derivatives:** Issues Related to Product Design and contract specifications, Issues related to Spot price and present practices of commodities exchanges, Agricultural Commodities Markets & Non- Agricultural Commodities Markets: Issues in Agricultural & Non- Agricultural Commodities Markets, Agricultural & Non Agricultural Commodity Futures trading pattern in Exchange Commodities Derivative Exchanges and design of the markets. Basis Risk and its importance in pricing, Commodity Options on Futures and its mechanism. Instruments available for trading Forward contracts, Futures, Distinction between futures and forwards contracts, Options, Basic payoffs, Payoff for futures, Payoff for options, Pricing commodity futures, Investment assets versus consumption assets, The cost of carry model, Pricing futures contracts on investment commodities, Pricing futures contracts on consumption commodities. (7+1)

3. **Basic principles of hedging, speculation and arbitrage:** Using commodity futures, Hedging: - Basic principles of hedging, Short hedge, Long hedge, Hedge ratio, Advantages of hedging, Limitation of hedging, Speculation: - Speculation: Bullish commodity, buy futures, Speculation: Bearish commodity, sell futures, Arbitrage: - Overpriced commodity futures: buy spot, sell futures, Underpriced commodity futures: buy futures, sell spot. (5+1)

4. **Market Mechanism:** Trading- Futures trading system, Entities in the trading system, Guidelines for allotment of client code, Contract specifications for commodity futures, Commodity futures trading cycle, Order types and trading parameters, Margins for trading in futures, Charges. Clearing and settlement, Clearing: - Clearing mechanism, Clearing banks, Depository participants, Settlement: - Settlement mechanism, Settlement methods, Entities involved in physical settlement, Risk management. (4+1)

5. **Analysis of commodities:** - Introduction to Technical Analysis, Philosophy of Technical Analysis, Relationship between Price and Time, Volume and Open Interest, Basics of Dow Theory, Basic concepts of Trend, Lines Support & Resistances, Reversal and Continuation Patterns, Basics of Gap Theory, Introduction to Indicators and Oscillators. Fundamental Analysis in Commodity Market, Basic Significance of Fundamental Analysis, Classification of Commodities, Factors Affecting Commodities, Analytical Techniques, Commodity Baskets, Correlation Between Commodities, Interrelation between Other Asset Classes and Commodities (5+1)

Suggested Text Books:

1. Commodity Derivatives – IIBF
2. Futures & Options (equities & commodities) – A.N. Sridhar

3. Commodity Derivatives: Markets and Applications - Neil C. Schofield
4. Commodity Derivatives: Markets and Applications (The Wiley Finance Series) - Neil C. Schofield

Suggested Reference Books

1. Commodities and Commodity Derivatives: Modeling and Pricing for Agricultural, Metals and Energy – Helyette Geman
2. Risk Management in Commodity Markets: From Shipping to Agricultural and Energy (The Wiley Finance Series) – Helyette Geman
3. Guide to Indian Commodity Market : Ankit Gala & Jitendra Gala
4. Commodities Markets and Derivatives : B. Kulkarni

Supplementary Reading Material

NCFM Module on Commodity Derivatives

SEMESTER III		315 FIN – Indirect Taxation
2 Credit	LTP : 1:1:1	Subject Elective (SE-IL) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	Cognitive Ability	Course Outcomes
CO315FIN.1	Remembering	Remembering the key concepts of Indirect Taxes in India Identifying and enumerating the various terms associated with GST and other indirect taxes.
CO315FIN.2	Understanding	Explain how GST works as an Uniform Tax Structure, Illustrate the GST framework of India, & describe the important concepts such as supply, dual taxation method, registration process, etc.
CO315FIN.3	Applying	Apply the theories and Principles and perform all calculation through numerical problems on valuation and calculation of taxes. Identify the time value of supply; determine the taxable person and tax levied on goods and services.
CO315FIN.4	Analysing	Illustrate the e filling process of GST Categorize the Goods and Services under GST and amount of tax to be paid using Dual tax concept.
CO315FIN.5	Evaluating	Evaluate Input Tax Credit Process, reversal, late filing and New Amendments; appraise various indirect taxes; Interpret the GST framework in India & verify the tax levied on Goods and Services.
CO315FIN.6	Creating	Elaborate all Provisions of GST and can correlate with filing of returns; virtual e filling can be done Estimate the GST, TDS, anticipate goods, services, tax payable person for the business.

1. **Introduction:** Indirect Taxes - Concept, GST, Need and Genesis of GST. **Dual GST Model:** CGST, SGST, UTGS, IGST. GST Network, GST council, Role and Phases of GST Council, Constitutional provisions to enforce indirect Taxes & GST, CESS (5 + 1)
2. **Registration under GST:** Registration Procedure, Persons not liable for registration, Compulsory registration, Deemed registration, Cancellation vs. Revocation of registration, Unique Identification Number, Registration Number Format. (5 + 1)
Types and periodicity of GST return for different categories of Taxpayers (Regular Tax Payer, Composition Tax Payer, Casual Taxable Person, Non-Resident Taxable Person, etc).5 + 1)
3. **Supply under GST and Valuation of Supply: Key Concepts-** Levy and Collection of Tax, Supply, Place of Supply, Interstate and Intrastate Supply, Export of Service, Export of Goods, Imports of Goods, Import of Service, Valuation of Supply, Types of Supply under GST Regime, Composition Levy, Exemption from tax, Person liable to pay tax, Tax Deduction at source (TDS) under GST. (5 + 1)

4. **Input Tax Credit under GST & Returns:** Input Tax Credit Process, Negative List for Input Tax Credit, Input Tax Credit Utilization and Input Tax Credit Reversal, Types of GST returns and their due dates, late filing, late fee and interest. Reverse Charge Mechanism
New GST Returns - Overview, Forms, Invoices, ITC, Amendments, Offline Tools; New GST Return System, Forms to be filled and Process of New Return Filing System; New Amendments introduced in New GST Return System.

(5 + 1)

5. Definitions of certain terms relating to the custom act, custom tariff act, Levy and types of custom duties, Basic customs duty, IGST, Protective duties, Safeguard duty, Countervailing Duty on subsidized articles, Anti-dumping duty, Import Procedure, Export Procedures, Valuation of Imported Goods, Valuation of Export Goods, Penalties under Customs, Refund. (5 + 1)

*Note: 1. Numericals will be asked on valuation and calculation of Taxes (Unit 3).

(80: 20 :: Theory : Numerical)

Suggested Books:

1. Indirect Tax Reform in India: 1947 To GST and Beyond Book by Vinay K. Srivastava and Yashwant Sinha
2. GST Acts, Rules & Forms with Reference By Ashok Batra
3. Taxmann's Basics of GST
4. Taxmann's GST: A practical Approach Theory & Practice of GST, Srivathsala, HPH
5. Theory & Practice of GST: Dr. Ravi M.N, PBP.

Semester III		316 FIN – Corporate Financial Restructuring
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO316FIN.1	REMEMBERING	DESCRIBE the basic concepts related corporate restructuring, Mergers & Acquisitions, Valuation Aspects of Corporate Restructuring and Corporate Governance Aspects of Restructuring.
CO316FIN.2	UNDERSTANDING	EXPLAIN the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units.
CO316FIN.3	APPLYING	PERFORM all the required calculations through relevant numerical problems.
CO316FIN.4	ANALYSING	ANALYZE the situation by calculations of exchange ratio, financial returns, valuations and others.
CO316FIN.5	EVALUATING	EVALUATE impact of corporate financial restructuring on all stakeholders
CO316FIN.6	CREATING	CREATE an interface and model on various dimensions of corporate finance and restructuring process.

1. **Basic concepts:** Basic concepts: Meaning of Corporate Restructuring, Need, Scope, Concept of Internal & External Restructuring, **different forms** and motives, applications of corporate restructuring, financial perspective in restructuring, Reorganization strategies in corporate organizations. (4+1)
2. **Overview of Corporate Finance and Corporate restructuring** Financial Restructuring & Divestiture, Funding Options for M&A. Strategic Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts. Creating Value through Corporate Restructuring-Corporate Reorganization Strategies-Spin-Offs, Equity Carve-Outs, Target Stock and Divestitures, Financial Distress & Bankruptcy, Liquidation, Net Operating Losses, Sources of Funding & Problem of changing Capital Structure, Strategic and Financial Sponsors, Pros and Cons of different Sponsors, Capital Cash Flows Vs. Equity Cash Flows (6+1)
3. **Dimensions of Mergers & Acquisitions:** Mergers & acquisitions concept, types and process, Accounting for Mergers & Demergers, Regulatory framework of mergers and acquisitions. Due diligence for M&A, Cross-Border Mergers & Acquisitions. Take-over and Defense Tactics Structural Defenses Vs. Non Structural Defenses, Contribution Analysis, Duties of Board of Directors, Market for Corporate Control. (4+1)
4. **Valuation Aspects of Corporate Restructuring:** Methods of payment for M & A and Calculations of exchange ratio, Fundamental and methods of business valuation, Calculations of financial synergy and return, Different

approaches of valuation – Comparable company & transaction analysis method, DCF, Real Option method, Equity/Residual Cash Flows, Adjusted Present Value, Capital / Leveraged Cash Flows, Relative Valuation Analysis, Sensitivity Analysis, Tables, Developing Break Up Analysis. **(6+1)**

5. **Corporate Governance Aspects of Restructuring:** Domestic & International trends relating to governance practices pertaining to Corporate Restructuring, Reference of Corporate Governance in Indian Companies Act (Amended) 2013, SEBI Regulations, Listing Agreement etc. Shareholder democracy in restructuring process, role of investors creditors, role of non-executive directors in restructuring process, Disclosures and Clarifications on the part of Board of Directors and Inclusion in the Auditors' Report. **(5+1)**

Note:

1. To facilitate understanding of corporate merger and acquisition activity, restructurings and corporate governance relevant Cases should be incorporated in teaching pedagogy.
2. **Numerical Problem will be asked on the following:**
 1. Calculations of exchange ratio,
 2. Calculations of financial synergy and return,
 3. Different approaches of valuation – Comparable
 4. Company & transaction analysis method, Discounted Cash Flow (DCF),
 5. Real Option method,
 6. Formula approach for valuation and other important methods of valuation.

Suggested Text Books:

1. Corporate Restructuring, Bhagaban Das and Debdas Raskhit, Himalaya Publishing House
2. Financial Management, R. P. Rustagi, Galgotia Publishing
3. Strategic Financial Management, Ravi M. Kishor, Taxmann,
4. Mergers, Acquisitions and Corporate Restructurings, Gaughan, P.A., John Wiley and Sons
5. Financial Management, Prasanna Chandra, TATA McGraw Hill

Suggested Reference Books

1. Mergers & Acquisitions, B Rajesh Kumar, TATA McGraw Hill, Latest Edition
2. Mergers and Acquisitions, Aurora, Shetty and Kale, Oxford,
3. Takeovers, Restructuring, and Corporate Governance, James J. Fred Weston, Mark L. Mitchell, J. Harold, Pearson
4. Corporate Finance, Ashwath Damodaran, Wiley India,

Supplementary Reading Material

1. Case Studies in Mergers & Acquisitions – ICAI University – ICAI University Press,
2. Case Studies on Mergers & Acquisitions – R. Muthukumar – ICAI University Press

List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. Business Standard
2. The Economic Times
3. Financial Express
4. Journal of Applied Finance
5. CFA Reader
6. Business Today
7. Finance India

Semester III		317 FIN: Financial Modeling
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO317.1	REMEMBERING	Remember the concepts, terminologies, frameworks, tools and techniques of Financial modeling

CO317.2	UNDERSTANDING	UNDERSTAND the applications and use of MS Excel in financial modeling and its different techniques
CO317.3	APPLYING	DEVELOP, APPLY and actually use core functionality of MS Excel in decision framework to solve managerial problems
CO317.4	ANALYSING	ANALYSE different financial models in order to eliminate substantial risk of poor spreadsheet coding
CO317.5	EVALUATING	FORMULATE an idea and acceptable solutions to solve different problems in the area of financial management
CO317.6	Creating	BUILD financial models by making appropriate assumptions on financial factors relevant to the situation.

- 1. Introduction:** Meaning, Benefits and Uses of Financial Modeling. **1.2) Basic Excel for Financial Modeling:** Formatting of Excel Sheets, Use of Excel Formula Function, Advanced Modeling Techniques, Data Filter and Sort, Charts and Graphs, Table formula and Scenario building, Lookups: Vlookup Match & offset, pivot tables. **(5+1)**
- 2. Financial Statement Analysis:** Introduction to Financial Statement Analysis, Financial Reporting Mechanics, Understanding Income Statement, Balance Sheet, Cash Flow Statement, Common-size and Comparative Statements. **(5+1)**
- 3. Financial Ratios:** Ratio analysis of industries, Du point Analysis, Peer to peer analysis, Preparation of Financial Analysis report on an industry. **(4+1)**
- 4. Financial Management:** Time value of money, Long term financing, Cost of capital, Measure of Leverage, Budgets, Types of Budgets. **(4+1)**
- 5. Equity Research Modeling:** Prepare an Income Statement, Balance sheet, Cash Flow Statement, Geographic Revenue Sheet, Segment, Revenue Sheet, Cost Statement, Debt Sheet, Analyze Revenue Drivers, Forecast Geographic & Segment Revenues, Cost Statement, Debt, Income Statement, Balance Sheet, and Cash Flow Statement, Performa Adjustments, Income Statement - Compute Margins, Balance Sheet -Compute Ratios, Cash Flow Statement Projection, Valuation- Discounted Cash Flow Method (DCF), Valuation – Relative Valuation (Football Field Chart), Valuation – Assumptions for Valuation Model, Prepare Valuation Model, Prepare Presentation Sheet, Prepare Company Overview , Sector Overview. **(7+1)**

Suggested Books:

- 1) Business Data Analysis using Excel – David Whigham – Oxford University Press
- 2) Mastering Financial Modeling in Microsoft Excel – Alastair L. Day
- 3) Practical Financial Modeling – Jonathoan Swan

Reference Books:

- 1) Financial Modeling Using Excel and VBA by Chandan Sengupts, John Wiley & Sons
- 2) Building Financial Models with Microsoft Excel: A Guide for Business Professionals, K. Scott Proctor, 2nd Edition, John Wiley & Sons
- 3) Advanced Modeling in Finance using Excel and VBA By Mary Jackson, Mike Staunton, John Wiley & Sons
- 4) Next Generation Excel: Modeling in Excel for Analysts and MBAs By Isaac Gottlieb, John Wiley & Sons
- 5) Financial Modeling Module, NSE Academy

Semester III		318 Fin–Digital Banking
2 Credits	LTP: 2:1:1	Subject Elective (SE) Course- Financial Management (Fin)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO318 FIN 1	REMEMBERING	Remember various concepts and products in Digital Banking
CO318 FIN.2	UNDERSTANDING	Explain and understand the significance and development of Digital Banking
CO318 FIN 3	APPLYING	Compare and contrast the Branchless Banking and Traditional Banking
CO318 FIN.4	ANALYSING	Analyze the payment system of digital banking from consumer's point of view
CO318 FIN.5	EVALUATING	Evaluate Role of digital banking and emerging technologies in economic development

CO318 FIN.6	CREATING	Create a holistic digital transformation strategy for a bank
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1. Introduction to Digital Banking: Concept, Advantages, Products, significance, development of digital Banking, Distinct Functionaries/Dimensions of a Digital Bank, Customer Education for Digital Banking, Role of digital banking in economic development, Financial Inclusion **(5+1)**

2. Digital Banking Products: **ATMs** : Instant Money Transfer Systems, Proprietary, Brown Label and White Label ATMs, ATM Network Planning – Onsite / Offsite, Security and Surveillance of ATM Sites, **Cash Deposit Machines** : Overview, Features, CDM Network Planning – Onsite / Offsite and Profitability of CDMs, **Mobile Banking**: Overview and Brief History, Product Features and Diversity, IMPS, Profitability of Mobile Banking, Risk Management and Frauds, **Internet Banking** : Product Features Corporate and Individual Internet Banking, Integration with e-Commerce Merchant sites, Back End Operations and Technology, **(7+1)**

3. Branchless Banking: Objectives, Introduction, Financial Inclusion – Logic and logistics, Vehicles for Financial Inclusion, Business Correspondents / Business facilitators, Digital Banking Products for Financial Inclusion **(4+1)**

Payment System: Overview of global and domestic payment systems, Immediate Payment Service (IMPS), National Unified USSD Platform (NUUP) and UPI, Participants in UPI, Benefits to Participants, National Automated Clearing House (NACH) Aadhaar Enabled Payment System (AEPS), e-KYC, Cheque truncation System (CTS), National Financial Switch (NFS), RTGS, NEFT, **(6+1)**

4. Innovation and Banking: Innovative Technologies in Banking: Artificial Intelligence, Machine Learning, Big Data, Block Chain, Forex Settlement **(3+1)**

Suggested Books:

1. Digital Banking – Indian Institute of Banking and Finance
2. The Digital Banking Revolution – Lugi Wewewe
3. Digital Bank : Strategies to Launch or become a Digital Bank – Chris Skinner

Reference Material:

1. Banking Beyond Banks and Money : A guide to Banking Services in Twenty first Century – Paolo Tasca, Tomaso Aste, Lorian Pelizzon, Nicolas Perony
2. www.rbi.org.in

SEMESTER III		319 FIN – Treasury Management
2 Credit	LTP : 2:1:0	Subject Elective (SE-IL) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	Cognitive Ability	Course Outcomes
CO319FIN.1	Remembering	REMEMBER the key concepts of Treasury Management
CO319FIN.2	Understanding	UNDERSTAND the role of Treasury Management in Business world.
CO319FIN.3	Applying	APPLY the acquired knowledge to real-life treasury management problems
CO319FIN.4	Analysing	ANALYSE the techniques used to identify and manage exposure to cash-flow and liquidity risk
CO319FIN.5	Evaluating	Evaluate the risk management framework required for corporate, banking and government entities in areas such as foreign exchange, interest rates, liquidity, credit and commodity price risk management;
CO319FIN.6	Creating	Identify and develop key strategies for treasury management

1 Basics of Treasury Management: Evolution, Objectives, Organization Structure of Treasury, Functions of treasury, Responsibilities of Treasury Manager, Role and Functions of RBI, Recent Developments in the RBI's Policy Framework.

2 Classification of Treasury Markets: Domestic and International; Foreign Exchange Markets, Role of Banks in Forex Market, Factors impacting Forex Market, International Treasury – Market participants, various forex Treasury products, volatility of major currencies, currency Trading. Short Term and Long Term Funding, Cost Centre / Profit Centre: Financial Planning and Control, Capital Budgeting, Risk Analysis **(5 + 1)**

3 Cash Management: Meaning and Importance of Cash Management, Objectives of Cash Management, Cash Flow Cycle, Cash Flow Budgeting and Forecasting, Liquidity Management: Objectives, Sources & Maturity Concerns: Short term and Long term Liquidity **(5 + 1)**

4 Internal Control: The Need and Importance – Financial and Operational risks – Internal v/s External Control, The Need and Significance of Internal and External Audit. **(5 + 1)**

5 Treasury's role in International Banking: Changing Global Scenario and Treasury Functions, Treasury Structure- Front and Back Office, Forex Cash Management – Positions v/s Cash Flows Funding Alternatives, Moral and Ethical aspects. **(5 + 1)**

Suggested Books:

6. Financial Management – Ravi Kishore
7. Cost Accounting & Financial Management – Ravi Kishore – Taxman Publication,
8. Corporate Finance & Investment –R. Pike and B Neale – Prentice Hall of India,
9. International Corporate Finance – Ghosh Roy - Mac Milan India
10. Effective Management Workout – V.K.Singh – Himalaya Publishing House

Websites:

1. www.treasury-management.com
2. www.iibf.org.in
3. www.icaai.org,

Semester III		320 FIN - Project Finance and Trade Finance
2 Credits	LTP: 1:2:0	Subject Elective (SE-IL) Course – Finance Specialization

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO320.1	REMEMBERING	REMEMBER the concepts of Project Finance and Trade Finance.
CO320.2	UNDERSTANDING	SUMMARIZE the key aspects in context with Project Finance and Trade Finance.
CO320.3	APPLYING	IDENTIFY the applicability of Project Finance and Trade Finance in modern business era.
CO320.4	ANALYSING	EXAMINE the risks involved in Project Finance and Trade Finance.
CO320.5	EVALUATING	EVALUATE the proposal of securing finance by considering the capital structure and documentation involved.
CO320FIN.6	CREATING	CREATE proposal for trade finance and project finance

1. Project Finance & Trade Finance Overview: Definition & Characteristics of Project Finance, Pre-requisites, Typical PF examples. **Trade Finance (TF):** Importance of Trade Finance, Benefits of Trade Finance. Who benefits from trade finance, Challenges for SMEs in accessing trade finance. **(5+1)**

2. Project Evaluation Criteria & Domestic Trade – Steps Involved In Project Assessment, Introduction to Capital Budgeting tools & techniques for Project evaluation, Cash Flow Management, Measures used by Investors: Payback period, Net Present Value (NPV), Internal Rate of Return (IRR) Domestic trade-method of Financing - Working Capital - Appraisal and sanction - Deferred payment guarantee - Securitization - Factoring. **(5+1)**

3. Current Project Finance Market: PF market expansion, Market highlights, PF market by sector, PF market by geography. **Project Financing in India:** Means of Finance, Norms and Policies of Financial Institutions, SEBI Guidelines, Sample Financing plans, Schemes of assistance, term Loans procedures, Project Appraisal by Financial Institutions. **(5+1)**

4. Project & Trade Finance Risks -Project Finance and Commercial Risks ,Project Finance and Macroeconomic Risks, Regulatory and Political Risk, Risk Mitigation Methodologies for Projects, Risks involved in trade finance - country risk, currency risk, credit risk, counter party risk, exchange risk, legal risk. **(5+1)**

5. Process & Documentation in Project & Trade Finance: Assess the appropriateness of the capital structure and features of the debt structure and its Documentation- Security and credit rights, Payment waterfall, Collateral and assignment of contract rights, Rights of the controlling classes, inter-creditor issues, Structural features, Debt service covenants, Reserve accounts, cash sweeps, profit distribution controls. **(5+1)**

Suggested TextBooks:

1. Project Management – Prasanna Chandra
2. Principles of Project Finance - Yescombe, E. R. (2002), Academic Press, California.
3. How to access trade finance, James Sinclair, Trade Finance Global.

Suggested Reference Books

1. Advanced Project Management – Harrison F.L.
2. Project financing (7 ed.) - Nevitt, P.K. & Fabozzi, F. J. (2000), London, UK: Euromoney Books
3. Investment project design - A guide to financial and economic analysis with constraints, Kurowski, L. & Sussman, D (2011), New Jersey: John Wiley & Sons.
8. Project finance for construction and infrastructure: Principles and case studies - Pretorius, F., Lejot, P., McInnis, A., Arner, D. & Hsu, B. F.-C. (2008), Oxford: Blackwell Publishing.
9. Trade Finance Guide, A Quick Reference for U.S. Exporters
10. Comptroller's Handbook Trade Finance and Services, Version 1.0, April 2015

Semester III		321 FIN Insurance Laws and Regulation
2 Credits	LTP: 2:0:0	Subject Elective- Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO321FIN.1	REMEMBERING	RELATE to terminologies used in Insurance Law
CO321 FIN.2	UNDERSTANDING	EXPLAIN the role of insurance law in overall development of the country through risk management and insurance coverage.
CO321 FIN.3	APPLYING	IDENTIFY risk management plans , strategies and techniques in Life and General Insurance.
CO321 FIN.4	ANALYSING	APPRAISE Regulatory Framework of Insurance Business in India & Corporate Governance Practices for Insurance Companies.
CO321 FIN.5	EVALUATING	ASSESS the insurance policies in the light of risk valuation.
CO321 FIN.6	CREATING	DESIGN the Insurance Policy (Life/General) on a hypothetical situation & calculating the annuity for a specified life insurance product

1. **Introduction:** History and Evolution of Insurance; Risk Management; Nature of Insurance Contract; Types of Insurance Life and General Insurance. Constitutional Perspective. Theory of Cooperation, Theory of Probability, Principles of Insurance, Utmost Good Faith, Insurable Interest & Reinsurance (4)
2. **Regulatory Framework of Insurance Business in India:** Development of Insurance Legislation in India and Insurance Act 1938; Insurance Regulatory and Development Authority of India (IRDAI) Functions and Insurance Councils; IRDAI and its Licensing Functions; Policy Holders Rights of Assignment, Nomination and Transfer; Protection of Policy Holders Interest; Dispute Resolution Mechanism; Financial Regulatory Aspects of Solvency Margin and Investment International Trends In Insurance Regulation. Other Relevant Legislation (Motor Vehicles Act, Marine Insurance Act, Employees State Insurance Act etc.), Consumer Protection, Courts, Tribunals, Insurance Ombudsmen, Arbitration (8)
3. **Life Insurance:** Nature, Scope and Practice, Application of Principles in Life Insurance Contract — Representation - Assignment and Nomination - Title and Claims - Tax Law Implications - Concept of Trusts in Life Policy - Stamp Duties - Role and Function of Life Insurance Companies. Life Insurance & Pension Products. (5)
4. **General Insurance:** Practices and Procedures: Practices and Procedures: Introduction to General Insurance; Policy Documents and forms; Underwriting; General Insurance Products: Property Insurance (Fire and Engineering) , Marine Insurance (Hull and Cargo) (8)

5. **International Insurance and Regulation:** Formation of International Insurance contracts; International Association of Insurance Supervisors – Future Trends . Enforcement and settlement. Conventions regulating Insurance on Maritime and Nuclear disaster. (5)

Suggested Text Books:

1. T.S. Mann, Law And Practice Of Life Insurance, Deep and Deep Publications, 7th edn (2011)
2. Utpal Rajan Sarkar, Motor Accidents And Motor Insurance Claims, Sodhi Publications, 5rd Edn. (2015)
3. R.P. Katariya, An Exhaustive Commentary On Motor Vehicle Act 1988, Unique Law Publications, 5th Edn (2012)

Reference Reading:

1. Banerjee, law of insurance, Asia Law House, Hyderabad, (1997)
2. J.V.N. Jaiswal, Law Of Insurance, Eastern Book Company, 9th edn. (2008)
3. Principles and Practice of Life Insurance, Committee on Insurance and Pension, The Institute of Chartered Accountants of India, Fourth Edition-October, 2008, New Delhi
4. Insurance - Law & Practice, The Institute Of Company Secretaries Of India, December 2019, New Delhi

Semester III		322FIN – Marine Insurance
2 Credits	LTP: 1:2:0	Subject Elective (SE-IL) Course – Finance Specialization

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO322FIN.1	REMEMBERING	Enumerate the key terms associate with Marine Insurance, Documentation and Reinsurance.
CO322FIN.2	UNDERSTANDING	Understand various statutes applicable, necessary arrangements and documentation required for Marine Insurance.
CO322FIN.3	APPLYING	Determine the insurance cover and policy type considering the risk involved.
CO322FIN.4	ANALYSING	Detect the insurable interest, probable losses and the profitability element.
CO322FIN.5	EVALUATING	Evaluate the risk involved and need for reinsurance
CO322FIN.6	CREATING	DESIGN the Marine Insurance Policy on a hypothetical situation

1. **Introduction to Marine Insurance:** Definition, Concept, Significance, Reasons of Marine Insurance and Application Process, Scope of Marine Insurance, Nature & Functions of Marine Insurance, General Features of Marine Insurance. Meaning of Marine Perils, Warranties & Types of Warranties, Meaning of Underwriting & Role of Underwriter. (5+1)
2. **Fundamental Principles and Legal Framework of Marine Insurance:** Principle of Utmost Good Faith, Principle of Insurable Interest, Principle of Indemnity, Principle of Subrogation. First Lloyd's Act & Second Lloyd's Act (5+1)
3. **Arranging for Insurance (Cargo):** Proposal Form – factors for acceptance – Type of Vessel – The Voyage or Transit – Type of Cargo – Packing forms – Containerization – Conditions of Insurance – Inco Terms – Declaration Forms – Marine Cover Note – Policy Form – endorsements – Container Transport.
4. **Marine Insurance Policy-** Introduction to Marine Insurance Policies, Types of Marine Policies-Time & Voyage Policies, Special Rules for Voyage Policies, Time Policy and Mixed policy. (5+1)
5. **Risk Management & Reinsurance:** Introduction to Reinsurance, Need for reinsurance, Risk distribution through reinsurance, Reinsurance Process flow, Risk Management through reinsurers, Types & Benefits of Reinsurance. (5+1)

Suggested Textbooks:

1. The Principles of Marine Insurance, A. Primer, Harold Turner
2. Controlling Cargo Theft, Tyska Fennely
3. Inland Marine Insurance, Roderick McNamma
4. Law of Marine Insurance, Hodges, Susan
5. Bennet Marine Insurance Fraud, Baris Soyer

6. Law of Marine Insurance, Howard

Suggested Reference Books

1. Marine Insurance Law, Ozlem Gruses, Routledge
2. Cases and Materials on Marine Insurance law, Susan Hodges, 1st Edition
3. A System of the law of Marine Insurances, Sir James Alan Park, Hardpress Publisher
4. Law of Representations, John Duer, Hardpress Publisher

Semester III		323FIN: Fire Insurance
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO323.1	REMEMBERING	UNDERSTAND the major concepts and terms in fire insurance
CO323.2	UNDERSTANDING	EXPLAIN the procedure of underwriting, claims and settlement
CO323.3	APPLYING	IDENTIFY the types of Fire Hazards and the suitable policies
CO323.4	ANALYSING	ANALYSE the Inspection and Survey Reports
CO323.5	EVALUATING	DETERMINE the Claim Amount in the Fire Insurance Claim
CO323.6	CREATING	DESIGN the Fire Insurance Policy on a hypothetical situation

1. **Understanding and Managing Risk** - Nature of Risk – Risk Analysis – Planning – Control - Mechanism for Transfer of risk Insurance and Reinsurance, Overview of Concepts of Insurance (briefly explain Insurable Interest - Indemnity - Uberrimae fidei - Proximate Cause - Subrogation and Contribution - Differentiation between Insurance and Guarantee - Insurance and Wager - Disclosure – Moral Hazards), Regulation of General Insurance Business in India, Types of General Insurance, key players in the General insurance market **(5+1)**
2. **Introduction to Fire Insurance:** Origin of Fire Insurance, Fire Insurance Policy, Scope of Fire Insurance, Purpose of Fire Insurance, Fire Insurance under Indian Insurance Law, Types of Fire Policies **(3+1)**
3. **Fire Hazards:** Introduction to General Fire Hazards, Exposure Hazard, Electrical Hazard, Fire and Explosion Hazard, Hazards of Dangerous Atmosphere and Metals, Fire Protection Systems, Fire Hazards of Specific Industries – Textile, Jute, Rubber, Paper, Chemical, Management and Housekeeping **(6+1)**
4. **Fire Underwriting and Procedures:** Introduction, Fire Insurance Underwriting, Fire Risk Assessment, Risk Assessment Process, Documents – Proposal Form, Risk Inspection Report, Tariff System, Standard Fire and Special Peril Policy, Terrorism Cover, Fire – Consequential Loss Insurance, Basis for Profit Insurance, Operative Clause of the Policy, Consequential Loss Insurance Premium Rate. **(7+1)**
5. **Fire Insurance Claims and Settlement:** Legal and procedural aspects of Fire Insurance Claim, Survey & Loss Assessment, Redressal Forums **(4+1)**

***Notes:**

Samples of the following Insurance Documents to be shown and discussed:

- a. Proposal Forms
- b. Policy Forms
- c. Cover Notes
- d. Certificates of Insurance
- e. Endorsements
- f. Renewal Notice

Suggested Textbooks:

1. Fire insurance underwriting (2005) , Venkataraman, Shushila, Insurance Institute of India Mumbai
2. Fire Insurance, William S. Hein & Company, Lester W. Zartman
3. Principles and Practice of Non-Life Insurance by P. K. Gupta, Himalaya
4. KSN Murthy and Dr. KVS Sarma: Modern law of Insurance in India (6th Ed), Lexis Nexis Butter Worths India
5. Fire insurance: theory and practice, Smith & Francis
6. Fire underwriting in theory and practice, George Hurren

7. Practical Aspect of Fire Insurance, Sudhir Kumar Jain, Sanjay Gupta

Suggested Reference Books:

1. Principles and Practice of General Insurance, Committee on Insurance and Pension, The Institute of Chartered Accountants of India,
2. Principles of Insurance Law, M. N. Srinivasan, Wadhwa & Co.,
3. Insurance Law and Practice, Vidhi Publication Private Limited, Rajiv Jain
4. Insurance Manual, Taxmann Publication Private Limited, Taxmann
5. Manual of insurance Laws, Bharat Publication Private limited, Bharat
6. Law of Insurance, Universal Publication Pvt. Limited, Dr. Avtar Singh
7. Principles of Risk Management and Insurance, George E. Rejda

Subject Core (SC) Courses - Semester IV
Specialization: Financial Management

Semester IV		403 FIN: Financial Laws	Course
3 Credit	LTP : 2:1:1	SUBJECT CORE (SC) COURSE: Specialization – Financial Management (FIN)	

Outcomes: On successful completion of the course the learner will be able to:

CO#	Cognitive Ability	Course Outcomes
CO403FIN .1	REMEMBERING	Define and Describe the basic concepts related to Financial Laws
CO403 FIN. 2	UNDERSTANDING	Illustrate the implications of various laws, Explain concepts and details of various financial laws.
CO403 FIN. 3	APPLYING	Make use of contextual financial laws applicable to organisations.
CO403 FIN. 4	ANALYZING	Infer the application of financial laws to organisations
CO403 FIN. 5	EVALUATING	Appraise and perceive the benefits of applicable laws to the organisations.
CO403 FIN.6	CREATING	CREATE debt restructuring portfolio/ proposal.

Unit Number	Contents	Number of Sessions
01	Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest (SARFAESI) Act, 2002: Meaning & Definition of Securitisation & Reconstruction, Formation of SARFAESI Act, 2002, SARFAESI Act 2002 - Need for the new law, Objectives , Scheme of the Act, Salient features, Incorporation & Registration of Special Purpose Companies, Funding of Securitisation, Assets Reconstruction, Enforcing Security Interest, Establishment of a Central Registry, Offences & Penalties, Boiler-plate Provisions Applicability, Exempted transactions, SARFAESI Process and Documentation.	8+1
02	Corporate Debt Restructuring and Strategic Debt restructuring: Meaning, Definition and Importance. CDR and GDR: difference, mechanism, Scheme, Debt Restructuring Process, Benefits, Corporate Financial Distress, Restructuring, and Bankruptcy	8+1
03	India Laws and Regulations Governing International Business Transactions: FERA/FEMA, Taxation of foreign income; Foreign investment	8+1
04	The Actuaries Act : Definition, Need, Importance, Objectives, Incorporation of Institute of Actuaries of India, Composition of council of institute, Functions of Council, Registration of Members, Appointment and Prosecution of Director, Constitution of Appellate authority, Appeal to authority, Penalty, Companies not to engage in actuarial practice, Quality Review Board: Establishment, functions, procedure, terms and conditions of chairperson and members of board	8+1
05	Insolvency & Bankruptcy code: Introduction, Concept of Insolvency and bankruptcy, Distinctive Features and Evaluation of the Code, Insolvency Resolution & liquidation process for corporate, Voluntary Liquidation of Corporate Person, Insolvency Resolution & Bankruptcy for Individuals & Partnership Firms, Adjudicating Authority under the Code, and Liability of Guarantors during the Corporate Insolvency Resolution Process.	8+1

Suggested Textbooks:

1. Guide to SARFAESI Act 2002 & Recovery of Debts and Bankruptcy Act 1993 (September 2016 Edition), Taxmann's Publication
2. Corporate Financial Distress, Restructuring and Bankruptcy By Edward L. Altman, Wiley Finance Series.
3. Corporate Restructuring by David Vange, Springer Publication

4. Transnational commercial law: International Instruments and Commentary, by Roy Goodey, Oxford Publication
5. Practical Guide on Foreign Trade Policy by Kalirajan D.
6. Achieving Your Pinnacle A Career Guide For Actuaries By Tom Miller
7. Indian Insurance Industry And The Appointed Actuary by Khan, Liyaquat; Sarma, K P & Gopal, ASI Publication
8. Guide to Insolvency and Bankruptcy Code (7th Edition 2019) by V.S. Datey, Taxmann's Publication
9. Insolvency and Bankruptcy Code 2016-As amended by Insolvency & Bankruptcy Code (Amendment) Ordinance 2019 (12th Edition 2020), Taxmann's Publication

Suggested Reference Book:

1. Handbook on Foreign Trade Policy 2015-2020
2. Actuaries' Survival Guide: How to Succeed in One of the Most Desirable Professions by Fred E Szabo
3. A handbook on Insolvency and Bankruptcy Code: A condensed guidebook for Directors and Executive Management by Ashish Makhija, IOD

Supplementary reading material:

1. The Securitization And Reconstruction Of Financial Assets And Enforcement Of Security Interest Act, 2002
2. The Actuaries Act, 2006

Magazines:

1. The Actuary India

websites:

1. <http://rbi.org.in>
2. www.taxmann.com

Semester IV		404 FIN Current Trends & Cases in Finance
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404FIN.1	REMEMBERING	DESCRIBE the concepts related to emerging areas of Microfinance, Small finance banks, Payment Banks, Start-Ups, SHG and Digitization and analytics
CO404FIN.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus
CO404FIN.3	APPLYING	APPLY the various theories and models of financial management in the case.
CO404FIN.4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
CO404FIN.5	EVALUATING	EVALUATE the financial impact of the alternative on the given case.
CO404FIN.6	CREATING	CREATE financial models based on theories and concepts studied

1. **Microfinance** – Meaning, definition and conceptual framework and its history– Models of microfinance – Microcredit Vs Micro-savings Vs Microfinance – Microfinance institutions (MFI) Development of microfinance in India – GOI, RBI and NABARD initiatives for development of microfinance in India – Innovative microfinance models in India – Issues faced by microfinance in India – case study of SKS MFI and Grameen Bank. **Value chain financing – Rural finance** – need for rural finance – Chit fund finance and its regulation in India – Sharadha chit fund case study, Shadow banking.
2. **Small Finance Banks** – Operating guidelines of Reserve Bank of India for small finance banks – Small finance banks and financial inclusion – History and list of small finance banks –functions of small finance banks – Business model of small finance banks. **Self Help Group Approach:** The Concept, Why Self-Help Groups? – Objectives – Promotion, Group Dynamics in Growth of SHGs: Issues to be addressed – General Functioning Norms, What are the Books kept by a SHG? Best Empowerment Strategy, Networking of Self Help Groups; Institutionalization of Self Help Movement; Objectives and Functions of Networking – Credit Rating and Bank Linkage, Grading of Self Help Groups; Development of Rating Instrument – Linking of Self Help Group to Bank, Step-wise process of Operating of SHG

3. **Retail Banking:** Alternate delivery channels – Customer Relationship management vs. Customer Interaction management (CIM)-Technology as a differentiator- International Trends and Tools. **Payment banks** - Operating guidelines of Reserve Bank of India for payment banks –Payment banks and financial inclusion – History and list of payment banks – functions of payment banks – Business model of payment banks.
4. **Startups in India:** Fund raising norms for startups - SEBI regulations on startup listing and fund raising – Angel funding – Origin of angel funding – SEBI regulations on angel funding – Financial Technology –Fintech companies in India - Venture Capital, Seed Funding, Schemes Available for new startups by Government in the form of Finances
5. The case study will be based on Financial Management and Advance Financial Management Course syllabus.

Note: To facilitate understanding of the syllabus maximum relevant Cases should be incorporated in teaching pedagogy.

Text Books And Reference Books:

1. Buzzard, Shirley and Elaine Edgcomb. 1987. Monitoring and Evaluating Small Business Projects: A Step by Step Guide for Private Development Organizations. PACT, New York (an electronic copy of this book is posted at Blackboard).
2. Kindervatter, Suzanne. 1987. Doing a Feasibility Study: Training Activities for Starting or Reviewing a Small Business. OEF International, Washington, D.C. (an electronic copy of this book is posted at Blackboard).
3. Ledgerwood, Joanna. 2001. Microfinance Handbook: An Institutional and Financial Perspective. World Bank Publications, Washington, D.C.
4. Collins, Daryl, Jonathan Morduch, Stuart Rutherford and Orlanda Ruthven. 2009. Portfolios of the Poor: How the World's Poor Live on \$2 a Day. Princeton University Press, Princeton, New Jersey.
5. <https://www.rbi.org.in/>
6. <https://www.nabard.org/english/home.aspx>
7. <https://www.startupindia.gov.in/>

Supplementary Reading Material

1. Case Studies in Mergers & Acquisitions – ICFAI University – ICFAI University Press,
2. Case Studies on Mergers & Acquisitions – R. Muthukumar – ICFAI University Press

List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. Business Standard
2. The Economic Times
3. Financial Express
4. Journal of Applied Finance
5. CFA Reader
6. Business Today
7. Finance India

Subject Elective (SE) Courses - Semester IV
Specialization: Financial Management

Semester IV		409 FIN- Fixed Income Securities
2 Credit	LTP : 2:1:0	SUBJECT ELECTIVE (SE - IL)- Fixed Income Securities

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Ability	Course Outcomes
CO409FIN.1	REMEMBERING	Describing the basic concepts of Fixed Income Securities.
CO409FIN.2	UNDERSTANDING	Understanding the various types of securities traded in the fixed income market.
CO409FIN.3	APPLYING	Applying the knowledge of fixed income securities for diversifying the portfolio of investments.
CO409FIN.4	ANALYZING	Predictive analysis of the economic outlook through yield curve analysis.
CO409FIN.5	EVALUATING	Evaluate the risk and returns of different Fixed income securities.
CO409FIN.6	CREATING	Devise the various investment strategies based on portfolio returns.

Unit Number	Contents	Number of Sessions
01	Introduction of Fixed Income Security and its Markets: Securities, Fixed Income Instruments, Government Securities, Treasury Bills, Money Market Instruments, Corporate Bonds, and Asset Backed Securities, Market Conventions, Market Regulation and the Role of regulator. Sectoral Reforms and contemporary issues.	3+1
02	Returns, Valuation and Pricing of Fixed Income Securities : Current yield, Realized yield, Yield to maturity, Valuation & pricing of Plain Vanilla Bond on coupon date, Valuation & pricing of Plain Vanilla Bond in between coupon dates, Day Count Convention, Clean Price & Dirty Price, Valuation of a zero- coupon Bond, Valuation of Bond with Embedded option.	6+2
03	Risk Identification in Bonds- Volatility associated with Bond Market, Duration, Macaulay's Duration, Modified Duration, Effective Duration, Convexity, and Immunization	6+2
04	Investment Strategies for FI Securities: Optimizing Portfolio Returns, Laddered Maturity Portfolio, Barbell Investing, Matched Asset Program, Discount Bond Investing, Premium Bond Investing.	3+1
05	Yield Concepts and Term Structure Theories: Price Yield Relationship, Term Structure of Interest rates & Yield Curve, Shape of the yield curve, Term Structure Theories, Analysis of the Yield curve	5+1

Suggested Textbooks:

1. Investment Trends and Turning Points - Martin J. Pring.
2. Valuation, Risk Management and Portfolio Strategies (The Wiley Finance Series) – Lionel Martelline, Philippe Priaulet, Stephane Priaulet.
3. The Handbook of Fixed Income Securities - Frank J. Fabozzi, Steven V. Mann
4. Fixed Income Securities- Dr Varsha Nerlekar (Himalaya Publication)

Suggested Reference Book:

1. Choudhry, M. (2010). Introduction to Bond Markets. UK: John Wiley & Sons.
2. Fabozzi, F. J. (2016). Bond Markets, Analysis, and Strategies. USA: Pearson Education.
3. National Stock Exchange of India. (2009). FIMMDA-NSE Debt Market (Basic) Module. Mumbai: NSE.
4. Sen, J. & Apte, A. (2013). Fixed Income Markets in India: Investment Opportunities for You. India: Shroff Publishers & Distributors.

Semester IV		410 FIN – Business Valuation
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course- Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO410.1	REMEMBERING	RECALL concepts of value and valuation
CO410.2	UNDERSTANDING	EXPLAIN valuation process of business firms
CO410.3	APPLYING	CALCULATE business value using different techniques
CO410.4	ANALYSING	EXAMINE special factors to be considered in business valuation
CO410.5	EVALUATING	ASSESS the value of the firm in the light of business environment and regulatory aspects
CO410.6	CREATING	DESIGN a structured business valuation model for business.

- Overview of Valuation:** What is value; Differentiate price and value; Who values businesses; Purpose of a valuation; Principles of valuation; Definition of Standard of value (basis of valuation), Fair Market value, Fair value, Investment value, Intrinsic value; Premise of value- Going concern, Liquidation; Valuation process; Valuation standards (3)
- Business Valuation Methods:** Discounted Cash Flow Analysis (DCF); Comparable transactions method; Comparable Market Multiples method; Market Valuation; Free Cash Flow to Equity; Dividend Discount Model; Net Asset Valuation; Relative Valuation; Overview of Option Pricing Valuations (Numerical aspect of the methods should be discussed) (12)
- Business Valuation Methods 2:** Dividend Discount Model; Net Asset Valuation; Relative Valuation; Overview of Option Pricing Valuations (Numerical aspect of the methods should be discussed) (5+1)
- Advanced issues in Valuation:** Valuation of tangible assets; Valuation of intangible assets (Patents, trademarks, copyrights and licenses; Franchises; Brands etc.) (5+1)
- Valuation during Mergers & Acquisitions:** Merger and Acquisition Process, Regulatory Consideration, Due diligence and calculation of the value of the company, Criteria for selection of method (5+1)

Note: at least 2 Case studies with a detailed discussion on calculation of business valuation is expected

Suggested Textbooks:

- Corporate Value & Value Creation by Chandra and Prasanna, McGraw Hill
- The Little Book of Valuation: How to Value a Company, Pick a Stock and Profit – Aswath Damodaran
- Parks - Principles and Practice of Valuation – D.N. Banerjee
- Business Valuation, Text & Cases: Pitabas Mohanty, Taxmann
- Valuation Measuring and Managing the Value of Companies (Wiley Finance) – McKinsey & Co.

Suggested Reading:

- Valuation by Registered Valuers under Companies Act 2013 & Insolvency and Bankruptcy Code 2016 – Kamal Garg
- Corporate Professionals Business Valuation in India – Beyond the Numbers (2018)
- Business Analysis and Valuation: Using Financial Statements, Text and Cases 3rd Edition by Krishna G. Palepu , Paul M. Healy ,Victor L Bernard

Semester III		411 FIN – Risk Management
2 Credit	LTP : 1:1:0	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Ability	Course Outcomes
CO411FIN.1	Remembering	Describe various concept associated with risk management and financial risk management.
CO411FIN.2	Understanding	Exemplify the financial risk management processes, frameworks.
CO411FIN.3	Applying	Determine the various building blocks of risk management system and strategies.
CO411FIN.4	Analyzing	Classify various risks associated with enterprise, banks, insurance etc.
CO411FIN.5	Evaluating	Formulate the strategies to overcome with currency risk, credit risk, interest rate risk, legal risk, asset liability risk, liquidity risk etc.
CO411FIN.6	Creating	Formulate the strategies to manage currency risk, credit risk, interest rate risk, legal risk, asset liability risk, liquidity risk etc.

- Basics of Risk Management:** Definitions - Risk and uncertainty, Types, level & Impact of risk on organizations, Principles of risk management, Importance of risk management, Risk management process and framework. Financial Risk Management: Concept, Importance, Scope, Process of financial risk management. (3+3)
- Risk & Volatility Measurement:** Rate and price in determination of risk, Factors that impact financial rates and price: Interest rates, Foreign Exchange Rates, Commodity Price, Operational Risk; Market Data Analysis, Probability and distributions of asset prices, Modeling Risk Factors, concept and computation of Value-at-Risk, Calculating portfolio risk of more than one Assets. Historical simulation & multifactor VaR, Marginal and relative VaR. Different measures of volatility such as EWMA, ARCH & GARCH processes, volatility clusters and the issue of time varying volatility & issue of time aggregation. (3+3)
- Risk Management In Banking:** Risk management structure in bank, Credit risk, liquidity risk, interest rate risk, counterparty risk, market risk, environmental risk, currency risk, legal & regulatory risk, rating risk, pricing risk & capital allocation risk, loan review, NPA management, Basel committee norms for banking, Risk in investment banking, Financial risk management using derivatives and insurance. (3+3)
- Risk Management for Enterprise:** concept, scope, enterprise risk, approaches for corporate risk management, ERM, Types of enterprise risk: technology risk, business strategy risk, legal and regulatory risk, product liability risk. Risk Management In Insurance: Functions & Types of risk: Actuarial Risk, Asset liability risk, risk and capital, management of underwriting risks, investment risk, Investment management by insurers, investment risk management framework & policies. (3+3)
- Credit Risk Basics:** Probability of Default, Credit ratings & Transition Matrix analysis, Contingent claim approach and the KMV Model, Credit Risk Management and Credit VaR. Currency risk analysis: Currency risk analysis in global investing, interest rate parity (covered and uncovered), yen-carry trade syndrome, risk environment in Indian Forex markets, forwards and non- deliverable forwards, cross-currency risk analysis. (3+3)

Suggested Textbooks:

- Corporate Financial and Risk Management - Nersesian, Roy L. - Jaico Publishing House
- Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk - Steve L. Allen
- Modern Corporate Risk Management: A Blueprint for Positive Change and Effectiveness by Koller

Suggested Reference Book:

- Investment Science. Luenberger, Oxford University Press, 1998
- Options, Futures and other Derivatives, John Hull, 7th Edition, Prentice Hall, 2008
- An Introduction to Market Risk Measurement by Dowd, Kevin, John Wiley & Sons.
- Risk Management and Financial Institutions by Hull, John C., Pearson, Prentice Hall, 2007 Measuring Market Risk by Dowd, Kevin, John Wiley & Sons, 2005. Value at Risk by Jorion, Philippe, McGraw Hill.
- Beyond Value at Risk, by Dowd, Kevin, John Wiley & Sons Mastering Value at Risk ,Butler, Cormac, Financial Times Prentice Hall Risk Takers, Marthinsen, John, Pearson Prentice Hall, 20096.

Semester IV		412 FIN–Strategic Cost Management
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO412FIN.1	REMEMBERING	Remember the basic concepts, tools and techniques of cost management in the contemporary business environment and how it has influenced cost management
CO412FIN.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus; differentiate between various costing techniques.
CO412FIN.3	APPLYING	ILLUSTRATE contemporary management techniques and how they are used in cost management to respond to the contemporary business environment.
CO412FIN.4	ANALYSING	ANALYSE the situation and decide the key cost factors / elements involved in the decision making
CO412FIN.5	EVALUATING	FORMULATE new models and techniques for managing the cost strategically in any business organization.
CO412FIN.6	CREATING	FORMULATE new models for managing the cost strategically for business organization.

- 1. Introduction to Strategic Cost Management:** Meaning, conceptual framework, significance and objectives of SCM, , Traditional Cost Management Vs Strategic Cost Management. Role of SCM in Strategic Positioning & Strategic position analysis, Cost Control and Cost Reduction in SCM, Cost of Quality **(5+1)**
- 2. Strategic Cost Analysis and Decision making in SCM:** Life Cycle costing, Target Costing, Value Analysis and Value Chain analysis, Value Engineering, Value management, Throughput Costing, Lean Accounting, Socio Economic Costing, Business Process Outsourcing (BPO) **(5+1)**
- 3. Activity Based Costing:** Concept, Purpose, Benefits and Stages, Relevance in Decision Making and its Application in Budgeting. Traditional Vs. ABC System – Comparative Analysis, Application of ABC. **(5+1)**
- 4. Strategic Cost Management for Specific Sectors:** Agricultural Sector, Information Technology Sector, Power Sector, Automobile Sector, Healthcare sector, Hospitality Sector, Education Sector, etc. **(5+1)**
- 5. Target Costing and Kaizen Costing:** Target Costing – Introduction, Key Principles, Methodology, Procedures, Advantages and Implementation. Kaizen Costing – Meaning, concepts, procedure for implementation, evaluation, benefits, challenges and standards. Target Costing v/s Kaizen Costing: Similarities and Differences. **(5+1)**

Suggested Text Books:

1. Strategic Cost Management – Dr. Jawahar Lal, Himalaya Publishing House.
2. Cost Management – Kishore Ravi M., Taxmann
3. Cost Accounting. Lal, Jawahar. Tata Mcgraw-Hill Pub. Co. Ltd.

Suggested Reference Books

1. Strategic Cost Management The New Tool for Competitive Advantage – John K. Shank & Vijay Govindrajan, The Free Press.
2. Cost Management A Strategic Emphasis – Edward Blocher, David Stout, Paul Juras & Steven Smith, McGraw Hill Education

SEM IV		413FIN -Rural and Micro Finance
2 Credits	LTP: 2:0:0	Subject Elective(SE) Course-Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO413FIN.1	REMEMBERING	DEFINE the key concepts of Microfinance and other terms associated with rural and micro finance.
CO413FIN.2	UNDERSTANDING	EXPLAIN the relevance of Microfinance and how its work towards rural development.
CO413FIN.3	APPLYING	USE of micro finance, microfinance models and their contribution towards, Economic growth, poverty elimination, women empowerment and gender equality.
CO413FIN.4	ANALYSING	ANALYZE the linkage between MFIs and Rural development
CO413FIN.5	EVALUATING	EVALUATE the significance of the microfinance institutions & Self-Help Group for rural development
CO413FIN.6	CREATING	CREATE/DEVELOP models, cases and plans related to micro finance.

1.Overview of Microfinance: Background, Concept, Fundamentals of Microfinance, Characteristics of Micro Finance, Microfinance & Banking, The Grameen Bank, Microfinance & Micro Credit, Microfinance

1. NGOs, Channels of Microfinance, Microfinance & Rural Development- Role of MFIs and Rural credit, Types of rural Credit Poverty Microfinance and Economic Well-being ,Microfinance & Women Empowerment, Financial Inclusion. **(6+1)**

2. Microfinance Lending Models and its Financial & other Products: Microfinance Delivery Models and Banks Linkages Programme MFI Group Lending Model, MFI Individual Lending Model, MFI Loan Products & Related Issues, MFI Savings & Saving Products, Remittances, MFI Micro insurance. **(5+1)**

3. Microfinance Service Providers and Microfinance Institutions: Governance and the Constitution of the Board of Various Forms of MFIs in India, Intermediaries for Microfinance, Commercialization of Microfinance Institutions, Challenges to Microfinance Institutions. **(4+1)**

1. Microfinance & Self Help Groups: Meaning of SHGs, Pattern of their Functions-Funding Agencies of these SHGs-Provisions under SHGs- Savings, Credit, Marketing & Insurance, Financial & Social Inclusion through SHGs, SHGs and entrepreneurship development, NABARD and SHGs - SHGs & Bank Linkages - SHGs and Training Programmes, SHGs and Economic Empowerment, Role of SHGs in Poverty alleviation- Cases related to Indian Context. **(5+1)**

5. Issues , Trends and Strategic alliances in Microfinance: Emerging issues in Microfinance, Recent Trends in Microfinance, Microfinance & Sustainable Development, Role of Technology in Microfinance,

Microfinance & Gender equality, Impact of Microfinance on Women empowerment. **(5+1)**

Suggested Books:

1. Microfinance in India by K G Karmakar, March 2008 Sage Publication Private Ltd.
2. Macro Dynamic of Micro Finance Daniel Lazar P. Natarajan Malabika Deo Excels Books 2010
3. The Economics of Microfinance by Jonathan Morduch and Beatriz Armendariz
4. Micro Finance and Poverty eradication - Indian and global experiences Dr. Daniel Lazar Prof. P. Palanichamy New Century Publication, New Delhi 2008
5. A.N. Agarwal and Kundana Lal: - Rural Economy of India – Vikas publishing House Ltd. – New Delhi-110014, 1990
6. Vasant Desai- A Study of Rural Economy

7. Johns Hopkins School of Advanced International Studies: Microfinance and Development 1, taught by Elissa McCarter and Kate Druschel Griffin.
8. Rudradath and K.P.M.Sundaram-Indian Economy—S.Cand & Co. Limited, New Delhi 110055, 2008
9. S.K.Mitra & V.K.Puri – Indian Economy- Himalaya Publishing House, Mumbai- 400004, 2008.

Semester III		414 FIN: Reinsurance
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO414FIN.1	REMEMBERING	Remember the key Reinsurance terms and concepts.
CO414FIN.2	UNDERSTANDING	Understand the purpose of reinsurance, its types, parties involved in, legal framework and risk management.
CO414FIN.3	APPLYING	Apply the principles and practices of reinsurance to property, casualty, marine and aviation business.
CO414FIN.4	ANALYSING	Analyse different reinsurance methods applied to property, casualty, marine and aviation reinsurance.
CO414FIN.5	EVALUATING	Evaluate the different bases of cover including risks attaching, losses occurring, claims made and losses discovered.
CO414FIN.6	CREATING	Create or come up with the ability to think independently, identify and analyze reinsurance relations and take management decisions

- 1. Introduction to Reinsurance:** Nature of reinsurance – Analysis of factors that influence results – Historical background – Reinsurance in India before & after nationalization and liberalization – GIC – Reinsurance Markets - Types of markets, National markets, Buyers of reinsurance, Sellers of reinsurance, Reinsurance brokers, Services available from the market, The broking system compared with direct insurance **(3+1)**
- 2. Legal Principles and Practices of Reinsurance:** Introduction, The reinsurance needs of direct insurers, Forms and methods of placing reinsurances, Reinsurance practices and problems, The nature of reinsurance contracts, The law applicable to reinsurance contracts, The form of contract, Insurable interest, Utmost good faith, Indemnity, Construction of a reinsurance policy, Rights of the re-insured policyholders, Insolvency of the reinsured, Winding up and set-off Disputes between the parties, Conflict of laws, Reinsurance brokers **(7+1)**
- 3. Forms and Categories of Reinsurance :** Facultative Reinsurance, Treaty Reinsurance, Proportional Reinsurance, Non-proportional reinsurance, Quota share treaties, Surplus treaties, Facultative Obligatory treaties, Excess-of-loss Reinsurance, Excess-of-loss Reinsurance, Risk – attaching Reinsurance, Loss occurring coverage, Fire Reinsurance, Accident Reinsurance, Marine and aviation reinsurance, Life reinsurance **(7+1)**
- 4. Reinsurance Program and Risk Management:** Factors affecting reinsurance program, Procedure to be followed for Reinsurance Arrangements, Risk Management in Reinsurance – Alternative Risk Transfer (ART), Finite Reinsurance, Insurance Risk Securitization, Insurance Derivatives – Futures, Option, Swap **(3+1)**
- 5. Reinsurance Accounting and Management:** type of investment, relationship of assets and liabilities, evaluation of insurer's security, insurer failure, financials regarding reserve deposits, payment of interest, allocation of capital, capital requirements for payment of liabilities, claim procedure, dispute resolution **(5+1)**

Suggested Text Books:

1. Reinsurance Simplified – Jagendra Rana, BlueRose Publishers
2. Reinsurance Accounts – K. L. Naik, published by The Insurance Times
3. Reinsurance : Principles and Practices – Gerathewohl, Klaus
4. Reinsurance for Beginners – Mohammed Sadullah Khan
5. Reinsurance : Fundamentals and New Challenges – Ruth Gastel

Suggested Reference Books

1. Understanding Reinsurance Treaty Slips – K. L. Naik, published by The Insurance Times
2. Reinsurance – R.L. Carter, L.D. Lucas, N. Ralph

Semester IV		415 FIN: Agricultural Insurance
2 Credits	LTP: 1:2:0	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO415FIN.1	REMEMBERING	RECALL the different terms related to agriculture Insurance, crop insurance, livestock insurance, government schemes related to insurance.
CO415FIN.2	UNDERSTANDING	EXPLAIN the importance of agriculture insurance, crop insurance, livestock insurance and government schemes on agriculture.
CO415FIN.3	APPLYING	USE of the agricultural insurance in agricultural development.
CO415FIN.4	ANALYSING	ANALYSE the role of different regulatory mechanisms and government schemes in agricultural insurance
CO415FIN.5	EVALUATING	EVALUATE the different types of risks involved, in agriculture insurance in India and other countries
CO415FIN.6	CREATING	CREATE the business plan/model/proposal related agricultural insurance.

1. Introduction to Agriculture Insurance: Definition of Agriculture Insurance, Basic Concepts of Agricultural Insurance, Need for Rural/Agricultural Insurance, How should Government support in Agricultural Insurance, Classification of Agricultural Insurance Products, Problems and Prospects of Agriculture Insurance **(5+1)**

2. Risks in Agriculture and Crop Insurance – Risks in Agriculture -Changing face of Agricultural Risks in India –Climate change and Agriculture-Managing Agricultural Risks. Digital revolution in Agri-risk Insurance, Technological Revolution in Managing Crop Risk. **Crop Insurance** -Evolution of Crop Insurance in India-individual based crop insurance -Pilot Crop Insurance Scheme (PCIS)-Comprehensive Crop Insurance Scheme (CCIS)- Experimental Crop Insurance Scheme (ECIS)- National Agricultural Insurance Scheme (NAIS)-Farm Income Insurance Scheme (FIIS) **(5+1)**

3. Live- Stock Insurance and Poultry Insurance in India: History of cattle insurance, Cattle Insurance Policy, Livestock insurance schemes promoted by Central Government. Cattle Insurance Policy, - Loss assessment & settlement, Loss Minimization, Poultry Insurance: History of Poultry, Poultry Insurance Policy, Market Agreements underwriting, Loss Assessment & settlement, Loss Minimization **(5+1)**

4. Government Schemes: Pradhan Mantri Fasal Bima Yojana: Objectives, Highlights of the scheme, Farmers to be covered, Unit of Insurance, Coverage of Crops, Premium Rates Under PMFBY, Risks covered. **Modified National Agriculture Insurance Schemes:** Objectives, crops covered risks covered & exclusions, sum insured nature of coverage and indemnity. **Weather Based Crop Insurance Scheme:** Aim, Crops covered, Farmers covered, Perils covered. **(5+1)**

5. Global outlook: - Agriculture insurance in important countries (US, Canada, Spain, Japan, Italy, Sri Lanka, Mexico etc.), Role of global multi-Lateral financial institutions in promoting index based crop insurance scheme (World bank, World food program, etc.), IT/ ICT tools used for creating awareness about the insurance products ,Key challenges in Crop Loss Assessment, Technology Solutions, Unmanned Aerial Vehicles (UAVs) **(5+1)**

Suggested Textbooks:

1. Agriculture, Food Security & Rural Development, Asian Development Bank
2. Agriculture Risk & Insurance in India, Dr. S. S Raju & Dr. Ramesh Chand, NCAEPR, New Delhi, 2010, Books for Development, Bangalore
3. Adaptation to Climate Change and Insurance, Agricultural Insurance Training – Manual
4. Agricultural insurance (2006), K. N. Rao, Insurance Institute of India, Mumbai
5. Agriculture Insurance (2000), Poojari P.C., Insurance Institute of India, Mumbai
6. Agriculture Insurance (1994), Musafir, Rai

Suggested Reference Books

1. Government Support to Agricultural Insurance, Mahul, Olivier; Stutley, Charles
2. Agricultural Insurance Theory and Practice and Application to Developing Countries, P. K. Ray, Pergamon Press
3. Economics of Agricultural Crop Insurance: Theory and Evidence, Darrell L. Hueth University of Mary land William H. Furtan University of Saskatchewan, Springer- Science + Business Media, LLC
4. Knowledge Paper Released at National Conference on Accelerating Agriculture Insurance, 2018, FICCI.

Subject Core (SC) Courses - Semester III
Specialization: Human Resource Management

Semester-III		304HRM- Strategic Human Resource Management
3 Credits	LTP: 2:1:1	Subject Core (SC) Course- Human Resource Management

Course Outcome: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304HRM.1	REMEMBERING	REMEMBER the strategies adopted by HR and their implementation issues and challenges faced by the organization in national and international context.
CO304HRM.2	UNDERSTANDING	Ability to UNDERSTAND and ARTICULATE the basic concepts of SHRM and link the HR strategies to the organizational business strategies.
CO304HRM.3	APPLYING AND ANALYZING	Ability to ANALYZE HR as an investment to the company.
CO304HRM.4	EVALUATING	Ability to INTERPRET and EVALUATE the implementation of the HR strategies.
CO304HRM.5	CREATING	FORMULATE and provide realistic solutions to the industry by designing innovative strategies and logical decision making.

1. Introduction to Strategic Human Resource Management: Definition and objectives of SHRM, Evolution of SHRM, Strategic Fit, Types of HR strategies, Linking HR strategies to business strategies (7+1)

2. Components of SHRM: Human Capital management, Valuation of human resources in a strategic level, HR cost, Investments in HR, Formulation of HR strategies, Strategic HR vs traditional HR, HRM in knowledge economy, Challenges and issues in implementation of HR strategies in Indian context (9+1)

3. HR Planning as a strategy: Business Strategy & HRP, HRP process, Job Analysis, Forecasting and analyzing HR demand (qualitative and quantitative), Supply forecasting (external and internal), Comparison of demand and supply forecasting (8+1)

4. Specific HR strategies: Talent Management strategies, Career Planning and succession planning, Compensation and reward strategies, Employee engagement strategies (7+1)

5. Global Dimensions to HR strategy: SHRM in international context, Global competitive advantage, Issues and challenges in SHRM, cross cultural management- developing cross cultural sensitivity, OCTAPACE, Global business ethics (9+1)

Note:

1. Case study-based approach should be emphasized
2. Numerical approach in HR planning and HR valuation should be adopted.

Suggested Text Books:

1. Strategic Human Resource Management, (Agrawal, Tanuja), Oxford University Press
2. Strategic Human Resource Management- A General Managerial Approach, (Greer, Charles P.), Pearson Publications, Second Edition
3. Strategic Human Resource Management, (Mello, Jeffrey A.), Thomson Publications, Second Edition

Suggested Reference Books:

1. Human Resource Management- Text and Cases, (Pande, Sharan; Basak, Swapnalekha), Pearson Publication
2. Global Resource Management, (Bedi, S.P.S; Kishore, Minakshi), Wisdom Publications, 2007 Edition
3. International Human Resource Management, (Dowling, Peter J.; Welch, Denise E.), 4th Edition

Suggested Weblinks:

1. www.shrmindia.org
2. www.peoplematters.com

Journals:

1. Journal of Strategic Human Resource Management

2. International Journal of Human Resource Management
3. Human Resource Management Journal

Semester III		305HRM : HR Operations
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO305HRM.1	REMEMBERING	Describe the functioning of personnel department
CO305HRM.2	UNDERSTANDING	Understand the communication of HR & Personnel department
CO305HRM.3	APPLYING	Apply the knowledge of various provisions under laws related to social Security and Labour welfare
CO305HRM.4	ANALYSING	Examine various compensation structure and disciplinary policies
CO305HRM.5	EVALUATING	Evaluate applicability of provisions of laws related to social security and labour welfare across various sectors
CO305HRM.6	CREATING	Design a salary structure incorporating all components of payroll system

1. **Human Resource Administration:** Definition, nature, scope, objective, structure of personnel department, personnel policy and its types, maintenance of personnel files and records, Drafting communication in personnel department – Appointment, promotion, transfer, deployment, appreciation letter, notices and circulars.
(7+2)
2. **Communications about disciplinary measures:** Drafting of memo, warning, show cause, charge sheet, suspension, Inquiry procedure correspondence, termination and dismissal, reinstatement in service. (4+1)
3. **Computation under Social Security Laws:** The Employee's Provident Fund and Miscellaneous Provisions Act, 1952 – Contribution, online procedure for opening of account and required documents, rate of contribution of Employer and Employee, administrative charges, interests and penalties, PF calculations and Forms, Amendments till date, The Employee's State Insurance Act, 1948 – Contributions, all 6 benefits, and calculations related to benefits, calculations for payment of compensation, applicability, Amendments till date (7+2)
4. **Compensation and Labour Welfare:** The Workmen's Compensation Act 1923 – Definition, Permanent, Partial, Total Disablement arising out of and in course of employment, theory of notional extension, calculation of compensation in case of death and disability, Amendments till date.
The Payment of Bonus Act, 1965 – Definition of Bonus, applicability, eligibility, minimum, maximum, Set- on and Set-off, disqualification of bonus, Amendments till date.
The Payment of Gratuity Act 1972 – Definition of Gratuity, applicability, eligibility, minimum service condition, maximum limit, calculation of gratuity in case of retirement, resignation, death and disablement. Amendments till date.
(10+3)
5. **Components of Payroll System:** Maintenance of Statutory Returns – TDS, Profession tax, Form – 16 A and B, Form 26 AS, PF, ESI, Calculation of CTC and designing salary structure Income from salaries, deductions from salaries, meaning of salary for different purposes, perquisites, value of rent free accommodation
(7+2)

Learning Resources:

Text Books:

1. Personnel Management – C B Mamoria
2. Dynamics of Personnel Administration – Rudrabaswaraj
3. Personnel Management – Edwin Flippo
4. Industrial and Labour Laws – S. P. Jain

5. Employee Relations Management-P N Singh, Pearson Publications
6. Dynamics of Industrial Relations–Mamoria & Mamoria
7. Industrial Relations: Emerging Paradigms, BD Singh, Excel Books, 2004 Edition

Reference Books:

1. Guide on Labour Management forms and precedents (Law, Practice and Procedure) – S D Puri (Snow white publication)
2. Introduction of Labour and Industrial Laws by Avatar Singh
3. Elements of Mercantile Law by N. D. Kapoor, Sultan Chand
4. Bare Acts
5. Elements of Mercantile Law-N. D Kapoor

Websites: www.managementstudyguide.com

Journals: Journal of Industrial Relation, Human Capital, Journal of HRM

Subject Elective (SE) Courses - Semester III
Specialization: Human Resource Management

Semester III		312HRM: Talent Management
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course - Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO.312.1	REMEMBERING	DEFINE Talent Management and its significance
CO.312.2	UNDERSTANDING	UNDERSTANDING performance excellence through Talent Management
CO.312.3	APPLYING	APPLY Talent Management concepts in Human Resource Management
CO.312.4	ANALYSING	ANALYSING Talent Management practices in employee development and career enhancement
CO.312.5	EVALUATING	FORMULATE the Talent Management Strategies for any organisation.

- 1. Talent Management:** Definition, Meaning of Talent Management, Objectives & Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Consequences of Failure in Managing Talent, Benefits of Talent Management: How Your Business Can Benefit From it, Responsibilities of Talent Management Manager & Professionals **(6)**
- 2. Talent Management Planning:** Understanding the Needs and Mind set of Employee, Steps in Talent Management Process, Knowledge, Values, Beliefs and Skill Implications for Talent Management, Modelling Excellence **(6)**
- 3. Talent Acquisition:** Defining Talent Acquisition, Develop high potential employee - High performance workforce, Importance of Talent Development Process, Steps in Developing Talent, Succession Planning, Difference between Talent Acquisition and Recruitment, Current Trends in Talent Acquisition. **(6)**
- 4. Talent Retention:** "SMR Model" (Satisfy, Motivate and Reward) – The Formula to Win Your Employees & Retain Them, Employee Retention Programs, Career Planning & Development, Return on Investment (ROI) on Talent Management, Employee Engagement, Best Practices in Employee Retention. **(6)**
- 5. Opportunities and Challenges in Talent Management:** Talent Management Challenges, Strategies to Overcome the Challenges, Opportunities in Talent Management, Talent Management in the Digital Era, Current trends in Talent Management.

Students in a group of 2-4 to study and submit spiral bound report on Talent Management Strategy in any organisation of their choice **(6)**

Suggested Text Books:

1. A Framework for Human Resource Management, Dessler Gary, Pearson, Edition: 7th
2. Fundamentals of Human Resource Management, Varkkey Biju, Dessler Gary, Pearson, Edition: 14th
3. Talent Management Hand Book, Lance A Berger, Dorothy R Berger, McGraw-Hill, Edition: 13th
4. Talent management in India: Challenges and opportunities, Hasan, M., Singh, A. K., Dhamija, Atlantic Publication,
5. A Handbook of Human Resource Management Practice, Armstrong, Michael, Kogan Page Publication
6. Human Resource Management, Pattanayak Biswajeet, PHI Learning Pvt. Ltd.

Suggested Reference Books:

1. Talent IQ, Emmet Murphy, Platinum Press,
2. Talent Management: Process of Developing & Integrating Skilled Workers, Shukla Ravinder, Global India Publications, 2009

3. Talent Management - Strategies for Success from Six Leading Companies by ASTD, ASTD, Cengage Learning
4. Strengths Based Recruitment and Development: A Practical Guide to Transforming Talent Management Strategy for Business Results., Sally Bibb
5. Talent Management, R.N. Misra, Discovery Publishing House Pvt. Ltd.

Websites:

1. <https://bookboon.com/en/talent-management-a-focus-on-excellence-ebook>
2. https://silversoft.co.za/wp-content/uploads/2016/05/Talent_Management_for_Dummies.pdf
3. <http://www.oracle.com/us/media1/talent-retention-6-best-practices-1676595.pdf>
4. <https://www.teleosconsulting.com/who-we-serve-and-how/our-unique-approach/strategic-talent-alignment-2/>

Semester III	313HRM : Psychometric testing and Assessment	
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course - Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES (CO'S)
CO313.1	REMEMBERING	KNOW various tools of psychometry designed to measure traits of individuals
CO313.2	UNDERSTANDING	UNDERSTAND & Conduct the group simulated exercises for organizational purpose
CO313.3	APPLYING	IDENTIFY AND ADMINISTER psychometric tools to respondents
CO313.4	ANALYSING	INTERPRET results and counsel the respondent based on the results
CO313.5	CREATING	CREATE Psychometric Tests for the specific traits as required by the organization

1. Introduction: Psychological Assessment concept and definition ,Objectives & Purpose of Psychological Tests, Importance of Psychometric and Psychological Measurement. Social, Ethical and Legal Issues in Testing, Advantages and Limitations of Psychological Testing. Psychological Tests and its Characteristics – Standardization, Objectivity, Reliability, Validity, Norms. **(4+2)**

2. Different methods of assessment: Establishment of an Assessment or Testing Procedure for Industrial/Organizational Setting. Interview as Assessment Technique, Individual tests (personality and motivation tests, interpersonal tests, analytical tests, ability tests, knowledge tests), Individual exercises (case study, in-basket exercise, psychomotor exercises), Group exercises (group simulation exercises, role plays, group discussions, management games) **(2+4)**

3. Psychological Tests: Test Administration Perspective such as Computer Assisted Testing, Speed and Power Tests, Paper and Pencil Tests, Objective and Subjective Scoring. ASUFA test (Attribution of Success and Failure), MBTI (Myers and Briggs Type Indicator), Conflict Management test, Emotional Intelligence, Stress Management and Personality Traits Tests. Students should be able to administer the test, score the test and interpret the results of the test. **(2+6)**

4. FIRO-B test & Belbin team roles test: Theory, Administration and Interpretation of the tests. **(2+2)**

5. Conduction of Simulated exercises and management games: Prisoner's Dilemma- Simulated exercise based on game theory, Broken square game based on team building, individual versus group decision making simulated exercise, hollow square game for planning versus implementation. Students should be able to conduct the game and analyze & interpret the results. **(4+2)**

Suggested Reference Books:

1. Psychometric & assessment Tests by Andrea Shavick
2. Psychometric Tests For Dummies by Liam Healy
3. Psychometric Tests, Volume 1, Testing Series, The Times testing series edited by Mike Bryon
4. HRD instruments by Dr S W Deshpande
5. Training Instruments in HRD and OD by Udai Pareek, Surabhi Purohit
6. Organisational Behaviour, Fred Luthans 10th edi.
7. Organizational Behaviour by Stephen Robbins
8. Behavioural Exercises and Games; Manual for Trainers by Madhu Deshpande, Prayag Mehta, Manohar Nadkarni Publication Learning Systems

9. Psychological Testing by Anne Anastasi Susana Urbina**Links for online content:**

1. <https://www.psychestudy.com/social/weiner-attribution-theory>

Semester III		314 HRM : HR Perspectives in Mergers & Acquisitions
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO314HRM.1	REMEMBERING	LIST conceptual framework of Mergers & Acquisitions and organization integration
CO314HRM.2	UNDERSTANDING	UNDERSTAND HR's role and due diligence process in Mergers & Acquisitions
CO314HRM.3	APPLYING	MANAGE/ SOLVE HR issues arising out during Mergers & Acquisitions
CO314HRM.4	ANALYSING	ORGANIZE HR due diligence before M & A
CO314HRM.5	EVALUATING	SUPPORT process of change management in M & A
CO314HRM.6	CREATING	FORMULATE HR processes for restructuring compensation and benefits in Mergers & Acquisitions

1. **Conceptual Framework:** Concepts of M&A, Organizational Growth through M&A, M&A in historical perspective, The Indian Scenario of M&A, An overview of HR contributions towards M&A, Govt. perspective / Legal requirements to be followed in Mergers and Acquisitions.
(4+2)
2. **Role of HR in Mergers and Acquisitions** Role of HR in Pre and Post Mergers and Acquisitions, Different Phases of Mergers and Acquisitions. HR's Role in doing Human Due diligence before initiating Mergers and Acquisitions.
(4+2)
3. **HR Issues in M&A:** Attracting and retaining high performers, Utilizing and managing excess manpower, Establishing of continuity and integration of culture, Managing insecurity and stress, Managing Workplace Diversity in Mergers and Acquisitions
(4+2)
4. **Restructuring HR processes in M&A:** Performance Management System Re-designing after Mergers, Re-looking into Compensation for balancing organizational systems and process, Benefits and Reward Management Practices restructuring after mergers and acquisitions
(4+2)
5. **Leveraging HR Competencies in M&A:** Managing Stress in Mergers and Acquisitions by learning stress management techniques, Managing Change in Mergers and Acquisitions by becoming a change agent, Acquiring HR Competencies for handling smooth transition of the organization during Mergers and Acquisitions
(4+2)

Learning Resources:**Text Books:**

1. Mergers, Acquisitions and Corporate Restructuring – Nishikant Jha – Himalaya Publishing House
2. Human Resource Management in Mergers and Acquisitions: Theories and Practices - by Dipak Kumar Bhattacharyya – Cengage Learning
3. Mergers, acquisitions and business valuations – Ravindhar Vadapalli – Excel Books

Semester III		315HRM : International HR
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course - Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO315HRM.1	REMEMBERING	IDENTIFY key perspectives of global workforce management
CO315HRM.2	UNDERSTANDING	UNDERSTAND cultural aspects of International HRM
CO315HRM.3	APPLYING	PREPARE HR planning for long term global staffing
CO315HRM.4	ANALYSING	ILLUSTRATE steps involved in global selection of human resources
CO315HRM.5	EVALUATING	FORMULATE Training and development policy for expatriate employees of an organization
CO315HRM.6	CREATING	ANALYZE / COMPARE important points that needs to be included while drafting global workforce performance & development management system of an organization

1. Introduction and Overview of International HR: Global Market Context-Key Perspective in Global Workforce Management - Cultural Foundations of International Human Resource Management- Changes and challenges in the Global Labor Market- Globalization Technological Advancement- change in labour force Demographics and Migration-Emerging on the contingent workforce- Offshore sourcing- global workforce Management challenges, Concepts of Host Country Nationals HCN's, Parent Country Nationals PCN's and Third Country Nationals TCN's in International Business. **(4+2)**

2. The role of International HRM in Successful MNC: Knowledge Transfer-Global Leadership training and Development-Strategic Control Needs-Competitive strategy of Multinational corporations-Structuring for Optimal global Performances- Understanding culture-Major models of National Culture- Linking Human Resource management practices to Competitive Strategy and Organization Structure-Paradigm Shift of international Human Resource Management form contingency model to Process Development. **(4+2)**

3. Global Human Resource Planning: From strategy to Decision about work Demand and labour supply External Environment Scanning- Job Design for Meeting global Strategy work demand HR planning for the Long term-Global Staffing: General Actors Affecting Global Staffing-Global Recruitment of Human Resources-Global selection of Human Resources. **(4+2)**

4. Training and development of Global employees: Strategic role of Training and Development in the global Market Place- Fundamental concepts and principles for Guiding global Training and Development- Training imperative for the global workforce- Managing International Assignments- Expatriate Preparation, Foreign Assignment an Repatriation-International Assignments considerations for Special Expatriates-New and Flexible International Assignments. **(4+2)**

5. Global workforce performance Management: Performing Management Process-Important consideration for Global Performance Management-Planning and Implementing Global Performance Appraisal- Compensation for a Global workforce- Managing Compensation on a global Scale: Fundamental Practices-Key compensation for Expatriates, Host Country Nationals HCN's and Third Country Nationals TCN's – Global Employee Relations-current ER issues-Influence of MNC's and Union on Global ER. **(4+2)**

Suggested Readings:

- Charles M Vance and Yongsunpaik, Managing Global Work force, PHI, 2009
- Mark E.Mendenhall, Gary R.Oddou, Gunter K.Stahl, Reading and Cases in International Human Resource Management, Routledge, Fourth Edition, 2007
- Tony Edwards and Chris Rees: International Human Resource Management, Pearson, 2009
- Nilanjan Sengupta, Mousumi S. Bhattacharya, Excel Books, 2007

- Peter Dowling, International Human Resource Management: Managing People in a Multinational Context, 5e, Thomson, 2008
- K. Ashwathappa, Sadhna Dash, International Human Resource Management, Tata Mc Graw Hill, 2008
- S. K. Bhatia, International Human Resource Management, Deep & Deep Publications, 2005

Sem- III		316 HRM: Mentoring and Coaching
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course-Human Resource Management

Course Outcomes: At the end of this course the learner shall be able to –

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO316HRM.1	Remembering	ENUMERATE various concepts of Mentoring and Coaching.
CO316HRM.2	Understanding	UNDERSTAND techniques of Mentoring and Coaching
CO316HRM.3	Applying	APPLY models of Mentoring and Coaching to real world scenarios
CO316HRM.4	Analyzing	ANALYSE issues in Mentoring and Coaching
CO316HRM.5	Evaluating & Creating	DEVELOP skills needed to become Mentor, Coach

1 Foundation of Mentoring: Meaning of mentoring, Need and benefit of mentoring, Characteristics of effective mentor, Process of mentoring, Ethical issues, and barriers in mentoring (Personal, Organization, and Environmental), Creating coaching mentoring culture (4+2)

2 Foundation of Coaching: Meaning of coaching, Need and benefit of coaching, Principles of Coaching, Process of coaching, Difference between coaching and mentoring, Ethical issues and barriers to coaching (3+2)

3 Models and Approaches: GROW model, CLEAR and PRACTICE model, FUEL Model, Kolbs experiential learning model. Types of Mentoring-Partner model/one to one mentoring, Distance/Virtual mentoring, Group mentoring, Approaches to coaching- Cognitive behavioral coaching, solution and goal focused coaching, Narrative coaching, Alignment coaching, Positive psychology and strength coaching, systems coaching, life coaching. (5+2)

4 Skills and Techniques of Coaching and Mentoring: Core Skills- Trust, Rapport, Observation, Listening, Questioning, Supporting. Techniques- Building trust, Active listening, Asking open-ended questions, Effective goal-setting, encouraging an outcome focus, giving constructive feedback, Strengths-spotting. (4+2)

5 Practical Application/ Implementation: Mentoring and coaching related Mini project by a team of 2-4 students and Case studies related to Mentoring and Coaching in Manufacturing sector and Service sector. (4 cases) (4+2)

Suggested Text Books

1. Coaching & Mentoring by Jane Renton, Profile Books Ltd.
2. Coaching, Mentoring and Managing, A coach guidebook by Micki Holliday, The Career Press, Inc.
3. Coaching and Mentoring by Nigel MacLennan, Routledge
4. Coaching and Mentoring for Business by Grace McCarthy, Sage Publication
5. Techniques for Coaching and Mentoring by David Megginson & David Clutterbuck
6. 50 Activities for Coaching/Mentoring by Donna Berry, Charles Cadwell, Joe Fehrmann, HRD Press Inc

Reference Books:

1. Coaching and Mentoring, Harvard Business School Press
2. Making Mentoring Happen by Kathy Lace, Business & Professional Publishing Pvt. Ltd.
3. Coaching, Counseling & Mentoring by Florence M. Stone, AMACOM, 1601 Broadway, New York.
4. Coaching and Mentoring Theory and Practice by Robert Garvey, Paul stokes, David Megginson, Sage Publication

Websites :

www.coachingnetwork.org.uk
<http://www.tobincls.com/mentoring.htm>
<http://www.coachingandmentoring.com/Articles/mentoring.html>
<https://positivepsychology.com/coaching-skills-techniques/>
<https://clevermemo.com/blog/en/effective-coaching-techniques/>
http://www.ufba.org.nz/images/documents/2015_UFBA_Workshop_Coaching_and_Mentoring_Skills.pdf
https://my.lerner.udel.edu/wpcontent/uploads/Skills_for_Successful_Mentoring.pdf

Semester III		317 HRM : Compensation and Reward Management
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO317HRM.1	REMEMBERING	DESCRIBE concept of compensation and cost
CO317HRM.2	UNDERSTANDING	UNDERSTAND compensation and reward management process
CO317HRM.3	APPLYING	COMPARE issues related to compensation and survey of wages & salary administration in various industries
CO317HRM.4	ANALYSING	EXPERIMENT to calculate various types of monetary and profit sharing incentives
CO317HRM.5	EVALUATING	CALCULATE income tax as per the current slabs for the employees under different salary brackets
CO317HRM.6	CREATING	FORMULATE salary structure incorporating tax saving components.

1. Compensation, costs and systems: Concept of compensation and cost, advantages of fair compensation system, compensation policy, elements of cost, cost associated with personnel functions & causes of labour turnover. Direct & Indirect labour, cost control techniques, role of various departments & types of worker. Compensation and reward management process, components of remuneration, aspects of reward management and merits and demerits of various compensation systems. **(4+2)**

2. Wage and salary administration: Definition and concepts, wage surveys, components of wages, theories of wages, wage differentials, and executive compensation plans. Wage fixation methods and its norms, applicability as per various legislation and its provisions. Elements of management compensation, salary surveys, job evaluation & its objectives. **(4+2)**

3. Comparisons of compensation surveys in various industries:

Issues related to compensation and survey of wages & salary administration in manufacturing industry.

Issues related to compensation & survey of wages & salary administration in banking & service sector.

Issues related to compensation and survey of wages & salary administration in IT & ITES industry.

Issues related to compensation and survey of wages & salary administration in Infrastructure industry. **(4+2)**

4. Incentives, reward system & pay restructuring: Meaning and determinants of incentives, wage incentives, types & forms of profit sharing, non-monetary incentives & cafeteria-style compensation. Incentive calculation process, possible inputs and outputs of incentive process, preparation of payroll/wage sheets incorporating incentive payments, disbursement and internal checks, types of non-monitory incentives and rewards, retention bonus etc. designing salary structure for startup organizations incorporating rewards and incentives . **(4+2)**

5. Tax planning and payroll components: Income from salaries, deductions from salaries, meaning of salary for different purposes, perquisites, value of rent free accommodation. Tax planning and pay structure of today and tomorrow, compensation structure, role of compensation and rewards in modern organization, tax planning and payroll components, how to save income tax. **(4+2)**

Learning Resources:

Text Books:

1. Compensation & Reward Management, BD Singh, Excel Books
2. Compensation, Milkovich & Newman, Tata McGraw Hill

Reference Books:

1. Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Pearson Education
2. Compensation Management in a Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education
3. Compensation Management, Er Soni Shyam Singh, Excel Books.

Websites: www.vtu.ac.in

Semester		318 HRM : Performance Management System
2 Credits	LTP: 2: 0:0	Subject Elective (SE)- Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO #	COGNITIVE ABILITIES	COURSE OUTCOMES
CO318 HRM.1	REMEMBERING	DESCRIBE key components and applicability of theories of Performance Management System
CO318 HRM.2	UNDERSTANDING	DEMONSTRATE the communication skills required when managing achievement and underachievement.
CO318 HRM.3	APPLYING	IDENTIFY factors affecting Performance Measurement
CO318 HRM.4	ANALYSING	ANALYZE various tools for performance assessment
CO318 HRM.5	EVALUATING	COMPARE various organizational performance management systems and best practices.
CO318 HRM.6	CREATING	DESIGN a performance management process for an organization.

1. **Introduction and Theoretical Framework:** Dimensions of Performance, Performance Appraisal & Potential Appraisal, Methods of Performance Appraisal: Traditional, Modern Methods, Components of PMS. Performance Management: Planning Performance for Role Clarity, Accountability and Effectiveness. Goal Theory and its Application in Performance Management, Control Theory and its Application in Performance Management, Social Cognitive Theory and its Application in Performance Management. (6 +3).
2. **Process of Performance Management:** Overview and Importance of Performance Management Process, Performance Management planning process, Setting objectives - Organizational and individual performance plans - Components of Manager's performance and development plan - setting mutual expectations and performance criteria. Mid-cycle Review Process and End-cycle Review Process. (6 +3)
3. **Performance Measurement:** Determinants of performance measurement, performance dimensions, approaches to measuring performance, diagnosing the causes of poor performance, choosing a performance measurement approach. Measuring results and behaviours, gathering performance information, implementing performance management system. (5 +3).
4. **Performance Management & Reward Systems:** Performance linked remuneration system, Types of Rewards, Designing Reward System, Total Reward Strategies, Characteristics of an Effective Performance Reward Plan. Performance Analysis, Performance Review Discussion, Using Performance Management Systems Data for HR Decisions, Performance Improvements and Performance Management Skills. (6 +3)
5. **Performance Management and Personal Development Plans:** 360 degree feedback as a developmental tool, performance linked career planning & promotion policy, Competency Mapping as a Performance Management Tool, Balanced Scorecard and its Applications, Mentoring System, Assessment Centres, role of technology in PMS, Performance Management Practices Of Different Companies (One example of National and International Company each). (7 +3)

Suggested Text Books:

1. Performance Management: The New Realities by Michael Armstrong & Angela Baron, Jaico Publishing House, New Delhi, 2002
2. Appraising and Developing Managerial Performance by TV Rao Learning Systems Pvt. Limited, Excel Books, 2003
3. Performance Management, Systems and Strategies by Bhattacharyya, Dipak Kumar. 1/e; New Delhi: Pearson, 2011

Suggested Reference Books:

1. Corporate Performance Management by David Wade and Ronad Recardo, Butter Heinemann, New Delhi, 2002.

2. Performance Management by A.S. Kolhi & T. Deb,
3. Performance Management Systems by A.M. Sharma
4. Performance Management: Toward Organizational Excellence by T. V. Rao (2016)
5. Prem Chadha (2011). Performance Management, 1/e; New Delhi: McMillan
6. Henderson : Compensation Management in a Knowledge Based World 9/e Pearson Education.

Web links:

1. www.managementstudyguide.com
2. www.shrm.org
3. www.whatishumanresource.com
4. www.valamis.com
5. www.wayshrconsulting.com

Semester IV		319 HRM -: Change Management & new technologies in HRM
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course - Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES (CO'S)
319HRM.1	REMEMBERING	DEFINE Change Management and its significance
319HRM.2	UNDERSTANDING	UNDERSTANDING change management model and practices
319HRM.3	APPLYING	APPLY Change Management in context to digital transformation
319HRM.4	ANALYSING & EVALUATING	EXAMINE and DETERMINE various concepts in human resource information system
319HRM.5	CREATING	IMPLEMENT change management in the organization.

1. Introduction to Change Management: Definition- change, how people experience change?, change as a natural process, Seven phases of change, types of change, importance and causes of change- social, economic, technological, organizational, Change Management Process, strategies to implement change in organization. **(5)**

2. Model of Change Management: ADKAR change management model, principle of change management, 7 R's of change management, challenges in change management, best practices in change management, how to adapt change during disaster. **(6)**

3. Change Management and Digital Transformation: Meaning - digital transformation, elements of digital transformation, stages of digital change management, management strategies for digital transformation, current trends in change management in context to digital transformation. **(6)**

4. Human Resource Information Systems: Information Security and Privacy in Human Resource Information Systems, The Future of Human Resource Information Systems: Emerging Trends in Human Resource Management and Information Technology **(7)**

5. Executing Change: Challenges of execution, Why does change Succeed / Fail? Minimum two case studies one each of successful execution and one of failure. **(6)**

Suggested Text Books:

1. Change Management by Andrew Pettigrew and Richard Whipp Infinity Books
2. Human Resource Information Systems- Basics, Application, Future and Direction by Dr. Michael Kavanagh and Dr. Mohan Thite
3. Suggested Reference Books:
4. Change and Knowledge Management by B. Janakiram, P. V. Ravendra, Shubha Murlidhar Published by biztantra
5. Change Management by Robert a Paton and James McCalman, Sage Publication, 3rd Edition
6. Human Resource Information System by P. K. Gupta and Sushil Chaabra.

Websites:

1. www.changedynamix.com
2. www.oursouthwest.com/SusBus/mggchange.html
3. <http://smallbusiness.chron.com/advantages-disadvantages-human-resourceinformation-system-2107.html>
4. www.cmswire.com/digital-workplace/change-management-the-key-to-successful-digital-transformations
5. www.a-connect.com/knowledge/change-management-in-times-of-disruption-and-digital-transformation

Journals:

1. Journal of Organizational Change Management
2. International Journal of Human Resource Management
3. International Journal of Human Resource Management
4. Human Resource Management Journal
5. Human Resource Management

Subject Core (SC) Courses - Semester IV
Specialization: Human Resource Management

Semester IV		403 HRM - Organizational Diagnosis & Development
Credits: 3	LTP: 2:1:1	Subject Core – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404.1	REMEMBERING	DESCRIBE the major theories, concepts, terms, models tools and frameworks in the field of Organizational Diagnosis & Development.
CO404.2	UNDERSTANDING	UNDERSTAND concept of OD and 'intervention'.
CO404.3	APPLYING	MAKE USE of the Theories, Models, Principles and Frameworks of Organizational Diagnosis & Development in specific organizational settings.
CO404.4	ANALYSING	ANALYZE the external and internal environment with right tool of diagnosis and review the role of consultant in OD.
CO404.5	EVALUATING	IDENTIFY AND MAP an intervention to organisational need
CO404.6	CREATING	DESIGN the role of the consultant for an organisational issue

- 1. Organisational Development :** Definition of Organisational Development, Evolution: Robert Tannenbaum, Kurt Lewin, McGregor, Herbert Shepard, Robert Blake, Foundation of OD- T-Group, System's theory, Parallel learning structure, double loop learning, Action Research. (5+2)
- 2. Organisational diagnosis-** Six Box model and the Martin Weisbord's questionnaire, Porter's five forces model, PESTEL (Political, Economic, Social, Technological, Environmental, Legal) analysis of macro-environment. (4+2)
- 3. Team interventions and Intergroup interventions-** Concept of intervention, types of interventions(team, intergroup, comprehensive, structural), Team Interventions: Formal group diagnostic meeting, formal group teambuilding meeting, process consultation, gestalt approach, Role analysis technique, role negotiation, interdependency exercise, appreciations and concerns, responsibility charting. Intergroup and third party peace-making interventions- Walton's approach, organisation mirror, partnering. (12+2)
- 4. Comprehensive interventions and structural interventions-** Comprehensive interventions : Beckhard's confrontation meeting, survey feedback, appreciative inquiry, Grid OD. Structural interventions- socio-technical systems, work redesign, quality circles, re-engineering. (10+2)
- 5. OD consultant:** Meaning, role and responsibilities, importance of an OD consultant. Client consultant relationship process and major challenges . (4+2)

Suggested Reference Books

1. Organisation Development- French and Bell
2. Organizational Diagnosis & Development – Dr. Anand Dadas & Dr. Rajendra Subnis (Himalaya Publications)
3. Organisation Development and Change- Cummings and Worley
4. Organisation Development-S. Ramanarayan, T.V. Rao, Kuldeep Singh.
5. Competitive Strategy: Techniques for Analyzing Industries and Competitors- Michael E. Porter
6. Strategic Management and Business Policy- C Appa Rao, B Parvathiswara Rao, K Sivaramakrishna

Semester – IV		404 HRM: Current Trends & Cases in Human Resource Management
3 Credits	LTP: 2:1:1	Subject Core (SC) Course –Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404HRM.1	REMEMBERING	DESCRIBE the conceptual framework of Digital Disruptions and its impact on the current HR Trends.
CO404HRM.2	UNDERSTANDING	SUMMARIZE the impact of Current HR trends on HR Functions
CO404HRM.3	APPLYING	ILLUSTRATE value creation & competitive advantage of Technology on current HR Trends

CO404HRM.4	ANALYSING	EXAMINE the changing role of HR Priorities
CO404HRM.5	EVALUATING	ELABORATE upon the various types of current HR Trends
CO404HRM.6	CREATING	APPLY the existing Tech tools to real time HRM Challenges and offer Solutions.

- 1. Introduction and Concept of HR Trends:** Definition and Concept related to HR Trends, Comparative analysis of HR Trends since 2015, Causes of transformation and evolution in the HR Trends, Digital Disruptions and its impact on HR Trends. **(6+3)**
- 2. Current HR Trends:** Technological Interventions in HR Processes and Management (Artificial Intelligence in Recruitment, Data Analytics in transforming HR, Employee Experience Platforms, Feedback Tools to improve Employee Engagement and Productivity, Employee Wellness Apps, Cloud and Mobile-enabled HR solutions) **(7+3)**
- 3. Tectonic Shift in HRM Priorities** viz: Managing Workforce Diversity, Establishing Gender Parity and Pay Equality, Providing Mentorship, Assuring Safety at workplace, Catering to Employee expectations, Changing Skill requirements, Conducting Continuous Improvement Programs, Re-engineering work processes for improved productivity, Decentralizing work sites, and Promoting Family work life balance. **(6+3)**
- 4. Enhancement of HR Functions through Current HR Trends:** Organisational Culture and Effectiveness, Employee Performance and Satisfaction, Human Resource Planning & Management, Recruitment & Selection, Performance Management System, Training & Development, Career / Succession Planning, Rewards & Recognitions, Employee Engagement, Health & Safety, Administrative Functions. **(5+3)**
- 5. Cases in HRM: (5+3)**
 - Automation and Recruitment
 - Technology enabled Employee Training and Development
 - Employee Experience, Engagement and Evaluation through Technology
 - Digital Human Resource Planning & Management.
 - Tech Tools in Organisational Culture and Effectiveness.

Suggested Text Books:

- Current Trends In Human Resource Management Paperback – July 5, 2017 Preeti Surkutwar (Author)
- Future of Human Resource Management: Case Studies with Strategic Approach, Raman Preet
- Digital India- Reflections and Practice, Editors: Kar, Arpan Kumar, Sinha, Shuchi, Gupta, M. P. (Eds.)

Suggested Reference Books:

- Global Trends in Human Resource Management: A Twenty-Year Analysis 1st Edition, by Edward Lawler III (Author), John Boudreau
- The Power of People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance, By: Nigel Guenole, Jonathan Ferrar & Sheri Feinzig
- HR from the Outside In: Six Competencies for the Future of Human Resources By: Dave Ulrich, Jon Younger, Wayne Brock-bank and Mike Ulrich
- HR Disrupted: It's Time for Something Different, By: Lucy Adams
- Fundamentals of Human Resource Management: People, Data, and Analytics Paperback – 24 January 2020 by Talya Bauer (Author), Berrin Erdogan (Author), David Caughlin (Author), Donald Truxillo (Author)

Suggested Websites:

- <https://workology.com/4-hr-technology-trends-for-2050>
- <https://www.researchgate.net>
- <https://cdn2.hubspot.net/hubfs/3030863/Marketing%20Files/%5BMarketing%5D%20Collaterals/Multiple%20Pe%20%7C%20Multiple%20PL%20%7C%20Multiple%20UC%20%7C%20Awareness%20%7C%20eBook%20%7C%20HR%20Technology.pdf>
- <https://www.i-scoop.eu/digital-transformation/hr-in-digital-transformation-2020>
- <https://www2.deloitte.com/us/en/pages/tax/articles/impact-of-hr-trends-on-mobility-talent-and-reward.html>
- <https://www.india-briefing.com/news/top-5-trends-indias-hr-industry-2020-19344.html>
- <https://cio.economictimes.indiatimes.com/news/corporate-news/5-hr-trends-for-2020-and-beyond-technology-will-lead-and-transform/73754952>
- <https://www.peoplesmatters.in/article/strategic-hr/the-future-of-hr-in-2020-24364>

9. <https://www.hrtechnologist.com/articles/digital-transformation/hr-and-cloud-computing-how-the-cloud-is-transforming-hr/>
10. <https://www.trustradius.com/buyer-blog/10-ways-cloud-hr-software-is-changing-the-way-hr-works>

Subject Elective (SE) Courses - Semester IV
Specialization: Human Resource Management

Semester IV		409 HRM: Labour Legislation
2 Credits	LTP : 0:3:1	Subject Elective (SE) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO1	REMEMBERING	AWARENESS about foundation of labor legislation.
CO2	UNDERSTANDING	UNDERSTAND the legislation related to various labor and social laws.
CO3	APPLYING	APPLY formulas of specific laws and calculate.
CO4	ANALYSING	STUDY labor legislation and effective implementation of them through case laws.
CO5	EVALUATING	REVIEW AND UNDERSTAND different labor legislations and its amendments.

Unit 1: Introduction to Labour Legislation - Philosophy of Labour Laws, Labour Laws – Concept, Evolution and reign of labor laws, Objectives, classification of labor law, Process of law formation – from Bill to Act, Need, challenges & problems. International Labour Organization and International Labor Conference, Indian Constitution & Labour Legislations, Changing scenario of labour laws. (3+1)

Unit 2: Legislations Related to Wages and Compensation - The Payment of Wages Act 1936 – Definition, Responsibility for payment of wages, Fixation of wage period, Time of payment of wages, Deduction from wages, Maintenance of registers and records, Inspectors, claims and penalties.

Payment of Bonus Act, 1965 – Definitions: Accounting year, Allocable surplus, Available Surplus, Gross Profits; Computation of gross profit, Sums deductible from gross profit, Eligibility for bonus, Disqualification for bonus, Payment of Minimum and Maximum Bonus, Concept of Set-on and Set-off; Latest Amendment. (4+2)

Unit 3: Legislation Governing Industrial Relations - Industrial employment (Stranding Order) Act 1946 – Definitions: Appellate authority, Certifying officer, Standing Order; Submission, Certification, Registration of draft standing orders; Date of operation of draft standing orders; Duration and modification of standing orders. (4+2)

Unit 4: Legislation for Labour Welfare - Payment of Gratuity Act, 1972 – Definitions: Continuous Service, Family, Superannuation; Payment of gratuity; Nomination; Recovery; Penalty; Latest Amendment

Equal remuneration Act, 1976 – Definitions: Remuneration, Same work of similar nature; Payment of remuneration at equal rates to men and women workers and other matters; Duty of employers to maintain register; Inspectors; Offences . (4+2)

Unit 5: Legislation for Social Security - Employee's Provident Funds Miscellaneous Provisions Act, 1952 – Definitions: Basic wages, Contribution; Employees Provident Funds Scheme; Contribution by employer and employee, Modification of the scheme; Inspectors; Penalties

Note: Problems on Bonus, Gratuity, PF, ESI contributions should be conducted.

Suggested Text Books:

1. Industrial and Labour Law – S.P. Jain
2. Labor Law by Malik
3. Employee Relations Management by P.N. Singh, Neeraj Kumar, Pearson Publication

Suggested Reference Books:

1. Introduction of Labour and Industrial Laws by Avatar Singh
2. Industrial Relations, Trade Unions & Labour Legislation by P.R.N.Sinha, Indu Bala Sinha, Pearson Publication
3. Elements of Mercantile Law by N.D. Kapoor, Sultan Chand
4. Bare Acts

Supplementary reading material:

APS Labor Digest

Websites:

1. www.india-laws.com

2. <https://www.advocatekhoj.com/library/bareacts/>
3. <https://labour.gov.in/labour-law-reforms>
4. www.lawsinindia.com
5. www.ilo.org

Mobile Application:

1. India – Industrial and Labor Laws

Semester IV		410HRM : Designing HR Policies
2 Credits	LTP: 2:1:1	Subject Elective (SE) Course - Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO.410HRM.1	REMEMBERING	IDENTIFY important points to be incorporated in HR Manual
CO.410HRM.2	UNDERSTANDING	UNDERSTAND policy requirement for Recruitment & Selection process
CO.410HRM.3	APPLYING	PREPARE policies on employee benefits for an organization of your choice
CO.410HRM.4	ANALYSING	ILLUSTRATE steps involved in better employee relations & grievance handling
CO.410HRM.5	CREATING	CONSTRUCT various HR policies for an organization of your choice

1. Introduction on the Content and Use of the Manual: Introduction of company (History, Vision, Mission, Organizational Hierarchy), Objectives and Significance of HR Policies, Right to change or discontinue, Statement of Commitment to Employees, Statement of Growth, Profit and Business plan, Employment Policies, Confidentiality of Company Information, Steps in Designing HR Policies. **(5)**

2. Recruitment and Hiring Policies: Policies for Manpower Planning, Employment Contracts/Bonds, Drafting different forms (Letters, Bonds, Contract Form, Interview Guideline Sheet, Checklist), Procedures in Administering Contracts, Wage / Salary and Benefits, Administration Policy, Rules relating to Wages / Salary and Legal Compliances, Compensation and other Benefit Policies. **(6)**

3. Employee Operational Policies: Monetary and Non-monetary benefits, Leave and vacation policy and administration with records, Policy for Employee Incurred Expenses and Reimbursement, Policy for Career Enhancement, Policy for Appraisals and Promotions, Policy for Succession Planning, Training and Development Corporate Policy, Training Contract, Training Evaluation (Related Forms). **(6)**

4. Conduct and Safety Policies: Employee Records and information (Profile, History of Employee i.e. Transfer, Promotion, Accountability, Performance, Upgradation of Skill etc.), Policy of Code of Conduct & Discipline and Rules & Administration Policies, Rules relating to company properties, Safety and Security Employee Grievances policies and procedure, Draft of Disciplinary action report, Related Provisions and Case Study (Any Grievance case). **(5)**

5. Field study/ Desk Research: Student are expected to design HR manual for any company and develop various statutory forms (Submit spiral bound copy as a project for 25 marks - Wherever Possible real time or for model organization) **(8)**

Suggested Text Books:

1. How to Develop Essential HR Policies and Procedures, by John H. McConnell Amacom, Div American Mgmt. Association, Volume 1 Human Resource Management, Deepak Bhattacharya, Sage Publishing Ltd.

2. Florida Employment Law Manual (HR Compliance Library) Paperback – Import, 22 Mar 2016 by Jennifer Saltz Bullock (Author), Jeff O'Connell (Editor)
3. The: An Indispensable Guide for Managers and Human Resources Professionals by S. Smith, R. Mazin
4. Human Resource Management: Gary Dessler
5. Guide on Labour & Human Resources, Management Forms & Precedents (Law Practice & Procedure), Snow White.
6. Human Resource Policies and Procedures for Nonprofit Organizations by Carol L. Barbeito, John Wiley & Sons, 2004.

Reference Books:

1. How to Develop Essential HR Policies and Procedures, by John H. McConnell Amacom, Div American Mgmt. Association, Volume 1
2. Guide on Labour & Human Resources, Management Forms & Precedents (Law Practice & Procedure), Snow white
3. Human Resource Policies and Procedures for Non-profit Organizations by Carol L. Barbeito, John Wiley & Sons, 2004

Websites:

5. http://www.chillibreeze.com/articles_various/HR-policies-in-India.asp.
6. <http://toostep.com/debate/are-hr-policies-of-indian-companies-employee-friendly>.
7. https://en.wikipedia.org/wiki/Human_resource_policies#Development, human_resource_policies.pdf
8. <https://www.hrhelpboard.com/hr-policies.htm>
9. <https://vpssc.vic.gov.au/html-resources/how-positive-is-your-work-environment/6-human-resource-policies-and-strategies/>

Journals:

1. International Journal of Human Resource Management
2. Human Resource Management Journal

Semester IV	411: Labour Economics and Costing	
2 Credits	LTP: 0:3:1	Subject Elective – - Human Resource Management

Course Outcome: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO411.1	REMEMBERING	IDENTIFY the basic concepts of Labour Economics, Wage Determination, Labour Productivity and Costing.
CO411.2	UNDERSTANDING	UNDERSTANDING the Labour Markets in India with reference to demand and supply of Labour and Social Security Problems associated to it.
CO411.3	APPLICATION	DETERMINATION of various Wage and Non-Wage Factors applicable in various sectors of businesses.
CO411.4	ANALYSIS	IMPLEMENTATION of various theories of wage determination in various business sectors.
CO411.5	EVALUATION	EVALUATION of Labour Cost Benefit Analysis of important HR functions.
CO411.6	CREATION	APPLICATION of social security of labours in various sectors.

1. **Introduction Labour Economics:** Concept and Definition, Nature, Scope and Importance - Labour as a Unique Factor of Production - Labour Economics as a Branch of Economics - Interdisciplinary Character of Labour Economics, Rise of economic problems in Labour Management, Labour Market -Definitions, facts and trends. **(3)**
2. **Labour Demand and Supply** -Determinants of the Supply and Demand for Labour, Organized and Unorganized Labour, Demand and Supply for labour in Indian Markets, Labour Demand Elasticity- Own-wage elasticity of demand, Cross-wage elasticity of demand, Major issues of Indian labour market -Labour Absenteeism, Labour turnover, Labour Productivity, Labour Migration and mobility, Impact of technological change on Labour Markets, Globalisation and international labour demand outsourcing. **(5)**

3. **Wage Determination:** Classical, neo-classical and bargaining theories of wage determination, Modern theory of wage determination, Concepts of minimum wage, living wage and fair wage in theory and practice, Wage determination in various sectors - rural, urban, organized, unorganized and in informal sectors National wage policy, Wages and Wage Boards in India, Non-wage component of labour remuneration, Non-wage labour costs – factors and its relation with wage determination. (6)
4. **Concept of Labour Productivity & Costing** - Measurement and Importance of Labour Productivity & its Determinants ,Causes for Low Labour Productivity and Measures to Increased Labour Productivity, Productivity and the basis of yearly pay, Productivity and the level of pay, Productivity and the sequencing of pay, Costs -Various concepts, Elements of Labour cost – Fixed Pay and Variable pay. Various Statutory Requirements related to Cost of Labour, Cost Benefit Analysis of important HR functions, Labour turnover & productivity, Productivity and wage relationship, Cases related to labour cost calculation in Indian context. (6)
5. **Social Security of Labour:** Concept of Social Security and its evolution; Special problems of labour- Child Labour, Female Labour, Child labour policy, Problems and policy of female workers, Structure and achievement of labour union in India. Cases related to Issues of Social Security of labours in various sectors. (5)

Suggested Reference Books:

1. McConnell, C.R. and S.L.Brue (1986), Contemporary Labour Economics, McGraw-Hill, New York..
2. Reymonds L., Labour Economics & Labour Relations – Prentice Hall Inc., New Jercey.
3. Sadanand P Degaonkar , Labour Cost & Accounting, Everest Publishing House.
4. Jawahar Lal & Seema Srivastava, Cost Accounting, 4th Edition, Tata McGrew Hill Publishing Company Ltd, New Delhi
5. Jhabvala, R. and R.K. Subrahmanya (Eds.) (2000), The (Unorganised Sector Work Security and Social Protection, Sage Publications, New Delhi.
6. Suman Kalyan Chakrvarthy(2018), Labour Economics, Himalaya Publishing House Private Limited.

Suggested E books:

1. Labour Economics By Stephen W. Smith
2. Fundamentals of Labor Economics By Thomas Hyclak, Geraint Johnes, Robert
3. Handbook of Labor Economics, edited by Orley Ashenfelter, David Card

Online References:

1. <https://www.ilo.org/public/english/standards/relm/ilc/ilc89/pdf/rep-vi.pdf>
2. <https://pos.toasttab.com/blog/restaurant-labor-cost-percentage>
3. <https://www.accountingnotes.net/cost-accounting/labour-cost-cost-accounting/how-to-calculate-labour-cost-per-hour-per-unit-techniques-and-formula/16904>
4. <https://getsling.com/blog/labor-costs/>
5. <https://smallbusiness.chron.com/figure-out-direct-labor-cost-per-unit-76675.html>

Semester IV		412HRM : Best Practices In HRM
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course - Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO.412HRM.1	REMEMBERING	DEFINE dynamic approach towards Human Resource activities and practices.
CO.412HRM.2	UNDERSTANDING	EXPLAIN theoretical framework for best practices.
CO.412HRM.3	APPLYING	IDENTIFY & CLASSIFY the practices according to the industry and sub sectors of the industry.
CO.412HRM.4	ANALYSING & EVALUATING	COMPARE and DETERMINE various skill sets required at Human Resource Section.

CO.412HRM.5	CREATING	PLAN a survey of various industry and DEVELOP a trend analysis of Human Resource Best Practices.
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- 1. Introduction, Definition and Meaning of various concepts in Best Practices:** Defining various terminologies related to best practices. Define Generic, Idealistic, Realistic, and Green Practices in Human Resource Management. Define and evaluate the environment for the Best Practices. **(5)**
- 2. Introduction to Eightfold Path:** Eugene Bardach Theoretical Framework (policy analysis) for Best Practices. **Eightfold Path:** Define the problem-Assemble the evidence-Construct the alternatives-Select the criteria-Project the outcomes-Confront the trade-offs-Decide-Tell your story.
Describe Generic Vulnerabilities: poor general management capacity and weaknesses inherent to the practice itself. **(6)**
- 3. Identification and Classification of Best Practices:** Developing required knowledge and skills across the Human Resource Section. Classify the practices according to the industry and sub sectors of the industry. To Categorize and identify the inconsistent approach with reference to best practices in the Human Resource Sub Sections. **Cases on recent practices in HRM (6)**
- 4. Skill Development:** Introduction, Concept and Definition of Knowledge, Skill, Competency. Difference between knowledge-skill-competency. Highlight and enumerate various skill sets required for Developing Best Practices in Human Resource Sections across various industry. Importance of Skills in implementation of any practices. **(5)**
- 5. Construct** one mini projects in a group of 2-4 students on Emerging Trends and Best HR Practices in areas such as HR Procurement, Training and Skill Development, Reward & Recognition, All statutory provisions under the Factories Act 1948, Employee Engagement for any organizations. **(8)**

Suggested Reference Books:

6. A Practical Guide for Policy Analysis: The Eightfold Path to More Effective Problem Solving by Eugene Bardach
7. A handbook of Human Resource Management Practice by Michael Armstrong, Kogan Page
8. Handbook for Strategic HR: Best Practices in Organization Development from the OD Network by John Vogelsang, Maya Townsend, Matt Minahan et.al. Amacom Publishing
9. Developing Skills for Business Leadership by Gillian Watson, Stefanie Reissner. Second Edition Chartered Institute of Personnel Development

Supplementary Reading Material:

1. Human Resource Management: Best Practices at Marriott International - K Prashanth ... IBS2003
2. Framework for developing skill standards for workplace literacy.....Eunice N. Askov. Literacy Leader Fellowship Program Reports.

Websites:

1. www.digitalhrtech.com/human-resource-best-practices
2. www.process.st/hr-best-practices/
3. www.thehrpractice.in
4. www.hrmguide.in
5. www.business-standard.com

Journals:

1. International Journal of Human Resource Management.
2. Human Resource Management Journal
3. Human Resource Management

Semester IV	413: Employee Engagement and Ownership	
2 Credits	LTP: 1:1:1	Subject Elective – Human Resource Management

Course Outcome: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO413.1	REMEMBERING	IDENTIFY the basic concepts of Employee Engagement and Employee Ownership.
CO413.2	UNDERSTANDING	UNDERSTANDING the various factors, models and metrics involved in Employee engagement.
CO413.3	APPLICATION	DETERMINATION of various Employee Engagement Activities and types of Employee Ownership practiced in all scales of companies at various sectors.
CO413.4	ANALYSIS	IMPLEMENTATION of Engagement strategies and BUILDING Engagement Culture in companies.
CO413.5	EVALUATION	EVALUATION of Employee engagement and Employee Ownership and its impact on the performance of businesses
CO413.6	CREATION	APPLICATION of Employee engagement practices and Employee Ownership at various sectors of industry.

1. Employee Engagement: Concept and Evolution, Definition, Need, Importance, factors of employee engagement, Creating Collective Vision Mission and Goal, Advantages from Employee Engagement, Engagement Models – Fixed Price, Time Material, Dedicated Team, Building your own workspace model. (5+1)

2. Developing Employee Engagement- Understanding Self Determination Theory, Identifying employee engagement outcomes, Elements in designing Employee Engagement Activities -Creating Well-Defined Job Roles, Educating Employees for Engagement, Fostering Personal Connections, Communicating Objectives and Activities for Employee Engagement, Levels of Engagement, Building Engagement-Engagement culture, Barriers to Employee Engagement - Ineffective Communication, Ineffective Leadership, Workplace frustration.(6+1)

3. Measuring Employee Engagement - Stages of Employee Engagement, Ways to measure Employee Engagement, Steps to measure Employee Engagement effectively, Critical Issues in measurement of Employee engagement, Myths about Employee Engagement, Metrics to measure Employee Engagement- Feedback from employees, Relationship with colleagues, Satisfaction & Happiness, Relationship with Leaders, Career Advancement, Rewards & Recognition, Goal Coalition, Welfare and Wellness, Employee as a Branding Agent.(5+1)

4. Employee Ownership – Significance of Employee Ownership, Traits of Employee Ownership, Impact of Employee Ownership, Relationship of Employee Ownership with Productivity, Organizational Commitment and Retention. (4+1)

5. Application of Employee Engagement – Through Job Design, Role Autonomy, Organizational Citizenship and Discretionary behavior, Desk Research of various Engagement initiatives and Tools to measure Employee engagement in various sectors, Develop and Design Employee Engagement Plan.(5+1)

Suggested Books:

1. Paul L. Marciano (2010), Carrots and Sticks Don't Work: Build a Culture of Employee Engagement with ... by , McGraw Hills.
2. Scott Carbonara (2013), Manager's Guide to Employee Engagement, McGraw Hills.
3. Emma Bridger (2018), Employee Engagement: A Practical Introduction, 2nd Edition, Kogan Page Limited.
4. Bob Kelleher (2014) , Employee Engagement For Dummies, John Wiley and sons Inc.
5. Robert Postlethwaite, Jeremy Gadd, The Employee Ownership Manual, Spiramus Press Ltd.

Online References:

1. <https://www.achievers.com/blog/8-elements-employee-engagement/>
2. <https://www.business2community.com/infographics/a-complete-guide-to-understanding-different-kinds-of-engagement-models-infographic-02156114>
3. <https://officevibe.com/employee-engagement-solution/guide>
4. <https://officevibe.com/blog/why-employee-engagement-is-hard-to-quantify>

5. <https://builtin.com/employee-engagement/how-to-measure-employee-engagement>
6. <https://snacknation.com/blog/measuring-employee-engagement/>
7. <https://www.zenefits.com/workest/how-small-businesses-give-employees-ownership/>

Semester IV		414HRM : Leadership and Succession Planning
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course - Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES (CO'S)
CO.414HRM.1	REMEMBERING	IDENTIFY the basic concepts of leadership and succession planning.
CO.414HRM.2	UNDERSTANDING	UNDERSTANDING the modern theories and styles of leadership.
CO.414HRM.3	APPLYING	IMPLEMENTING the appropriate succession plan through leadership development
CO.414HRM.4	ANALYSING & EVALUATING	ANALYSING and EVALUATING the existing human capital.
CO.414HRM.5	CREATING	BUILDING appropriate Succession Plan required in an organization.

1. Leadership: Concept of Leadership, Styles of Leadership, Trait Approach, Contingency Leadership Approach, Contemporary Leadership, Meaning and significance of contemporary leadership, Concept of transformational leadership, Success stories of today's Global and Indian leaders **(5)**

2. Managing Succession: Need, Significance and Objectives of succession planning, The Succession Paradox, Resistance to succession planning - Employee and environmental factors, Establish a training process, Next-generation Attributes, Interests, and Abilities: Ingredients for responsible leadership, crafting the next-generation career plan, Incumbent generation leadership. **(5)**

3. Developing Leadership: Creating a vision, Analyse the strengths and weaknesses of an organisation, Organizational Design – Hierarchy and organigram, Developing the characteristics of leader - Trust, Integrity and Ethics, Power and Influence **(5)**

4. Developing Succession Plan: Prerequisites of Succession Planning, Process of Succession Planning -Identify Key Roles, Identify Competencies for Key roles, Conduct Organizational and Human Capital review, Develop Identified Human capital, Implementation of Succession and Knowledge Transfer Plans and Evaluate Effectiveness of Succession Planning, Challenges and Issues of Succession Planning. **(5)**

5. Application of Succession Planning: Case Study of Leadership related to Succession Planning, Students are expected to study minimum two leaders who set an example of succession planning. **(5)**

Suggested Text Books:

1. Organizational Behaviour by K Ashwathappa
2. Leadership Development Activities, John Adair, 2nd Edition Jaico Publication
3. Leadership Games, Stephen S Kogan, Response Books

Suggested Reference Books:

1. Understanding OB by Uday Pareek
2. The New Leaders, Daniel Goleman, Sphere Publications
3. The DNA of Leadership, Judith E Glaser, Platinum Press
4. The New Art of the Leader, William A Cohen, Viva Books
5. Strategic Leadership, John Adair, Kogan Page
6. Authentic Leadership, Warren Bennis, Wiley India Pvt. Ltd.
7. Leadership in the Era of Economic Uncertainty, Ram Charan, TMGH

8. 21 Leaders for the 21st Century, Fons Trompenaars & Charles Hampden – Turner, TMGH

Supplementary Reading Material:

1. Contemporary Leadership Theories: Enhancing the Understanding of the complexity, subjectivity and dynamic of leadership by Ingo Winkler
2. Organizational Performance in a Nutshell by Daniel M. Wentland

Websites:

1. <http://papers.ssrn.com>
2. <http://www.nwlink.com/~donclark/leader/leadob.html>

Journals:

1. Organizational Behavior and Human Decision processes
2. Journal of Organizational Behavior
3. Journal of Human Values International Studies of Management & Organization

Sem- III		HRM: e-HRM
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course-Human Resource Management

Course Outcomes: At the end of this course the learner shall be able to –

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO316HRM.1	Remembering	ENUMERATE fundamental concept of HRIS
CO316HRM.2	Understanding	UNDERSTAND various technology driven features that can be adapted for HRM functions
CO316HRM.3	Applying	DETERMINE impact of technology on HRM functions.
CO316HRM.4	Analyzing	ANALYSE issues regarding technology in HRM functions.
CO316HRM.5	Evaluating & Creating	DEVELOP competencies needed to adapt technology in HRM functions

1 Foundation of Human Resource information system (HRIS): HRIS- Evolution, The Role of Information Technology, Database Concepts and Applications in Human Resource Information Systems, Systems Considerations in the Design of an HRIS: Planning for Implementation, security and privacy in HRIS, emerging trend/shift of HRIS to HRMS (4+2)

2 e-Talent Management: Introduction recruitment and technology, online recruitment objectives, recruitment strategies and social networking, selection test and assessment, technology issues in selection. (3+2)

3 e-Training: Introduction, Computer Based Training, Developing effective online learning, Blended learning, Simulations, Mobile technology and training methods, technology for training administration, technologies for training support, Learning management system, choosing new technology for training methods. (5+2)

4 e-Performance Management: Performance management and payroll- typical data inputs, reports, decision support. Compensation and benefit - typical data inputs, reports, and decision support. (4+2)

5: Practical applications: Cases - Videos related to HRMS, Case studies related to use of technology in various HRM functions; problems and prospects of HRMS (5 cases) (4+2)

Suggested Text Books

1. Human Resource Information Systems-Basics, Application, Future and Direction by Michael Kavanagh and Mohan Thite, Richard D Johnson, Sage.
2. Training and Development, Raymond Noe Amitabh Kodwani Tata Mcgraw Hill
3. Human Resource Information System by P.K.Gupta and Sushil Chaabra

Reference Books:

1. e HRM : Digital Approaches Directions & Applications Dr. Mohan Thite, Routledge.

Subject Core (SC) Courses - Semester III
Specialization: Operations & Supply Chain Management

Semester III		304 OSCM- Services Operations Management – II
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304OSCM .1	REMEMBERING	DEFINE the key concepts in Services Operations Management.
CO304OSCM .2	UNDERSTANDING	DIFFERENTIATE between various service strategies, service quality dimensions, and customer relationships based on life time value.
CO304OSCM .3	APPLYING	IDENTIFY the sources of value in a service supply relationship & three factors that drive profitability for a professional service firm
CO304OSCM .4	ANALYSING	CATEGORIZE a service firm according to its stage of competitiveness.
CO304OSCM .5	EVALUATING	MODIFY the Service strategies of an organization for achieving the strategic service vision.
CO304OSCM .6	CREATING	SOLVE the relevant numerical in the scope of the subject.

- Service Strategy:** Strategic Service Vision, Competitive Environment of Services, Competitive Service Strategies. Overall Cost Leadership, Differentiation & Focus approaches. Winning Customers in the Marketplace - Qualifiers, Service Winners & Service Losers. The Competitive Role of Information in Services. Creation of Barriers to Entry, Revenue Generation, Database Asset, Productivity Enhancement, The Virtual Value Chain, First Stage (New Processes), Second Stage (New Knowledge), Third Stage (New Products), Fourth Stage (New Relationships) . (7+2)
- Service Quality:** Defining Service Quality, Dimensions of Service Quality, Gaps in Service Quality, Measuring Service Quality, SERVQUAL. Quality Service by Design, Incorporation of Quality in the Service Package, Poka-Yoke (Fail-safe), Quality Function Deployment, Walk-Through Audit, Designing a Walk-Through Audit, The Walk-Through Audit as a Diagnostic Instrument. Cost of Quality, Unconditional Service Guarantee. Service Recovery, Approaches to Service Recovery, Complaint Handling Policy. Overview of Numerical on Control Chart for Variables (X-chart and R-chart), Control Chart for Attributes (p-chart). (7+2)
- Service Supply Relationships:** Supply Chain Management, Network Model, Managing Uncertainty, Service Supply Relationships, Customer-Supplier Duality, Service Supply Relationships Are Hubs, Not Chains, Service Capacity Is Analogous to Inventory, Customer Supplied Inputs, Managing Service Relationships, Bidirectional Optimization, Productive Capacity, Perishability. Professional Service Firms, Attributes of Professional Services, Operational Characteristics, Outsourcing Services, Benefits and Risks of Outsourcing Services, Classification of Business Services, Managerial Considerations with Service Outsourcing. (7+2)
- Service Design Principles:** Basics of Service Design , Holistic service design, service design and overall business change, Scope and flow of service design, Value to the business, Comprehensive and integrated service design, The four Ps, Service composition, Setting direction, policy and strategy for IT services, Optimizing design performance, Service design goals, Balanced design , Identifying service requirement , Designing measurement methods and metrics. (7+2)
- Customer in service industry:** Buyer characteristics, buyer decision-making process (EKB model), customer involvement in service process, customer behaviour in service settings. Relationship marketing, evolution of relationship marketing, degree of relationship building, the importance of customer retention, enhancement of internal and external relationship change. 7-S Framework, determining the value of customer, lifetime value of customer, customer relationship management strategies, customer delight and customer loyalty. Case study on Axis Bank. (7+2)

Suggested Text Books:

- Successful Service Operations Management, Metter, King–Mettters, Pulliman& Walton, Thomson India
- Services Business Management, Dr Abhay Kulkarni and Dr Sudhir Hasamnis, Himalaya Publication
- Services Marketing Operations and Management, Vinnie J Juhari, Kirti Dutta, Oxford University Press
- Service Management, Fitzsimmons and Fitzsimmons, Irwin/McGraw-Hill

Suggested Reference Books:

1. Service operations management - Improving service delivery, Robert Johnston, Graham Clark, Pearson Publication
2. Services Sector Management An Indian Perspective, C. Bhattacharjee
3. Baldrige – Just What the Doctor Ordered, Quality Progress, Nelson

Semester III		305 OSCM - Logistics Management
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO305OSCM.1	REMEMBERING	DEFINE basic terms and concepts related to Logistics management.
CO305OSCM.2	UNDERSTANDING	EXPLAIN the infrastructure of logistics, its linkage with various types of communication modes.
CO305OSCM.3	APPLYING	DESCRIBE the various dimensions of logistics management and transport, their inter-linkages with different types of freights.
CO305OSCM.4	ANALYSING	CALCULATE logistic costs and various classification methods of reducing the cost. Involving the information technology and its impacts.
CO305OSCM.5	EVALUATING	OUTLINE a typical logistic framework and services. ILLUSTRATE the linkages with its dynamic storage system / Customer Issues, Logistic and Business Issues in a real world context.
CO305OSCM.6	CREATING	DISCUSS modern real world logistical systems using the various concepts in the syllabus.

1. **The Principles of Logistics:** Definitions and Significance of Logistics. Logistical System of Services Elements of Logistics, Distinction between Procurement Logistics, Production Logistics and Distribution Logistics, Service Level, Logistics and Corporate Strategy, Supply Chains and Networks. (7+2)
2. **Logistics Systems:** Logistical Infrastructure, Basic Terminology, Types and Functions, Transport Infrastructure and Superstructure, Transport Routes and Transport Networks, Logistics Real Estate, Logistics Parks, and Freight Villages, Information Infrastructure and Communication Infrastructure, Telecommunication Infrastructure, Satellite Systems and Satellite Navigation. (8+2)
3. **Transport Systems and Logistics Services:** Transport Basics, Significance and Development, Modes of Transport and Transport Technologies, Transport Value and Transport Affinity, Road Freight Transport, Rail Freight Transport, Sea Freight Transport, Inland Waterway Transport, Air Freight Transports, Pipeline Transport. (8+2)
4. **Logistics Service Providers:** Carriers and Forwarders, Courier, Express Parcel and Mail Service Providers, Systems Service Providers and Contract Logistics Providers. IT in Logistics, Communication Standards, Identification Standards, Classification of IT in the Fields of Inventory and Warehousing. (7+2)
5. **Warehousing, Handling, and Picking Systems:** Warehousing, Handling, and Picking Systems, Warehousing Basics, Storage Facilities, Static Storage Systems, Dynamic Storage Systems, Conveyors, Discontinuous Conveyors, Continuous Conveyors, Sorters, Packages, Loading Units, and Load Carriers, Picking and Handling, Warehouse Organization, Inventory, Stock and Provisioning Management. (5+2)

Suggested Text Books:

1. Logistics, by Harald Gleissner and J Christian Femerling
2. Lean Supply Chain and Logistics Management, by Paul Myerson
3. Supply chain logistics management, By Bowersox

Suggested Reference Books:

1. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.
2. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.
3. Supply Chain and Logistics Management: Concepts, Methodologies, Tools, and Applications, by Information Resources Management Association, US.

Subject Elective (SE) Courses - Semester III
Specialization: Operations & Supply Chain Management

Semester III		312 OSCM- Manufacturing Resource Planning
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO312OSCM.1	REMEMBERING	DEFINE basic terms and concepts related to MRP II.
CO312OSCM.2	UNDERSTANDING	DESCRIBE the integrated planning structure and functions incorporated within MRP.
CO312OSCM.3	APPLYING	ILLUSTRATE the importance of MRP as a top-management planning tool
CO312OSCM.4	ANALYSING	IDENTIFY the vertical and horizontal cross-functional integration within the MRP II planning hierarchy.
CO312OSCM.5	EVALUATING	EXPLAIN how what-if simulation, modeling, and analysis are used to produce feasible plans.
CO312OSCM.6	CREATING	DISCUSS how MRP supports the company's cost, quality, and delivery operating objectives.

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

Suggested Text Books:

- Manufacturing Resource Planning System, Mr. Oliver W. Wight
- Manufacturing Resource Planning, Mr. Khalid Shaikh,
- Manufacturing Resource Planning System, S. M. Emberville

Suggested Reference Books:

- Operations Management by Terry Hill, Palgrave
- The fundamentals of Production Planning and Control by Stephen Chapman, Pearson

Semester III		313 OSCM- Sustainable Supply Chains
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO313OSCM.1	REMEMBERING	ENUMERATE the key concepts of Sustainable Supply Chains and Sustainable Supply Chain Management.
CO313OSCM.2	UNDERSTANDING	DESCRIBE and DISCUSS the role and importance of sustainability and sustainable development in different types of supply chains.
CO313OSCM.3	APPLYING	IDENTIFY and USE relevant established and emerging principles, frameworks and theories in sustainable logistics and supply chain management.
CO313OSCM.4	ANALYSING	INTEGRATE fundamental strategies, tools and techniques to analyze and design environmentally sustainable supply chain systems.
CO313OSCM.5	EVALUATING	DETERMINE the unsustainable impact of logistics activities, both individual, and in the wider context of the supply chain.
CO313OSCM.6	CREATING	COMPILE the managerial challenges, and FORMULATE a structured solution to these, with clear implications for relevant stakeholders.

- 1. Introduction:** Sustainable Supply Chain Concept, Supply Chain Sustainability Management, Need, Business imperatives. Leveraging Connections of the Consumer, Brand, and Environmental Sustainability, Overview of Green Supply Chain, Concept of Green Logistics, Green Logistics – Rhetoric & reality, Key drivers for greening of Logistics & Supply Chains, Benefits of Green Supply Chains. (5+1)
- 2. Closed Loop Supply chains:** Natural resource Management, Global warming, environment legislation, Managing reverse logistics, recycling through lease and service agreements, Supply Chain Integration in View of Secondary Raw Materials, Sustainable supply chain products - from cradle to cradle. (5+1)
- 3. Environmental Costs of Logistics:** Arguments for and against internalizing environmental costs of logistics, Monetary calculation of environmental costs, Concept of Carbon Credits, Guidelines for carbon foot printing, Carbon foot printing process, success factors in carbon foot printing, Carbon Auditing of Supply Chains, Sustainable transportation, Greening transportation in the supply chain, Reverse channel design: Profitability VS Environmental benefits. New strategies to improve sustainability through supplier assessment. (6+1)
- 4. Monitoring Performance:** Measuring and Monitoring of Sustainable Supply Chain, Evaluating the impact of SC activities on Sustainability: Economic, Environmental and Social, Visible Supply Chain - Process, Product and Performance, Product oriented monitoring, Benefits and use of performance measurement, Problems with measuring performance, Stages of Supply Chain Performance Measurement. (5+1)
- 5. Sustainable purchasing and procurement:** The role of procurement in the supply chain, Drivers and barriers for sustainable procurement, Procurement frameworks, Ecolabels, Lifecycle assessment, Comparing purchasing options. Managing future supply chain, International Supply Chain Management and Collaboration Practices. (4+1)

Suggested Textbooks:

1. Strategy for Sustainability: A Business Manifesto by A. Werbach
2. Earth, Inc.: Using Nature's Rules to Build Sustainable Profits, G. Unruh
3. The Ecology of Commerce: A Declaration of Sustainability by P. Hawken, Harper Paperbacks
4. Greening of Industry Networks Studies, Behnam Fahimnia Michael G.H. BellDavid A. Hensher Joseph Sarkis Editors
Green Logistics and Transportation A Sustainable Supply Chain Perspective
5. Environmental Issues in Logistics and Manufacturing Series editor Eco Production. Paulina Golinska, Poznan, Poland.

Suggested Reference Books:

1. Sustainable Logistics and Supply Chain Management: David B Grant, Alexander Trautrim and Chee Yew Wong
2. Logistics Operations, Supply Chain Management and Sustainability: Paulina Golinska
3. Sustainable Fashion Supply Chain Management: From Sourcing to Retailing, edited by Tsan-Ming Choi, T. C. Edwin Cheng

Semester III		314 OSCM- Business Excellence
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO314OSCM.1	REMEMBERING	REPRODUCE the essential tenets of Business Excellence in organizations with special emphasis on Operations Excellence
CO314OSCM.2	UNDERSTANDING	EXPLAIN the basic principles of various models of Business Excellence.
CO314OSCM.3	APPLYING	MAKE USE OF the concepts, tools and techniques of Business Excellence in the various areas of Operations, Supply Chain and Services
CO314OSCM.4	ANALYSING	ILLUSTRATE the various facets of development, implementation and assessment of business excellence
CO314OSCM.5	EVALUATING	FORMULATE a managerial perspective and DEVELOP an informed decision-making ability for driving Business Excellence in the various areas of Operations, Supply Chain and Services
CO314OSCM.6	CREATING	DISCUSS what makes some organizations best-in-class organizations.

1. **Business Excellence:** Business Excellence – Concept & Need. Fundamental concepts, European Foundation for Quality Management (EFQM), Malcolm Baldrige National Quality (MBNQA) framework, Deming Award, Indian BE Models such as Tata Business Excellence Model, Golden Peacock Award by the Institute of Directors (IOD), CII-EXIM Bank Award for Business Excellence, Rajiv Gandhi National Quality Award (RGNQA), etc, Core Values and Concepts, TQM Vs Business Excellence, Paradigm Shift. (5+1)
2. **Leadership triad:** Leadership, Strategy and Customers, Role of Senior Leadership and communication, Vision, Mission and Values, Organizational Governance, Strategy - Strategy development and deployment process, Tools and Techniques for strategy development and deployment - Hoshin Kanri, BSC, etc. Customers – Voice of Customer, current and potential customers, Customer Satisfaction and Engagement, Product and Service Offerings. (5+1)
3. **Results triad:** People, Operations and Results, Results flowing from all areas of organization, Measurement, Analysis, and Knowledge Management, Overall Performance Management. (5+1)
4. **Assessment:** Assessment of organizations based on BE Models and guidelines, developing assessors, Factors in assessment, scoring bands, global scale for comparison. (5+1)
5. **Comparisons and Benchmarking:** Benchmarking within organization, across the BUs and sister organizations, benchmark grid, benchmarking with competitors and global benchmarks. (5+1)

Suggested Textbooks:

1. The Business of Excellence: Building High-performance Teams and Organizations by Justin Hughes, Bloomsbury Publishing.
2. Achieving Class A Business Excellence: An Executive's Perspective by Dennis Groves, Kevin Herbert and Jim Correll, Wiley Publications
3. Design for Operational Excellence: A Breakthrough Strategy for Business Growth by Kevin J. Duggan, McGraw-Hill Education
4. From Quality to Business Excellence: A Systems Approach to Management by Charles G. Cobb, ASQ PR
5. Business Excellence through Process Management by Manik Kher, VIVA BOOKS

Suggested Reference Books:

1. Achieving Business Excellence by Pravin Rajpal, Om Books International
2. Creating a Lean Culture: Tools to Sustain Lean Conversions by David Mann, CRC Press
3. Measuring Business Excellence, Routledge Advances in Management and Business Studies Book
4. EFQM, MBNQA, RGNQA Guidelines
5. 54 Tools and Techniques for Business Excellence by Michael Wash, Management Books

Semester III		315 OSCM- Toyota Production System
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO315OSCM.1	REMEMBERING	DESCRIBE 14 principles of the Toyota Way.
CO315OSCM.2	UNDERSTANDING	RELATE the TPS with other business situations.
CO315OSCM.3	APPLYING	IMPLEMENT TPS principles to a real-life situation.
CO315OSCM.4	ANALYSING	EXAMINE the application of TPS principles in a service or manufacturing unit/ organization.
CO315OSCM.5	EVALUATING	DESIGN a process for executing Improvement Initiatives at workplace.
CO315OSCM.6	CREATING	BUILD an organization culture to foster continuous improvement.

- The Toyota Way:** Using Operational Excellence as a Strategic Weapon. Toyota Production System Vs Lean Production, what does it actually mean by getting Lean, The Heart of the Toyota Production System - Eliminating Waste, The TPS House Diagram (5+1)
- The 14 Principles of the Toyota Way:** An executive summary of the culture behind TPS, Toyota Way in action, Long Term Philosophy, creating continuous process flow, Pull system to avoid over production. (5+1)
- Leveling Workload (Heijunka), Getting quality right the first time, Standardization of the task, Use of Visual Control, Use of reliable technology. (5+1)
- Leadership:** Role of Leaders in Manufacturing Philosophy, Development of Exceptional Teams, Challenging and respecting extended networks, see yourself to understand the situation, Developing decisions with consensus. (5+1)
- Organizational Aspects:** Become a learning organization, Continuous Improvement, Using the Toyota Way to transform organizations, Lean Manufacturing, Lean, Agile and Sustainable Manufacturing. (5+1)

Suggested Text Books:

- The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer by Jeffrey K. Liker McGraw-Hill

Suggested Reference Books:

- The Toyota Kaizen Continuum: A Practical Guide to Implementing Lean by John Stewart , Taylor and Francis Group
- The Toyota Way Field book A Practical Guide for Implementing Toyota's 4 Ps by Jeffrey K. Liker and David Meier, Tata McGraw-Hill Edition

Semester III		316OSCM- Operations & Service Strategy
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO316OSCM.1	REMEMBERING	ENUMERATE the key components of operations strategy.
CO316OSCM.2	UNDERSTANDING	EXPLAIN the linkages between operations strategy and competitive advantage as the basis of competitive position through superior product development, cost, quality, features.
CO316OSCM.3	APPLYING	ILLUSTRATE the broader context of business strategy & fit between manufacturing and operations capabilities and the business strategy
CO316OSCM.4	ANALYSING	EXAMINE the concepts of competitive leverage using manufacturing and operations, the fit of the various elements of manufacturing and operations, the impact of the competitive environment, and the structure of the value chain.
CO316OSCM.5	EVALUATING	DESIGN the operations and service strategy.
CO316OSCM.6	CREATING	FORMULATE an operations strategy (long-term plan) and link with operational decisions.

1. **Operations Strategy:** Introduction, Relationship Between business grand strategies & the operations strategy, Strategic issues in manufacturing / operations, Elements of Operations Strategy, Competing through operations. Operation strategy in global economy, Changing nature of business, Quality, Customer service and cost challenges and social responsibility, Current perspective-Strategic fit (5+1)
2. **Methodology for Developing Operations Strategy:** Value as business concept, Strategy- Formulation Process.– Value Chain concept , Focus, core competence and distinctive capabilities, stake holders & strategy, Checking markets, Outcome of Market debate – Linking manufacturing to Markets – strategic integration – why products sell in the markets – Order Winners, Order Qualifiers. Lean systems-Eliminating waste.
3. **Operation Strategy Implementation:** Technology strategy Issues in New Product development Time to market – strategic nature of process– Business implication of Process choice – Hybrid Process. Change management and Sustainability Procedure – company or plant-based profiles – decisions for product reallocation – downsizing – Capacity decisions Progression & Regression (5+1)
4. **Strategic Resource Management:** Importance, issues involved – organizational issues operational approaches to improving, delivery system, controlling operations – key performance Indicators, PQCDMS (Productivity, Quality, Cost, Delivery Time, Safety, Morale)
5. **Service Strategy:** Introduction, The service opportunity, Service growth- How to grow in service, Service Focus Strategy, Design an Effective service organization, Service Supply Chain, Service Pricing, Service Innovation. (5+1)

Suggested Text Books:

1. Operations Management Theory & Practice – B. Mahadevan - Pearson
2. Operations Now by Byron Finch, TMGH
3. Operations Research – by Nita Shah, Ravi Gor, Hardik Soni- Prentice Hall India

Suggested Reference Books:

1. Operations Management by Norman Gaither, Greig Fraizer, Cengage Learning, India Ed.
2. Operations Management by Terry Hill, Palgrave

Semester III		317 OSCM- Six Sigma for Operations
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO317OSCM.1	REMEMBERING	DESCRIBE the Key Concepts and Definitions associated with Quality Management, Six Sigma and Process of Six Sigma
CO317OSCM.2	UNDERSTANDING	SUMMARIZE the six-sigma philosophy along with understanding of 7 QC Tools.
CO317OSCM.3	APPLYING	PREDICT the change due to Six Sigma Implementation and Application of Six Sigma tools in new settings
CO317OSCM.4	ANALYSING	APPRECIATE use of Six Sigma for services performance improvement and strengthening the Organizational Structures
CO317OSCM.5	EVALUATING	DECIDE control chart to use for given set of data and ROSS (Return on Six Sigma)
CO317OSCM.6	CREATING	CREATING a Case for Business Models in Different Industries/Proposing a Strategy by Studying the cases of Successful Six Sigma Implementation

1. **Introduction to Lean Six Sigma:** History of Quality (Key Concepts by Quality Guru- Deming, Juran, Crosby, Ishikawa, Taguchi etc.), History of Continuous Improvement, Evolution of Six Sigma, Defining Six Sigma – philosophy and objectives, Six Sigma Principles and Focus Area, Value of Six Sigma. DMAIC Process
2. **DEFINE and MEASURE PHASE: DEFINE** - Six Sigma Project Identification, Selection and Definition, Project Charter and Monitoring, Process characteristics and analysis, Process Mapping: SIPOC- Suppliers – Inputs – Process – Outputs – Customers. **MEASURE** - Data Collection and Summarization, Measurement systems: Fundamentals, Accuracy, Precision, Discrimination, R&R Studies, Linearity, Process Stability, Fundamentals of statistics: Probability theory. Process capability analysis: Key Concepts, Measures and Indices, Non-normal process capability analysis, (5+1)

3. **ANALYZE and IMPROVE PHASE: ANALYZE** - Hypothesis testing: Fundamentals, Single Population Test, Two Population Test. Correlation and Regression Analysis, Regression Analysis: Model Validation. Introduction to One-Way ANOVA, Two-Way ANOVA, Multi-vari Analysis, Failure Mode Effect Analysis (FMEA) **IMPROVE** - Introduction to Design of Experiment, Randomized Block Design, Factorial Design, Fractional Factorial Design, Taguchi Method: Key Concepts and Illustrative Application. (5+1)
4. **CONTROL PHASE:** Seven QC Tools, Statistical Process Control: Key Concepts, Control Charts for Variables, Operating Characteristic (OC) Curve for Variable Control charts. Statistical Process Control: Control Charts for Attributes, Operating Characteristic (OC) Curve for Attribute Control charts. Acceptance Sampling: Key Concepts, Design of Acceptance Sampling Plans for Attributes, Design of Acceptance Sampling Plans for Variables, Return on Six Sigma – ROSS. (5+1)
5. **Six Sigma Implementation Challenges:** Design for Six Sigma (DFSS): DMADV, DMADOV, DFX Six Sigma Team Management: Composition and Layers, Six Sigma: Case study and Applications, Overview of Lean Six Sigma, Critical Success Factors in Implementation of Six Sigma. (5+1)

Suggested Text Books:

1. Daniel J. Zrymiak Govindarajan Ramu Roderick A. Munro, The Certified Six Sigma Green Belt Handbook
2. Hemant Urdhwareshe, Six Sigma for Business Excellence: Approach, Tools and Applications, Pearson Education
3. Mitra, Amitava, Fundamentals of Quality Control and Improvement, Wiley India Pvt Ltd

Suggested Reference Books:

1. T. M. Kubiak and Donald W. Benbow, The Certified Six Sigma Black Belt Handbook, Pearson Publication.
2. Montgomery, D C. Statistical Quality Control: A modern introduction, Wiley.
3. Forrest W. Breyfogle III, Implementing Six Sigma, John Wiley & Sons.
4. Evans, J R and W M Lindsay, An Introduction to Six Sigma and Process Improvement, CENGAGE Learning.
5. Howard S. Gitlow and David M. Levine, Six Sigma for Green Belts and Champions, Pearson Education, Inc.
6. Montgomery, D C. Design and Analysis of Experiments, Wiley.
7. Larson, Alan, Demystifying Six Sigma: A Company–Wide Approach to Continuous Improvement, American Management Association

Subject Core (SC) Courses - Semester IV
Specialization: Operations & Supply Chain Management

Semester IV		403 OSCM- E Supply Chains and Logistics
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO403OSCM .1	REMEMBERING	DESCRIBE the structure of modern days Logistics.
CO403OSCM .2	UNDERSTANDING	EXPLAIN the key concepts of Supply Chain Management and the – driving forces in contemporary Supply Chain Management.
CO403OSCM .3	APPLYING	IDENTIFY the various flows in real world supply chains and Logistics. IDSCRIBE the importance of documentations.
CO403OSCM .4	ANALYSING	COMPARE and CONTRAST push and pull strategies in Supply Chain Management. ANALYSE the impact of tracking system linkage in Logistics.
CO403OSCM .5	EVALUATING	EXPLAIN the key Operational Aspects of E Procurement.
CO403OSCM .6	CREATING	DEVELOP a framework for e-logistics

- 1. Introduction to E-logistics:** Nature and Scope of E Logistics, Forward E-logistics, Reverse E-logistics, Challenges of E-logistics, environmental issues, e-business strategy, Application for E-logistics in Business to business and Business to consumers, Logistics renovation towards E-logistics, New trends and technology in logistics. (7+2)
- 2. e-Supply Chain Management:** Competitive advantages through e-Supply chain management, Process orientation as a basic understanding in the value creation process, Holistic approach to supply chain management, e-Supply Chain Management as a concept for success, Collaborative Commerce: The future in e-SCM , e-Supply chain system, Elements of e-supply chains, Characteristics of e-SCM, Structuring the e-SCM business architecture strategy. (7+2)
- 3. E-logistics documentation:** Electronic data interchange, ERP Enterprise resource planning systems, Intranets and extranets – The world wide web, Web-enabled relational databases, data warehouses and data marts, Decision support systems. (6+2)
- 4. E-Tracking Systems:** ASNs, tracking systems, Satellite global positioning systems (GPS) and geographic information systems (GIS), Bar-coding and scanning, Electronic signature technology, Wireless technology, Radio frequency identification (RFID). (8+2)
- 5. E-Supply Chains & Logistics:** Electronic procurement (e-Procurement): Transport and delivery management, Packing and order management, Inventory and warehousing, E-business logistics and its benefits. E-Sales: e-Sales in the e-Commerce environment, CRM as a philosophy, e-Distribution: distribution strategies in the e-age, e-Payment: transactions along the e-Supply chain, e-SCM scorecard: controlling in e-Supply chain management. (8+2)

Suggested Text Books:

1. E-Supply-Chain-Management, Prof. Dr. Helmut H. Wannenwetsch, Sascha Nicolai
2. Applications of Supply Chain Management and E-Commerce Research, Joseph Geunes, Elif Akçali... in Applied Optimization
3. Supply chain management, Engaging technology to build market – winning business partnerships, David F Ross
4. Supply Chain Management, Oliver Lawrenz... in Business Computing
5. Logistics, Harald Gleissner J. Christian Femerling
6. Lean Supply Chain and Logistics Management Paul Myerson

Suggested Reference Books:

1. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.
2. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.

Semester IV		404 OSCM- Industry 4.0
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404OSCM .1	REMEMBERING	DEFINE industrial revolutions and its different aspects.
CO404OSCM .2	UNDERSTANDING	EXPLAIN the role of technology pillars of Industry 4.0.
CO404OSCM .3	APPLYING	DEMONSTRATE the use of data in effective decision making.
CO404OSCM .4	ANALYSING	ILLUSTRATE the need of cyber physical system for sustainable competitive advantage.
CO404OSCM .5	EVALUATING	EXPLAIN the challenges faced by various industries in full fledge implementation of Industry 4.0
CO404OSCM .6	CREATING	DEVELOP a framework for any organization using base of Smart Industry Readiness Index Proposed by Singapore EDB

- Decoding Various Aspects of Industrial Revolutions :** The 4th Industrial Revolution: The Various Industrial Revolutions, Japanese vs. Western approach for manufacturing excellence, Introduction to Industry 4.0, Overview on Mechatronics, Sensing and Actuation, Communication and Networking, Digitalization and the Networked Economy, Drivers, Enablers, Compelling Forces and Challenges for Industry 4.0, The Journey so far: Developments of Industry 4.0 in developed countries. Comparison of Industry 4.0 Factory and Today's Factory, Developments in Industrial revolution, its impact on governments, businesses, civil society and individuals, and offers bold ideas. (7+1)
- Way to Fourth Industrial Revolution:** Features and uniqueness of the Cyber-physical Systems, Introduction to Pillars of Industry 4.0, Collaborative Platform and Product Lifecycle Management, Manufacturing as a Administration, Horizontal and Vertical Integration. Smart Factory, Smart Manufacturing, Smart Devices and Products, Smart Logistics, Smart Cities. Internet of Things (IoT) & Industrial Internet of Things (IIoT) and Introduction to IIoT layers, Overview of Reference Architectural Model Industrie 4.0 (RAMI 4.0), Internet of Services. (8+2)
- Data and Analytics:** Resource-based view of a firm and importance of data as a new resource for organizations, Big data analytics (BDA) and significance of V's of big data. Overview of Software Defined Network (SDN), Harnessing and sharing knowledge in organizations, Four types of Analytics: Descriptive, Diagnostics, Predictive, and Prescriptive Analytics, Artificial Intelligence, Cloud Computing Basics. (7+2)
- Ecosystems for Industry 4.0:** Robots and Cobots, Mobile Computing, Supporting Systems and related disciplines for I4.0 such as Augmented Reality, Virtual Reality and Mixed Reality, Additive Manufacturing, Automated Guided Vehicle (AGV), Cyber Security. (7+2)
- Challenges, Preparedness and Use Cases:** Opportunities and Challenges, Future of Work system and skill requirements, Leadership for Industry 4.0, Strategies for competing in an Industry 4.0 era, Introduction to Smart Industry Readiness Index (SIRI), Overview of Society 5.0. Other Applications and Case Studies Industry 4.0 laboratories (CII 4.0), IIoT case studies across world: Sector-wise and/or Function-wise e.g. Healthcare, Automobile, Banking, Power etc. or Inventory Management, Quality Control, Plant Safety and Security, Facility Management etc. (Minimum 1) (7+2)

Suggested Text Books:

- The Fourth Industrial Revolution, by Klaus Schwab, Portfolio Penguin
- Industry 4.0: The Industrial Internet of Things, by Alasdair Gilchrist
- Industry 4.0: Entrepreneurship and Structural Change in the New Digital Landscape (Studies on Entrepreneurship, Structural Change and Industrial Dynamics), by Tesselano Devezas, Joao Leitao, Askar Sarygulov, Springer International Publishing
- "Industrial Internet of Things: Cyber manufacturing Systems" by Sabina Jeschke, Christian Brecher, Houbing Song, Danda B. Rawat (Springer)

Suggested Reference Books:

- Analysing the Impacts of Industry 4.0 in Modern Business Environments, by Richard Brunet-Thornton and Felipe Martinez, IGI Global

2. The 4th Industrial Revolution: Responding to the Impact of Artificial Intelligence on Business, Book by Felix Hovsepian and Mark Skilton
3. Industry X.0: Realizing Digital Value in Industrial Sectors, by Eric Schaeffer, Kogan Page
4. Analysing the Impacts of Industry 4.0 in Modern Business Environments, Felipe Martinez; Richard Brunet-Thornton; IGI Global

Subject Elective (SE) Courses - Semester III
Specialization: Operations & Supply Chain Management

Semester IV		409 OSCM- Enterprise Resource Planning
2 Credits	LTP: 2:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO409OSCM.1	REMEMBERING	DESCRIBE the key concepts of ERP systems for manufacturing or service organizations.
CO409 OSCM.2	UNDERSTANDING	EXPLAIN the scope of common ERP Systems modules.
CO409 OSCM.3	APPLYING	DEVELOP basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth.
CO409 OSCM.4	ANALYSING	EXAMINE the challenges associated with implementing enterprise systems and their impacts on organizations.
CO409 OSCM.5	EVALUATING	JUSTIFY selection of an appropriate ERP transition strategy.
CO409 OSCM.6	CREATING	FORMULATE best selection and implementation strategy in a real setting.

- 1. Introduction to ERP:** Evolution of ERP, Reasons for the Growth of ERP, Scope of ERP systems, General model of business and ERP, Three Tier Architecture of ERP, Various Modules of ERP, Benefits and Risks of ERP, ERP and related technologies – Data mining, data warehousing, On-Line Analytical Processing (OLAP), Supply Chain Management (SCM), Customer Relationship Management (CRM), Geographical Information Systems (GIS).(5+1)
- 2. ERP Modules:** Introduction; Finance, HRM, Production Planning, Plant Maintenance, Quality Management, Materials Management and Manufacturing Management. (5+1)
- 3. Business Process Reengineering (BPR):** Introduction, need of BPR, Pros and Cons of BPR, reasons for failure and success of BPR, Reengineering phases, Role of IT in BPR, **Selection of ERP vendors:** Role of vendors, consultants and users, Vendor selection process, In-House Implementation - Pros and Cons. (5+1)
- 4. ERP Implementation Lifecycle:** Issues in Implementing ERP Packages; Pre-evaluation Screening; Package Evaluation; Project Planning Phase; Gap Analysis; Reengineering; Configuration; Implementation; Team Training; Testing; Going Live; End-User Training; Post Implementation (Maintenance Mode), Success and failure factors of ERP implementation. (5+1)
- 5. ERP Transition Strategies -** Big Bang Strategy, Phased Implementation, Parallel Implementation, Process Line Transition Strategy, Hybrid Transition Strategy, Strategy Choice; Success and failure factors of an ERP implementation; ERP implementation costs; Organization and working of ERP implementation team. (5+1)

Suggested Text Books:

1. Enterprise Resource Planning-Text and Cases, Rajesh Ray, Tata McGraw Hill
2. Enterprise Resource Planning, Alexis Leon, Tata McGraw Hill
3. Enterprise Resource Planning – A Managerial Perspective, Veena Bansal, Pearson
4. Vinod Kumar Garg, N. K. Venkitakrishnan, Enterprise Resource Planning: Concepts and Practice, PHI

Suggested Reference Books:

1. Enterprise Resource Planning, Mary Sumner, Pearson Education
2. Enterprise Resource Planning- A Managerial Perspective, D P Goyal, Tata McGraw Hill
3. Textbook of Enterprise Resource Planning, Mahadeo Jaiswal and Ganesh Vanapalli, Macmillan
4. Manufacturing Resource Planning (MRP II) with Introduction to ERP; SCM; an CRM by Khalid Sheikh, Publisher: McGraw-Hill
5. The Impact of Enterprise Systems on Corporate Performance: A study of ERP, SCM, and CRM System Implementations [An article from: Journal of Operations Management] by K.B. Hendricks; V.R. Singhal; and J.K. Stratman, Publisher: Elsevier
6. ERP and Supply Chain Management by Christian N. Madu, Publisher: CHI 4. Implementing SAP ERP Sales & Distribution by Glynn C. Williams, Publisher McGraw-Hill

Semester IV		410 OSCM- World Class Manufacturing
2 Credits	LTP: 2:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO410OSCM.1	REMEMBERING	DEFINE the basic terms associated with Manufacturing Excellence and World Class Manufacturing
CO410OSCM.2	UNDERSTANDING	SUMMARIZE the features of various frameworks used for World Class Manufacturing
CO410OSCM.3	APPLYING	IDENTIFY the challenges to manufacturing industry in the information age
CO410OSCM.4	ANALYSING	ANALYZE the usage of Information management tools, Material processing and handling tools.
CO410OSCM.5	EVALUATING	EVALUATE the country's preparedness for World Class Manufacturing
CO410OSCM.6	CREATING	ESTIMATE the performance of manufacturing firms with the measurement system to determine the readiness for World Class Manufacturing

- World Class Manufacturing and the Information Age:** Information Age, Competing in the Information Age. Business challenges of the Information Age, Operating Environment of the Information Age. India's global Competitiveness and Manufacturing Excellence. World Class Manufacturing and the Information Age Competition, Manufacturing Challenges of the Information Age – Time based competition. Managing knowledge, Problems in the Manufacturing Industry – Coordination, Need for Control, Fragmented Information Infrastructure, Insufficient process ability of available information. (5+1)
- World Class Manufacturing and Competitive Advantage:** Manufacturing Excellence and Competitiveness. Concept of World Class Manufacturing. Hall's Framework of Value-added Engineering, Schonberger's framework of World Class Manufacturing, Gunn's model of World Class Manufacturing, Maskell's model of World Class Manufacturing. The Philosophy of World Class Manufacturing, The Evolution of World Class Manufacturing, The first principles of World Class Manufacturing, The Practices of World Class Manufacturing, Quality in World Class Manufacturing. (5+1)
- World Class Manufacturing - Systems and Tools:** The integration imperative, Overview of systems and tools, Making sense of the manufacturing alphabet soup, Information management tools, Material processing and handling tools. Information management tools – Product and Process Design Tools, Bar Code Systems, Kanban, SQC, Business Integration and Decision Support Tools. Material processing and handling tools – Flexible Manufacturing Systems, Rapid Prototyping, Lean production tools, Poka Yoke, SMED. An assessment of Manufacturing systems and tools. (5+1)
- World Class Manufacturing –Indian Scenario:** Competitiveness of Indian Manufacturing, Manufacturing Performance and planned strategies of Indian Manufacturing firms. Manufacturing readiness of Indian Firms, Manufacturing Objectives and strategy. Usage of management tools and technologies, Manufacturing Management Practices, The Manufacturing Strategic Intent Framework, Strategic use of IT in Indian Manufacturing, Classification by breadth of IT infrastructure and depth of manufacturing applications, Classification by breadth and integration of IT infrastructure, Manufacturing Strategy – World class Status and IT Use: Is India Ready for World Class Manufacturing? (5+1)
- Leading India towards World Class Manufacturing:** Business Strategy and Global Competitiveness. Generic Manufacturing Strategies for the Information Age. Developing strategic thinking in manufacturing, Issues in Strategic planning for World Class Manufacturing, Barriers to using IT strategically. Strategic Planning Methodology for World Class Manufacturing, Implementing the World Class Manufacturing Plan, Need for performance measurement –The PO-P System, The TOPP System, The AMBITE System, Quality Performance, Cycle Time, Delivery Performance and Customer Service, Financial Performance Measures, The Balanced Score Card, Human Resource Dimensions in World Class Manufacturing – Morale and Teamwork. (5+1)

Suggested Text Books:

- World Class Manufacturing – A Strategic Perspective by B S Sahay, K B C Saxena, Ashish Kumar, Macmillan Publishers India Ltd.
- World Class Manufacturing by K. Sridhara Bhat, Himalaya Publishing.

Suggested Reference Books:

1. Making Common Sense Common Practice – Models for Manufacturing Excellence by Ron Moore, Elsevier Pub., 3rd Ed.
2. Competitive Manufacturing Management by John Nicholas, TMGH.
3. The Japanese Manufacturing Techniques by Richard Schonberger, The Free Press
4. Just in Time Manufacturing by M. G. Korgaonker, Macmillan Publishers India Ltd.

Semester IV		411 OSCM- Supply Chain Strategy
2 Credits	LTP: 2:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO411OSCM.1	REMEMBERING	DEFINE basic terms and concepts related to Strategy, Supply Chain
CO411OSCM.2	UNDERSTANDING	EXPLAIN the SC Components and Processes
CO411OSCM.3	APPLYING	ILLUSTRATE the importance of SC strategies on competitive advantage.
CO411OSCM.4	ANALYSING	OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages of strategies with real time issues using Information Technology.
CO411OSCM.5	EVALUATING	EVALUATE and EXPLAIN impact of strategic decisions on SC
CO411 OSCM.6	CREATING	FORMULATE and DISCUSS a model for SCM strategies

1. **SC and Business Strategy:** Understanding Strategy and SC, Objectives of SC, decision phases, process strategies. Generic strategies in SC – Competitive & SC strategies, Strategies for SC--fit-demand based, commodity based, cost centric. Strategies to deal with uncertainty, Competitive advantage through SC Strategies. (5+1)
2. **Supply Chain Strategies -- Planning and scheduling:** Demand forecasting – Role of forecasting in SC, Components of forecasting, Forecasting models, Aggregate planning- Inventory, Transportation, Pricing, Information, Internal logistics, Transportation using LP (numerical). Sales and Operation planning – responsiveness of predictive variables, sales planning at real time. Scheduling in SC – impact, obstacles, tactics, importance. (5+1)
3. **SC Strategy and Distribution Network:** SC Strategy--Supplier Strategy, Operations Strategy, Logistics Strategy. Designing distribution networks – Factor affecting distribution, Framework, online sales, Omni-channel retailing, different network models for designing, identifying and allocating. Global SC networks – impact, importance, risk management in SC. (5+1)
4. **Performance measures in SC Strategy:** Financial measures - Cost of raw materials, Revenue from goods sold., Activity-based costs like the material handling, manufacturing, assembling rates etc. Inventory holding costs, Transportation costs, Cost of expired perishable goods, Penalties for incorrectly filled or late orders delivered to customers, Credits for incorrectly filled or late deliveries from suppliers, Cost of goods returned by customers, Credits for goods returned to suppliers. Non – Financial measures - Cycle Time, Customer Service Level, Inventory Levels. Resource Utilization. (5+1)
5. **SC Strategy and Information Technology:** SC Strategies and Information Technology, Role of IT in SC, Application of strategies in retail and healthcare, Building SC models using Excel, Agile vs Lean strategies, LeAgile supply chain management strategy, Green SCM, Future trends in SC. (5+1)

Suggested Text Books:

1. Supply Chain Management: Strategy Planning & Operations, Sunil Chopra, Peter Meindl, Pearson
2. Supply Chain & Logistics Management, Bowersox, Closs & Cooper, Tata McGraw Hill
3. Designing & Managing the SC – Concepts, Strategies & Case studies, Levi, Kaminsky et. al., Tata McGraw Hill

Suggested Reference Books:

1. Logistics Management & Strategy, Harrison and van Hoek, Prentice Hall
2. Total Supply Chain Management, Basu & Wright, Elsevier
3. Logistics Management: The Supply Chain Imperative, Vindo Sople, Pearson Education
4. Supply Chain Management, Mentzer, Response Books.

Semester IV		412 OSCM- Financial Perspectives in Operations Management
2 Credits	LTP: 2:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO412OSCM.1	REMEMBERING	REMEMBER basic concepts used in cost management, Budgeting and activity-based costing
CO412OSCM.2	UNDERSTANDING	UNDERSTAND the importance of cost management as key to profitability.
CO412OSCM.3	APPLYING	CALCULATE NPV, PI, IRR, BCR, NBCR, Project cost overruns and cost control with Microsoft Excel.
CO412OSCM.4	ANALYSING	Outline capital budgeting techniques used in Operations.
CO412OSCM.5	EVALUATING	Explain the role of Financial Institutions in project financing
CO412OSCM.6	CREATING	Solve the real time issues involved in Operations and Project Management using appropriate method in order to reduce the costs.

- Cost Management:** Cost management tools-life cycle costing, target costing, kaizen costing, JIT & theory of constraints, BPR and bench marking. Working Capital Management –Concept, Components, Scope, Practical applicability. Make or buy, hire vs purchase (Numerical & Analysis) (5+1)
- Activity Based Costing:** Concept and basic knowledge, applicability, Limitations, Simple Numerical. Cost Concepts, behaviour, type, allocation, apportionment and absorption along with nature, applicability and limitations of Job & Process Costing. (5+1)
- Budgeting:** Budgeting – nature, administration and effectiveness; budgeting cycle; activity-based budgeting; kaizen approach; ZBB; performance budgeting; human aspects of budgeting. (5+1)
- Capital Budgeting:** The Capital Budgeting Concept & Process - An Overview, Generating Investment Project Proposals, Estimating Project, After Tax Incremental Operating Cash Flows, Capital Budgeting Techniques, Project Evaluation and Selection - Alternative Methods, Potential Difficulties , Project Monitoring – Progress Reviews and Post - Completion Audits, Problem of Project Risk, Total Project Risk, Capital Rationing , Decision Tree. (5+1)
- Project Cost Estimate and Risk Analysis:** Cost of project, Components of capital cost of a project, Project Risk Analysis, Project Organization. Project Evaluation and Audit: Sources of financing, Role of Financial Institutions in project financing, Data required for calculation of NPV, PI, IRR, BCR, NBCR, Project cost overruns and cost control, Phases of post audit, Type of post audit, Project closure (Use of Microsoft Excel/MS Project is Recommended.) (5+1)

Suggested Text Books:

- Financial Management by I.M. Pandey, Vikas Publications
- Financial Management by M.Y.Khan & P.K.Jain, TMGH
- Project Management by K. Nagarajan, New Age Publications

Suggested Reference Books:

- Financial Management by Rajiv Shrivastava & Anil Mishra, Oxford Publication
- Corporate Financial Management by Arnold Glen, Pearson Publication

Semester IV		413 OSCM- Facilities Planning
2 Credits	LTP: 2:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO413OSCM.1	REMEMBERING	DESCRIBE the concepts and principles of Facilities Planning.
CO413OSCM.2	UNDERSTANDING	EXPLAIN the key considerations in Facilities Planning.
CO413OSCM.3	APPLYING	ILLUSTRATE the use of the concepts and principles of Facilities Planning.
CO413OSCM.4	ANALYSING	EXAMINE the practical layouts in real world in light of the theoretical concepts and principles of Facilities Planning.
CO413OSCM.5	EVALUATING	EVALUATE various approaches to Facilities Planning.
CO413 OSCM.6	CREATING	REARRANGE existing layouts for enhanced outcomes.

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

Suggested Text Books:

1. Facilities Planning by Tompkins, White, Bozer and Tanchoco, Wiley India
2. Operations Management – Theory and Practice by B Mahadevan, Pearson
3. The Goal by E M Goldratt and Cox J, Great Barrington, North River

Suggested Reference Books:

1. Operations and Supply Management by Chase, Shankar, Jacobs and Aquilano
2. Operations Management by Terry Hill, Palgrave.
3. Operations Management – Quality and Competitiveness in a Global Environment by Russell and Taylor, Wiley India

Semester IV		414 OSCM- Purchasing and Supplier Relationship Management
2 Credits	LTP: 2:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO414OSCM.1	REMEMBERING	DESCRIBE the Purchasing Process and its importance in organizations.
CO414OSCM.2	UNDERSTANDING	Students will understand the impact of purchasing on competitive success and profitability of modern-day organizations.
CO414OSCM.3	APPLYING	MAKE USE OF the various Negotiation technique in the context of Purchasing process.
CO414OSCM.4	ANALYSING	ILLUSTRATE how Supplier evaluation and selection is done in organizations and its relationship with corporate Strategy.
CO414OSCM.5	EVALUATING	EXPLAIN the importance of Performance Measurement & Evaluation in operations management.
CO414 OSCM.6	CREATING	BUILD A purchasing strategy for a real world situation.

- 1. Purchasing Process, Policy & Procedures:** Overview of Purchasing & Supply Chain Management, Purchasing Objectives, Responsibilities of Purchasing, Types of Purchases, Improving Purchase Process, Purchasing Procedures, Policy Overview – What makes an effective Policy, Advantages & Disadvantages of Policies, Policies defining - Role & conduct of Purchasing, Buyer-Supplier Relationship, Operational Issues, Ethical considerations in Purchasing. (5+1)
- 2. Purchasing of Services:** Hidden Opportunities, Planning the statement of work, Writing the statement of work, selecting service contractors, Compensating Service suppliers, Professional services, Technical services, Operating services, Contract administration, Develop a sound Procedure for Evaluation. (5+1)
- 3. Strategic Sourcing – Supplier Evaluation & Selection:** Linking Purchasing and Corporate Strategy. Translating Corporate Objectives into Purchasing Goals, Translating Purchasing Objectives into Purchasing Goals, Purchasing Strategy Development Process, Types of Purchasing Strategies, Supply Base Optimization, Critical Role of In-sourcing / Outsourcing, The In-sourcing / Outsourcing Decision Process, Make or Buy, Supplier Evaluation and Selection Process, Need for Supplier Selection, Identifying key sourcing requirements, Evaluation and Selection, Key Supplier Evaluation Criteria. (5+1)
- 4. Negotiation & Contracts Management:** Objectives of negotiation, when to negotiate, The negotiation Process, Preparation, Establishing the Objectives, Dynamics of Negotiation, Phases in face-to-face negotiation, Negotiation Techniques – traditional, collaborative, price analysis, cost analysis. Types of Contracts – Fixed Price, Cost based / Indexation, Long term, Short term. Consideration when selecting contract types, How to write a Contract. Essential elements of Contract, Purchase Order (P.O), Difference between P.O & Contract. (5+1)
- 5. Performance Measurement & Evaluation:** Why Measure Performance, Problems with Purchasing Measurement and Evaluation. Purchasing Measurement Categories – Price Performance Measures, Cost-Effectiveness Measures, Quality, Time related Measures, Technology Innovation Measures, Physical Environment and Safety, Asset Management and Integrated SC Measures. Administration and Efficiency Measures, Developing a Performance Measurement and Evaluation System - Determining which Performance Categories to Measure, Developing Specific Performance Measures, Establish Performance Objectives for each Measure, Finalize system Details, Implement and Review. (5+1)

Suggested Text Books:

1. Purchasing & Supply Chain Management by Monczka, Trent, Handfield, Cengage South Western.
2. Purchasing & Supply Chain Management by Lysons and Farrington, Pearson Education.

Suggested Reference Books:

1. Purchasing & Supply Chain Management by Dobler, Burt, TMGH
2. New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing.
3. Extending the Supply Chain by Boyer, Forhlich and Hult, PHI.

Semester IV		415 OSCM- Strategic Supply Chain Management
2 Credits	LTP: 2.0.0	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO415OSCM.1	REMEMBERING	DEFINE Key configuration components of Strategic Supply Chain Management.
CO415OSCM.2	UNDERSTANDING	EXPLORE Process Architecture and Toolkits of in Strategic Supply Chain Management
CO415OSCM.3	APPLYING	ILLUSTRATE the Design Organization for Performance and Organizational Change
CO415OSCM.4	ANALYSING	EXAMINE the Right Collaborative Model and Drivers of collaboration of Strategic Supply Chain Management
CO415OSCM.5	EVALUATING	ILLUSTRATE Use of Metrics to Drive Business Success and Roadmap to change
CO415 OSCM.6	CREATING	DEVELOP the architecture of a supply chain.

- Supply chain as Strategic Asset** - Key configuration components - Operations strategy, Outsourcing strategy, Channel strategy, Customer service strategy, Asset network, Criteria of robust SC strategy - Aligned with business strategy, Aligned with customers' needs, Aligned with power position, Adaptive, Next Generation Strategy - support continuing improvements in productivity and drive the achievement of business-level outcomes. (5+1)
- Process Architecture** – SC architecture details the process, applications, and information to improve and evolve, Components of SC architecture, Tests of Supply Chain Architecture – Strategic fit, End-to-end focus, Simplicity and Integrity, Architectural Toolkits , Levels of the Supply-Chain Operations Reference-model (SCOR) Model - processes, subprocesses, and activities, Processes for End-to-End Supply Chain Management – Plan, Source, Make, Deliver and Return, Next-Generation Processes. (5+1)
- Design Organization for Performance** – Primary challenges - structure of SC organization, roles and responsibilities, right people with the right skills. Organisational Change Is an Ongoing Process – modify & redefine, Evolution of the SC Organisation, Guiding Principles for Organizational Design - organization should mirror process, every process has an accountable function or individual, Know, grow, and keep your core capabilities, Organize around the skills you need, Gaining Respect for the Supply Chain Discipline, Next-Generation Organizational Design – new roles and new skills. (5+1)
- Build the Right Collaborative Model** - Drivers of collaboration, desire to access - technology, capital-intensive technology, cost of competency to acquire, develop, or maintain, and new market effectively closed off by high entry costs or preconditions. Collaboration Spectrum model, transactional, cooperative, coordinated, and synchronized, Finding the right place on the Spectrum, The Path to Successful Collaboration - Master internal collaboration first, Define the degree of collaboration for each partner segment, Next-Generation Collaboration. (5+1)
- Use Metrics to Drive Business Success** - Why Measure, Managing Performance with Metrics, Which Metrics, Next-Generation Performance Management, Roadmap to change - advanced systems Aren't Enough, Stages of supply chain process maturity model, Characteristics of the Next Generation - transparency, flexibility, and simultaneity, Developing a Roadmap – creating the roadmap to change. (5+1)

Suggested Text Books:

- Strategic SCM – The Five discipline for top performers - Shoshanah Cohen, Joseph Roussel
- Strategic Supply Chain Management: Creating Competitive Advantage and Value Through Effective Leadership, by Samir Dani
- Supply Chain Strategies – Customer Driven & Customer Focused by Tony Hines, Elsevier
- Supply chain management – strategy, planning & operation –Sunil Chopra , Peter Meindl.

Suggested Reference Books:

- Managing the SC- A Strategic Perspective by Gattorna Walters, Palgrave Macmillan
- Extending the Supply Chain by Boyer, Forhlich and Hult, PHI, 3rd Indian Reprint
- Strategic Supply Chain Management by S. Kale, Everest Publication

4. New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing
5. Designing & Managing the SC – Concepts, Strategies & Case studies – by Levi, Kaminskyet. al., TMGH.

Subject Core (SC) Courses - Semester III
Specialization: Business Analytics

Semester III		304 BA- Advanced Statistical Methods using R
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Business Analytics

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304BA .1	REMEMBERING	RECALL all basic statistical concepts and associated values, formulae.
CO304BA .2	UNDERSTANDING	EXPLAIN the statistical tools and DESCRIBE their applications in multiple business domains and scenarios
CO304BA .3	APPLYING	APPLY time series analysis in prediction of various trends.
CO304BA .4	ANALYSING	DISCRIMINATE between various types of probability and probability distributions.
CO304BA .5	EVALUATING	FORMULATE and TEST hypothesis using tools of R.
CO304BA .6	CREATING	COMPILE various tools and functions of R programming language and use them in live analytical projects in multiple business domains and scenarios.

- 1. Statistics with R:** Computing basic statistics, Business Hypothesis Testing concepts, Basics of statistical modeling, Logistic Regression, Comparing means of two samples, Testing a correlation for significance, Testing a proportion, t test, z Test, F test, Basics of Analysis of variance (ANOVA), One way ANOVA, ANOVA with interaction effects, Two way ANOVA, Summarizing Data, Data Mining Basics, Cross tabulation. Case studies in different domains- using R. **(7+2)**
- 2. Linear Regression:** Concept of Linear regression, Dependency of variables, Ordinary Least Sum of Squares Model, Multiple Linear Regression, Obtaining the Best fit line, Assumptions and Evaluation, Outliers and Influential Observations, Multi-collinearity, Case studies in different domains- using R. Dimension Reduction Techniques – Concept of latent dimensions, need for dimension reduction, Principal Components Analysis, Factor Analysis. Case studies in different domains- using R. **(7+2)**
- 3. Probability:** Definition, Types of Probability, Mutually Exclusive events, Independent Events, Marginal Probability, Conditional Probability, Bayes Theorem. Probability Distributions – Continuous, Normal, Central Limit theorem, Discrete distribution, Poisson distribution, Binomial distribution. **(7+2)**
- 4. Predictive Modeling:**
 - (a) Multiple Linear Regression:** Concept of Multiple Linear regression, Step wise Regression, Dummy Regression, Case studies in different domains- using R
 - (b) Logistic regression:** Concept of Logistic Regression, odds and probabilities, Log likelihood ratio test, Pseudo R square, ROC plot, Classification table, Logistic regression & classification problems, Case studies in different domains- using R
 - (c) Linear Discriminant Analysis:** Discriminant Function, Linear Discriminant Analysis, Case studies in different domains- using R **(7+2)**
- 5. Time Series:** Time Series objects in R, Trends and Seasonality Variation, Decomposition of Time Series, autocorrelation function (ACF) and partial autocorrelation (PACF) plots, Exponential Smoothing, Holt's Winter Method, Autoregressive Moving Average Models (ARMA), Autoregressive Integrated Moving Average Models (ARIMA), Case studies in different domains- using R. **(7+2)**

Suggested Self Learning Courses : Basic and advanced Business Analytics, data mining and python courses on swayam platform - <https://swayam.gov.in/>.

Suggested Text Books:

1. R for Business Analytics, A Ohri
2. Data Analytics using R, Seema Acharya, TMGH

3. Data mining and business analytics with R, Johannes Ledolter. New Jersey: John Wiley & Sons.
4. Business Analytics Using R - A Practical Approach, Dr. Umesh R. Hodeghatta, Umesha Nayak
5. Statistical Methods, S.P.Gupta
6. Quantitative Techniques, L.C.Jhamb
7. Quantitative Techniques, N.D.Vohra

Suggested Reference Books:

1. Statistics for Management, Levin and Rubin
2. Statistical data analysis explained: applied environmental statistics with R, Clemens Reimann. Chichester: John Wiley and Sons
3. Data science in R: a case studies approach to computational reasoning and problem solving, Deborah Nolan. Boca Raton: CRC Press

Semester III		305 BA - Machine Learning & Cognitive intelligence using Python
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Business Analytics

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO305BA.1	REMEMBERING	DEFINE the key terms in Python, Machine Learning and Cognitive Intelligence
CO305BA.2	UNDERSTANDING	EXPLAIN the applications of Machine Learning in multiple business domains and scenarios
CO305BA.3	APPLYING	DEVELOP a thought process to think like data scientist/business Analyst
CO305BA.4	ANALYSING	ANALYSE data using supervised and unsupervised Learning Techniques
CO305BA.5	EVALUATING	SELECT the right functions, arrays of Python for Machine Learning algorithms.
CO305BA.6	CREATING	COMBINE various tools and functions of Python language in developing Machine Learning algorithms and use them in live analytical projects in multiple business domain and scenarios.

1. **Python Basics:** Overview, Python Features, Basic Syntax, Variable Types, Basic Operators, decision making, Loops, Python Data Structures - Lists and Tuples, Sets, Dictionaries, Date & time, Functions, Scope of Variables, Function overloading, Operator overloading, Objects and Classes. (9+1)
2. **Working with Data in Python:** Reading files with Open, writing files with Open, loading data with Pandas, working with and saving with Pandas, Array oriented Programming with Numpy, Data cleaning and preparation, Plotting and Visualization, data Aggregation and Group Operations.(9+1)
3. **Machine Learning and Cognitive Intelligence:** Introduction to Machine Learning- History and Evolution, Machine Learning categories: Supervised, Unsupervised and Reinforcement learning. Framework for building ML Systems-KDD process model, CRISP-DM & SEMMA, Machine learning Python packages, Machine Learning Core Libraries. Introduction to Cognitive Intelligence, Features of Cognitive Intelligence. (8+2)
4. **Supervised Learning:** Introduction to classification, Linear Regression, Metrics for evaluating linear model, Multivariate regression, Non-Linear Regression, K-Nearest Neighbour, Decision Trees, Logistic Regression, Support Vector Machines, Model Evaluation, Applications of supervised learning in multiple domains. (9+1)
5. **Unsupervised Learning:** Clustering, Hierarchical clustering, Partitioning Clustering- K-mean clustering, Applications of unsupervised learning in multiple domains. (4+1)

Suggested Self Learning Courses : Basic and advanced Business Analytics, data mining and python courses on swayam platform - <https://swayam.gov.in/>,

Suggested Text Books:

1. Machine Learning using Python - Manaranjan Pradhan, U Dinesh Kumar
2. Ultimate Step by Step Guide to Machine Language using Python: Predictive modeling concepts explained in simple terms for beginners by Daneyal Anis
3. Machine Learning by Anuradha Srinivasaraghavan and Vincy Joseph

4. Machine Learning in Python – Michael Bowles
5. Machine Learning for Absolute Beginners: A Plain English Introduction (First Edition by Oliver Theobald)

Suggested Reference Books:

1. Mastering Machine Learning with Python in Six Steps: A Practical Implementation Guide to Predictive Data Analytics Using Python by Manohar Swamynathan
2. Machine Learning by Tom Mitchell
3. Python for Data Analysis by Wes McKinney
4. Machine Learning by Rajiv Chopra
5. Machine Learning by Peter Flach
6. Introduction to Machine Learning by Alpaydin Ethem
7. Machine Learning: A step by Step Guide to Learning and Understanding from Beginner to Expert (Beginner, Intermediate and Advanced) – Ronald Anthony

Subject Elective (SE) Courses - Semester III
Specialization: Business Analytics

Semester III		312 BA- Social Media, Web & Text Analytics
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO312BA.1	REMEMBERING	DEFINE the key terms in Social Media Analytics, Web Analytics and Text Analytics
CO312BA.2	UNDERSTANDING	EXPLAIN the applications of Social Media Analytics, Web Analytics and Text Analytics in multiple business domains and scenarios
CO312BA.3	APPLYING	DEVELOP a thought process to harness the power of social media analytics to improve website or business
CO312BA.4	ANALYSING	ANALYSE Social Media Analytics and Web Analytics Tools
CO312BA.5	EVALUATING	SELECT the right metrics for Social Media Analytics and Web Analytics
CO312BA.6	CREATING	COMBINE various tools and metrics in building high impact dashboard in multiple business domains and scenarios

1. **Social Media Overview:** Social Media Introduction, definition, evolution, need of social media, Importance of Social Media, Social Media Data Sources, Use of Social Media in Business, Objective and KPIs, Measure, Content flow on Social Network, Challenges, Tools to analyse and measure social data (Facebook, Twitter, Instagram, LinkedIn, YouTube), Social Analytics and competitors, Strategy planning in Social Media Analytics. (5+1)
2. **Social Analytics - Measuring Success:** Metric categories: Divide and Conquer, Selecting the best metrics for the job, Default and Custom Metrics, Elements of effective metrics, Metrics and Strategy. Estimated Metrics: Use and Common applications, Dashboards : Definition, Purpose, Objectives, default and custom dashboards, Reports: elements of reporting, good quality of reporting, 360 overview report, Data gathering in social Media Analytics, Types of Analytics in Social Media, Charts, Machine learning in Social Media. (6+1)
3. **Web Analytics Overview:** Introduction to Web Analytics, Web Analytics 2.0, Elements of Web Analytics 2.0: Clickstream, Multiple Outcomes, Experimentation and Testing, Voice of Customer, Competitive Intelligence, Choosing the right web analytic tool, Critical Web Metrics-Visits and Visitors, Time on Page and Time on Site, Bounce Rates, Exit Rates, Conversion Rates, and Engagement, Attributes of Great Metrics, Web Metrics Lifecycle Process. (5+1)
4. **Web Analytics - Measuring Success:** Actionable Outcome KPIs-Task completion Rate, Share of Search, Visitor Loyalty and Recency, RSS/Feed Subscribers, % of Valuable Exits, Cart and Checkout Abandonment ,Days and Visits to Purchase, Average Order Value, Identify the Convertible, Measuring Macro and Micro Conversions, Building the action Dashboard, Consolidated Dashboard, Rules for High-Impact Dashboards. (6+1)
5. **Text Analytics:** Introduction to text Analytics, Processing and Understanding Text -Tokenization, Tagging Chunking, Stemming, Lemmatization, Applications of Text Analytics. (4)

Suggested Text Books:

1. Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity by Avinash Kuashik
2. Web Analytics: An Hour a Day by Avinash Kuashik
3. Web Analytics Action Hero: Using Analysis to Gain Insight and Optimize Your Business by Brent Dykes
4. Practical Web Analytics for User Experience by Michael Beasley
5. Text Analytics with Python: A Practical Real-World Approach to Gaining Actionable Insights from your Data by Dipanjan Sarkar

Suggested Reference Books:

1. Social Media Marketing Step by Step: The Guides to Instagram and Facebook Marketing- Bryan Bren
2. Social Media Analytics Strategy: Using data to optimize Business Performance – Alex Goncalves
3. Effective Advertising and Social Media: Strategy and Analytics – Gerard Tellis
4. Measuring the User Experience: Collecting, Analyzing, and Presenting Usability Metrics by Tom Tullis, Bill Albert, Morgan Kaufmann
5. Social Media Metrics: How to Measure and Optimize Your Marketing Investment by Jim Sterne, John Wiley & Sons
6. Advanced Web Metrics with Google Analytics by Brian Clifton, John Wiley & Sons

Semester III		313 BA- Industrial Internet of Things
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO313BA.1	REMEMBERING	ENUMERATE the key concepts of industry 4.0, data science in manufacturing, operations analytics and IIOT
CO313BA.2	UNDERSTANDING	DISCUSS the value added by analytics in the operations function.
CO313BA.3	APPLYING	DEMONSTRATE the practical applications of data analytics and data science in manufacturing operations.
CO313BA.4	ANALYSING	EXAMINE the Industrial Internet of Things (IIoT) and the role of Big Data Analytics.
CO313BA.5	EVALUATING	EXPLAIN the applications of analytics in operations.
CO313BA.6	CREATING	COMPILE the issues pertaining to the adoption of technologies that will shape industry

1. **Data Science for Modern Manufacturing:** Business Analytics and Big Data Driving Organizational Change, Industry 4.0, Industrial Internet, (Industrial) Internet of Things - A Platform Built for Manufacturing, Big Data and Analytics – Hardware, Platforms. Technology & Global Trends, The data-driven manufacturer, Issues and Challenges Data Science for Modern Manufacturing – Blending analytic skills and domain expertise, Rethinking business processes, Factoring in change management, Security, Data Integration. (5+1)
2. **Machine Learning:** Basics of Machine Learning, Natural-Language Processing, Autonomous Robots, Augmented Reality, and More: Simulation, Additive Manufacturing. (5+1)
3. **Industry 4.0:** LEAN Production Systems, The Fourth Revolution, Industry 4.0: Cyber Physical Systems, Industrial Processes - Sensing & Actuation, Processing, Communication. Next Generation Sensors, Collaborative Platform and Product Lifecycle Management. (5+1)
4. **Industrial IoT- Application Domains:** Healthcare, Power Plants, Inventory Management & Quality Control, Plant Safety and Security (Including AR and VR safety applications), Facility Management.
5. **Industrial IoT- Application Domains:** Oil, chemical and pharmaceutical industry, Applications of UAVs in Industries, Real case studies : Case study - I : Milk Processing and Packaging Industries, Case study - II: Manufacturing Industries - Part I, Case study - III : Manufacturing Industries - Part II, Case study – IV, Virtual Reality Lab, Case study - V : Steel Technology Lab

Suggested Textbooks:

1. Data Science for Modern Manufacturing by Li Ping Chu, O'Reilly Media
2. Industry 4.0 Data Analytics Paperback by Rajesh Agnihotri, Samuel New
3. Industry 4.0: The Industrial Internet of Things by Alasdair Gilchrist

4. Industrial Internet of Things: Cyber manufacturing Systems by Sabina Jeschke, Christian Brecher, Houbing Song, Danda B. Rawat

Suggested Reference Books:

1. Advances in Business, Operations, and Product Analytics: Cutting Edge Cases from Finance to Manufacturing to Healthcare (FT Press Analytics) by Matthew J. Drake

Semester III		314BA: Supply Chain Analytics
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO314BA.1	REMEMBERING	DESCRIBE the importance of the basics of Supply Chain Analytics and Optimization
CO314BA.2	UNDERSTANDING	EXPLAIN the role and applications of Descriptive, Predictive & Prescriptive Analytics in a Supply Chain
CO314BA.3	APPLYING	ILLUSTRATE the basics of Modeling through R Language.
CO314BA.4	ANALYSING	EXAMINE the level of uncertainty associated with the supply of products and services to targeted customer segments and justify the choice of a supply chain strategy and its fit with competitive strategy.
CO314BA.5	EVALUATING	DETERMINE the right tools for addressing various issues in Supply Chain Analytics.
CO314BA.6	CREATING	COMBINE the various approaches to Supply Chain Analytics for improvements in the supply chain system

1. **Context of Supply Chain Analytics:** Context of today's supply chains (SC) analytics. Understanding and defining supply chain analytics (SCA). Review of Basics of Supply Chain Management, Significance of Analytics in a supply chain, Relating Operations Management with Supply Chain concepts and SC Analytics. The importance of supply chain analytics in the flows involving material, money, information and ownership. Key issues in Supply chain analytics, Case studies of Supply Chains Analytics in India.
2. **Supplier Selection Analytics:** Linear Programming, Rating method, Ranking method, Borda Count, Clustering, Goal Programming and related multi-criterion decision making (MCDM) techniques
3. **Transportation Modeling and Analytics:** Transportation models, Route planning, Transshipment, Shipment schedule, Flow path optimization.
4. **Warehousing Modeling and Analytics:** Warehouse location problem, MILP formulation, Location with foreign exchange risks, space calculation for warehouse, Non-linear optimization for warehouse space allocation.
5. **Strategic Performance Improvement:** Data Envelopment Analysis for competitive comparisons among multiple warehouses and service units and formulation of strategic action plans for improving the efficiencies of non-performing DMUs, Stochastic Frontier Analysis.

Suggested Textbooks:

1. Unleashing the Potential of Supply Chain Analytics by Melissa R. Bowers, Adam Petrie and Mary C. Holcomb, Oreilly
2. Modeling the Supply Chain, Jeremy F. Shapiro, Duxbury Thomson Learning
3. Supply Chain Management, Sunil Chopra, and Peter Meindl, Pearson
4. Business Analytics, Rahul Saxena and Anand Srinivasan

Suggested Reference Books:

1. Designing and Managing the Supply Chain concepts, Strategies and Case studies, D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Tata McGraw Hill, New
2. Global Business Analytics Models: Concepts and Applications in Predictive, Healthcare, Supply Chain, and Finance Analytics by Hokey Min
3. Supply Chain Planning and Analytics by Gerald Feigin

Semester III		315 BA- Cognos
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO315BA.1	REMEMBERING	TELL how and when to use visualization
CO315BA.2	UNDERSTANDING	ILLUSTRATE uses of crosstabs and SQL queries
CO315BA.3	APPLYING	BUILD stunning Dashboards with Cognos Analytics
CO315BA.4	ANALYSING	ILLUSTRATE the full-fledged Report Authoring tool
CO315BA.5	EVALUATING	EXPLAIN how a dashboard is different from a report, and when to use both
CO315BA.6	CREATING	DEVELOP the advanced reporting solutions which allow users to perform complex analysis tasks and interact with information

- Getting started with IBM Cognos Analytics:** The user interface, Work in design, structure, or preview vie, Report layout and queries, Layout, Queries Report, objects, Find objects in a report, Relational and dimensional reporting styles, Options, Web browser settings. (5+1)
- Dashboards:** Designing for mobile use, create simple Dashboards, create complex interactive Dashboards, modify Dashboards, control Dashboard data. (5+1)
- Reports:** Create list reports, apply filters, use prompts, conditional formatting, calculations and macros, markers, presenting data graphically, using HTML and XML, using Crosstabs, using reusable objects, using layout control, combining multiple related objects, using interactivity. (5+1)
- Active Reports:** Create report connections, using Charts, Visualizations and Decks, managing controls and variables. (5+1)
- Data:** Connecting to the Data source, using Data sources, differences between using Data modules and Framework Manager packages on a report, using data shaping, creating reports using an SQL statement, using bursting. (5+1)

Suggested Text Books:

- IBM Cognos User Guide – IBM
- First Guide to Dashboards using IBM Cognos Analytics by Abhishek Sanghani

Suggested Reference Books:

- Going beyond Dashboards with IBM Cognos Analytics by Abhishek Sanghani
- IBM Cognos Business Intelligence by Dustin Adkison
- IBM Cognos 10 Report Studio Cookbook , by Ahmed Lashin , Abhishek Sanghani (Author)
- Cognos 8 BI for Consumers: A Step-by-step Introductory Guide to Cognos By Juan A. Padilla

Semester III		316BA- Predictive Modelling using SPSS Modeler
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO316BA.1	REMEMBERING	DESCRIBE what Predictive Modeling is all about and know why you would want to use it
CO316BA.2	UNDERSTANDING	EXPLAIN the CRISP-DM methodology and the IBM SPSS Modeler Workbench
CO316BA.3	APPLYING	Explore, Prepare, Model and Evaluate your data using IBM SPSS Modeler
CO316BA.4	ANALYSING	ILLUSTRATE how to use modeling skills to make decisions.
CO316BA.5	EVALUATING	FORMULATE models based on trained data, test the model with historical data, and use qualifying models on live data or other historical untested data.
CO316BA.6	CREATING	SOLVE real world problems using predictive modeling techniques on a real-world data set

1. **SPSS Modeler Professional Functionality:** SPSS Overview, SPSS Modeler Overview, Palette, purpose and use, use of SuperNodes, advantages of SPSS Modeler scripting, Business Understanding and Planning, CRISP-DM process, mapping business objectives to data mining goals. (4+1)
2. **Data Understanding:** Appropriate nodes for summary statistics, distributions, and visualizations, graph nodes, output nodes, data quality issues, outliers and missing data. (3+1)
3. **Data Preparation:** Methods for data transformation, Derive node, Auto Data Prep node, Data Audit node and Filler node, how to integrate data - Merge node and Append node, sampling, partitioning, and balancing data - Sample node, Balance node and Partition node, methods for refining data - Select node, Filter node and Aggregate node. (6+1)
4. **Modeling:** Classification models - GLM and regression, segmentation models, association models, auto modeling nodes, how to combine models using the Ensemble node. (8+1)
5. **Evaluation and Analysis:** How to interpret SPSS Modeler results - using Evaluation node, Analysis node, and data visualizations, how to use model nugget interfaces, Deployment- how to use Export nodes - tools for exporting data, how to score new data using models, SPSS Modeler reporting methods. (4+1)

Suggested Text Books:

1. IBM SPSS Modeler Essentials: Effective techniques for building powerful data mining and predictive analytics solutions by. Jesus Salcedo,. Keith McCormick

Semester III		317 BA- E Commerce Analytics - I
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO317BA.1	REMEMBERING	DESCRIBE the key concepts in e-commerce analytics.
CO317BA.2	UNDERSTANDING	DEMONSTRATE the use of analytics to drive profitability throughout the organization, and across the entire customer experience and lifecycle.
CO317BA.3	APPLYING	SOLVE the unique problems in e-commerce, and transform data into better decisions and customer experiences.
CO317BA.4	ANALYSING	DISCOVER high-value insights via dashboards and visualization.
CO317BA.5	EVALUATING	DEVELOP analytical approaches to improve ecommerce marketing and advertising, understand customer behavior, increase conversion rates, strengthen loyalty, optimize merchandising and product mix, streamline transactions, optimize product mix, and accurately attribute sales.
CO317BA.6	CREATING	FORMULATE the right analytics driven strategy for ecommerce businesses.

1. **Ecommerce Analytics:** Role of Ecommerce Analytics in Creating Business Value and Driving Business Growth, The Ecommerce Analytics Value Chain, Identifying and Prioritizing Demand, Developing an Analytical Plan. Activating the Ecommerce Analytics Environment, Elements of an Ecommerce Analytics Environment, Collecting and Governing Data and Metadata. Preparing and Wrangling Data, Analyzing, Predicting, Optimizing, and Automating with Data, Socializing Analytics, Communicating the Economic Impact of Analytics. (5+1)
2. **Methods and Techniques for Ecommerce Analysis:** Understanding the Calendar for Ecommerce Analysis, Storytelling, Tukey's Exploratory Data Analysis. Analyzing Ecommerce Data Using Statistics and Machine Learning. Key Performance Indicators for Ecommerce: KPI Metrics - Page or Screen Views, Visits or Sessions, Returns, Total Revenue and Revenue by N, Gross Margin, Lifetime Value, Repeat Visitors / Users / Customers. KPI Rate Metrics - Conversion Rate, Step Completion Rate, Abandoned Cart Rate; KPI Average Metrics - Average Order Value. KPI Derivative Metrics - Bounce Rate, Percentage of Orders with Promotions or Discounts, Inventory Turnover, Return on Investment, Loyalty—Time Since Last Visit (Recency), Retention—Time between Visits (Frequency). KPI Percentage Metrics - Percentage of X from Source N, Percentage of New Customers (or N Metric), KPI "Per" Metrics - Cost and/or Revenue per Visitor, Revenue per Customer, Cost per Customer Acquisition. (5+1)
3. **Visualizing, Dashboarding, and Reporting Ecommerce Data and Analysis:** Understanding Reporting, Explaining the RASTA Approach to Reporting, Understanding Dashboarding, Explaining the LIVEN Approach to Dashboarding, What Data Should I Start With in an Ecommerce Dashboard?, Understanding Data Visualization, The Process for Data

Visualization, Maximizing Impact with Data Visualization: The SCREEN Approach and More, Why Use Data Visualizations?, Types of Data Visualization. (5+1)

4. Ecommerce Analytics Data Model and Technology: Understanding the Ecommerce Analytics Data Model- Facts and Dimensions, Sample Ecommerce Data Model, Understanding the Inventory Fact, Understanding the Product Fact, Understanding the Order Fact, Understanding the Order Item Fact, Understanding the Customers Fact, Understanding the Customer Order Fact, Reviewing Common Dimensions and Measures in Ecommerce. (5+1)

5. Marketing and Advertising Analytics in Ecommerce: Understanding the Shared Goals of Marketing and Advertising Analysis, Reviewing the Marketing Lifecycle, Understanding Types of Ecommerce Marketing, Analyzing Marketing and Advertising for Ecommerce, What Marketing Data Could You Begin to Analyze? **Analyzing Behavioral Data:** Answering Business Questions with Behavioral Analytics, Understanding Metrics and Key Performance Indicators for Behavioral Analysis, Reviewing Types of Ecommerce Behavioral Analysis, Behavioral Flow Analysis, Shopping Behavior Analysis, Content Analysis, In-Page or On-Screen Behavior Analysis. (5+1)

Suggested Text Books:

1. Ecommerce Analytics: Analyze and Improve the Impact of Your Digital Strategy by Judah Phillips
2. Building a Digital Analytics Organization: Create Value by Integrating Analytical Processes, Technology, and People into Business Operations by Judah Phillips

Subject Core (SC) Courses - Semester IV
Specialization: Business Analytics

Semester IV		403 BA- Economics of Network Industries
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Business Analytics

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO403BA .1	REMEMBERING	APPRECIATE the differences in the nature of information goods as opposed to traditional goods and services.
CO403BA .2	UNDERSTANDING	DESCRIBE the characteristics of the markets for network products.
CO403BA .3	APPLYING	ILLUSTRATE the characteristics of the cost structure of information goods and its implications for pricing of information goods w.r.t. price discrimination, versioning of information goods, and bundling
CO403BA .4	ANALYSING	COMPARE and CONTRAST the pros and cons of keeping products compatible, and strategic aspects of the decision regarding compatibility.
CO403BA .5	EVALUATING	EVALUATE the role of complementary products, compatibility and standards, switching costs and lock-in in network industries.
CO403BA .6	CREATING	DISCUSS the economics of Internet advertising, and the business model of zero pricing.

- Network Economics:** Introduction, information goods and services, traditional goods and services, Overview of Network Industries, Demand side economies of scale - Network externality, Supply side economies of scale - Increasing returns. Systems effect in information industry, Network effects in physical (telecommunication) and virtual (systems) networks; Internalizing the network externality – gateways, adapters and standards. (7+2)
- Analyzing the hardware & software industry:** Analyzing the hardware industry - Hardware Compatibility, Network externalities approach, The Components approach. Analyzing the software industry - Principles of Software Production, Determinants of Software variety, Software variety under hardware competition, Software Variety and Partial Compatibility, Software Piracy, Software Pricing and Market Segmentation. (7+2)
- Technology advance and standardization:** New Technology Adoption – Static Approach, Technology Revolutions – Dynamic Approach, patents, licensing and standardization in network industries.
- Industry Reviews- I:** Economics of the Telecommunication Industry, Interconnections, Broadcasting and Cable Television, Spectrum Allocation, Digital Convergence, Markets for Information – Information reproduction, Economics of Libraries, Pricing Information Goods. (7+2)
- Industry Reviews – II:** Banks and Money – Switching costs and Competition, ATMs, Media of Exchange as Networks. Airline Industry – Network Structure and Network Economies, Deregulation and Entry, Code Sharing Agreements. Social Interaction – Status Seeking versus Conformism, Conformity, Vanity and Price Competition, Economics of Entertainment Places, Gifts. Languages as Networks, Religious Affiliations as Networks. (7+2)

Suggested Text Books:

- The Economics of Network Industries by Oz Shy
- Information Rules: A Strategic Guide to the Network Economy by Carl Shapiro and Hal R. Varian

Semester IV		404 BA- Artificial Intelligence in Business Applications
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Business Analytics

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404BA .1	REMEMBERING	IDENTIFY KNOWLEDGE associated and represent it by logical sequence and plan a strategy to solve given problem
CO404BA .2	UNDERSTANDING	UNDERSTAND AI's fundamental concepts and methods.

CO404BA .3	APPLYING	APPLY various machine learning algorithms on structured data to develop machine learning models.
CO404BA .4	ANALYSING	ACQUIRE advanced Data ANALYSIS SKILLS through algorithm and search processes.
CO404BA .5	EVALUATING	SELECT logical and functional process to develop the model
CO404BA .6	CREATING	CREATE SOLUTIONS for various business problems using AI techniques.

1. **Introduction to AI and Programming Tools:** Analytics Landscape, Complexity of Analytics, What Is Artificial Intelligence? Embedding AI into Business Processes, Basic Concepts of Artificial Intelligence Brain Science and Problem Solving, The History of AI, Benefits of AI Data Pyramid Property of Autonomy, The AI Revolution, Business Innovation with Big Data and Artificial Intelligence. AI and Predictive Analytics, Overlapping of Artificial Intelligence with Other Fields Ethics and Privacy Issues, Application Areas, AI and Society. Knowledge-Based Systems Knowledge Based Reasoning: Agents, Facets of Knowledge. (7)

2. **Logic and Inferences:** Formal Logic, Propositional and First Order Logic, Resolution in Propositional and First Order Logic, Deductive Retrieval, Backward Chaining, Second order Logic. Knowledge Representation: Conceptual Dependency, Frames, Semantic nets. Reasoning Systems for Categories, Reasoning with Default Information. Propositional Logic & Predicate logic - Syntax., Semantics , Computability and Complexity Applications and Limitations, Logic for Problem solving, Logic Programming with PROLOG , PROLOG Systems and Implementations, Execution Control and Procedural Elements, Constraint Logic Programming, Simple Examples (8)

3. **Problem Solving, Search and Game Techniques:** Problem solving with AI, Study and analysis of various searching algorithms, Local Search in Continuous Spaces, Searching with Non-deterministic Actions General Problem Solver, Gelernter's Geometry Theorem, STRIPS, ABSTRIPS, Search - Overview, Problem representation State-space representation, Problem-reduction representation, Uninformed Search - Blind state-space search, Breadth-First Search, Uniform-cost search, Depth-First Search, Iterative Deepening, Heuristic Search, Greedy Search , A★-Search, IDA★-Search. Games with Opponents- Minimax Search, Alpha-Beta-Pruning Non-deterministic Games. Heuristic Evaluation Functions Game trees, optimal search for an optimal solution. Conditions for optimality: Admissibility and consistency, Optimality of A*, Optimization Problems: Hill-climbing search Simulated annealing, Local beam search, Recursive Best First Search, Pruning the CLOSED and OPEN Lists (10)

4. **Machine Learning and Data Mining:** Introduction - What is machine learning?, Supervised vs. unsupervised learning , Reinforcement Learning. Machine Learning Workflow, Learning Algorithms, Linear Regression k -Nearest Neighbor , Decision Trees, Feature Construction and Data Reduction ,Random Forest, k -Means Algorithm, Gradient Boosting, Analyzing Big Data Different Deep Learning Models, Auto encoders, Data Analysis, The Perceptron, a Linear Classifier, The Learning Rule, Optimization and Outlook , The Nearest Neighbor Method, Two Classes, Many Classes, Approximation, Case-Based Reasoning, Decision Tree Learning, Entropy as a Metric for Information Content, Learning of Appendicitis Diagnosis, Cross-Validation and Over fitting, Learning of Bayesian Networks, Learning the Network Structure, The Naive Bayes Classifier, Clustering ,Hierarchical Clustering, Data Mining in Practice (10)

5. **Natural language processing & Neural Networks:** Introduction to Natural Language Processing, Stages in NLP, NLP Models, Morphological Processing - Syntax and Semantics, Text Analytics, Sentiment Analysis, Syntactic Analysis (Parsing), Semantic interpretation, Discourse and pragmatic Processing, Text Classification, Implementation aspects of Syntactic Analysis (Parsing), Application of NLP in Machine Translation, Information Retrieval and Big Data Information Retrieval. Learning: Supervised, Unsupervised and Reinforcement learning. Use Cases of NLP, Applications of NLP in Business Customer Service, Reputation Monitoring. Market Intelligence, Sentiment Technology in Business. Artificial Neural Networks - Concept, Feed forward and Feedback ANNs, Error Back Propagation, Boltzmann Machine, Deep Neural Network and Tools, Hopfield Networks , Application to a Pattern Recognition Example, Neural Associative Memory , Linear Networks with Minimal Errors, Applications of Neural Network (10)

Suggested Text Books:

1. Introduction to Artificial Intelligence by Wolfgang Ertel, Springer, Translated by Nathanael Black
2. Artificial Intelligence by Elaine Rich, Kevin Knight and Nair, TMH
3. A First Course in Artificial Intelligence by Deepak Khemani, McGraw Hill Education(India)

Suggested Reference Books:

1. Artificial Intelligence: A Modern Approach by Stuart Russell and Peter Norvig, Pearson
2. Artificial Intelligence by Saroj Kausik, Cengage Learning
3. Artificial Intelligence by Dan W Patterson, Prentice Hall of India

Subject Elective (SE) Courses - Semester III
Specialization: Business Analytics

Semester IV		409 BA- E Commerce Analytics - II
2 Credits	LTP: 2:1:1	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO409BA.1	REMEMBERING	DESCRIBE the key concepts in e-commerce analytics.
CO409 BA.2	UNDERSTANDING	DEMONSTRATE the use of analytics to drive profitability throughout the organization, and across the entire customer experience and lifecycle.
CO409 BA.3	APPLYING	SOLVE the unique problems in e-commerce, and transform data into better decisions and customer experiences.
CO409 BA.4	ANALYSING	DISCOVER high-value insights via dashboards and visualization.
CO409 BA.5	EVALUATING	DEVELOP analytical approaches to improve ecommerce marketing and advertising, understand customer behavior, increase conversion rates, strengthen loyalty, optimize merchandising and product mix, streamline transactions, optimize product mix, and accurately attribute sales.
CO409 BA.6	CREATING	FORMULATE the right analytics driven strategy for ecommerce businesses.

- Optimizing for Ecommerce Conversion and User Experience:** The Importance of the Value Proposition in Conversion Optimization, Basics of Conversion Optimization: Persuasion, Psychology, Information Architecture, and Copywriting, Conversion Optimization Process: Ideation to Hypothesis to Post-Optimization Analysis, Data for Conversion Optimization: Analytics, Visualization, Research, Usability, Customer, and Technical Data, Science Behind Conversion Optimization, Succeeding with Conversion Optimization. (5+1)
- Analyzing Ecommerce Customers:** Customer Record in Ecommerce, Types of Customer Data to Analyze. Questioning Customer Data with Analytical Thought, Ecommerce Customer Analytics Lifecycle. Defining the Types of Customers, Reviewing Types of Customer Analytics. Segmenting Customers, Performing Cohort Analysis. Calculating Customer Lifetime Value, Determining the Cost of Customer Acquisition, Analyzing Customer Churn. Understanding Voice-of-the-Customer Analytics - Doing Recency, Frequency, and Monetary Analysis. Determining Share of Wallet, Scoring Customers, Predicting Customer Behavior, Clustering Customers, Predicting Customer Propensities, Personalizing Customer Experiences. (5+1)
- Analyzing Products and Orders in Ecommerce:** Ecommerce Orders, Order Data to Analyze, Metrics and Key Performance Indicators Relevant for Ecommerce Orders. Approaches to Analyzing Orders and Products. - Financial Analysis, Product and Item Analysis, Promotional Analysis, Category and Brand Analysis, Event and Goal Analysis, Path-to-Purchase Analysis, Funnel Analysis, Cluster Analysis, Up-Sell and Cross-Sell Analysis, Next-Best-Action Analysis. Analyzing Products in Ecommerce, Useful Types of Product Analysis for Ecommerce - Product Brand Analysis, Product Category Analysis, Customer Service Analysis, Product Returns Analysis, Social Media Product Analysis. Analyzing Merchandising in Ecommerce - Testing Merchandising Creative, Performing Inventory Analysis, Analyzing Product Offers, Determining the Optimal Price via Pricing Analysis, Understanding the Sales Impact of Merchandising, Analyzing Suppliers and the Supply Chain, Determining Effective and Profitable Markdowns, Promotions, and Discounts. (8+1)
- Attribution in Ecommerce Analytics:** Attributing Sources of Buyers, Conversion, Revenue, and Profit, Understanding Engagement Mapping and the Types of Attribution, The Difference between Top-Down and Bottom-Up Approaches to Attribution, A Framework for Assessing Attribution Software. (2+1)
- Integrating Data and Analysis to Drive Ecommerce Strategy:** Defining the Types of Data. Single-Channel to Omnichannel, Integrating Data from a Technical Perspective. Agile Versus Waterfall Delivery, Integration with Operational Data Stores, Integration with On-Premises Enterprise Data Warehouses. Integration with Cloud Data Sources, Integration with Data Lakes, Integration with Data Federation, Integration with Data Virtualization, Integrating Analytics Applications, Integrating Data from a Business Perspective. (5+1)

Suggested Text Books:

1. Ecommerce Analytics: Analyze and Improve the Impact of Your Digital Strategy by Judah Phillips
2. Building a Digital Analytics Organization: Create Value by Integrating Analytical Processes, Technology, and People into Business Operations by Judah Phillips

Semester IV		410BA: Healthcare Analytics
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO410BA.1	REMEMBERING	DESCRIBE the key terms in healthcare data analytics
CO410BA.2	UNDERSTANDING	EXPLAIN the fundamental concepts in Health Care Analytics
CO410BA.3	APPLYING	ILLUSTRATE the use of specific tools and techniques to design effective ways of handling, retrieving, analyzing, and making use of healthcare data
CO410BA.4	ANALYSING	EXAMINE the issues associated with the applications of intelligent data acquisition, processing, and analysis of healthcare data
CO410BA.5	EVALUATING	EXPLAIN the perspectives of healthcare related opportunities for developing new analytical approaches.
CO410BA.6	CREATING	ADAPT healthcare data analytics for improving the health and well-being of people.

1. **Introduction to Healthcare Data Analytics:** Introduction, Healthcare Data Sources and Basic Analytics, Electronic Health Records, Biomedical Image Analysis, Sensor Data Analysis, Biomedical Signal Analysis, Genomic Data Analysis, Clinical Text Mining. Mining Biomedical Literature, Social Media Analysis, Advanced Data Analytics for Healthcare, Clinical Prediction Models, Temporal Data Mining, Visual Analytics, Clinico–Genomic Data Integration, Information Retrieval, Privacy-Preserving Data Publishing. Applications and Practical Systems for Healthcare, Data Analytics for Pervasive Health, Healthcare Fraud Detection, Data Analytics for Pharmaceutical Discoveries, Clinical Decision Support Systems, Computer-Aided Diagnosis, Mobile Imaging for Biomedical, Resources for Healthcare Data Analytics.
2. **Electronic Health Records:** History of EHR, Components of EHR, Administrative System Components, Laboratory System Components & Vital Signs, Radiology System Components, Pharmacy System Components, Computerized Physician Order Entry (CPOE). Clinical Documentation, Coding Systems, International Classification of Diseases (ICD), Current Procedural Terminology (CPT), Systematized Nomenclature of Medicine Clinical Terms (SNOMED-CT), Logical Observation Identifiers Names and Codes (LOINC), RxNorm, International Classification of Functioning, Disability, and Health (ICF), Diagnosis-Related Groups (DRG), Unified Medical Language System (UMLS). Digital Imaging and Communications in Medicine (DICOM), Benefits of EHR - Enhanced Revenue, Averted Costs, Additional Benefits, Barriers to Adopting HER, Challenges of Using EHR Data.
3. **Social Media Analytics for Healthcare:** Social Media Analysis for Detection and Tracking of Infectious Disease Outbreaks, Outbreak Detection, Using Search Query and Website Access Logs, Using Twitter and Blogs, Analyzing and Tracking Outbreaks, Syndromic Surveillance Systems Based on Social Media, Social Media Analysis for Public Health Research. Topic Models for Analyzing Health-Related Content, Detecting Reports of Adverse Medical Events and Drug Reactions, Characterizing Life Style and Well-Being, Analysis of Social Media Use in Healthcare, Social Media as a Source of Public Health Information, Analysis of Data from Online Doctor and Patient Communities.
4. **Visual Analytics for Healthcare:** Introduction to Visual Analytics and Medical Data Visualization, Clinical Data Types, Standard Techniques to Visualize Medical Data, High-Dimensional Data Visualization, Visualization of Imaging Data, Visual Analytics in Healthcare, Visual Analytics in Public Health and Population Research, Geospatial Analysis, Temporal Analysis, Beyond Spatio-Temporal Visualization, Visual Analytics for Clinical Workflow, Visual Analytics for Clinicians, Temporal Analysis, Patient Progress and Guidelines, Other Clinical Methods, Visual Analytics for Patients, Assisting Comprehension, Condition Management, Integration into Healthcare Contexts.
5. **Fraud Detection in Healthcare:** Understanding Fraud in the Healthcare System, Definition and Types of Healthcare Fraud, Identifying Healthcare Fraud from Data. Types of Data, Challenges, Knowledge Discovery-Based Solutions for Identifying Fraud, Identifying Fraudulent Episodes, Identifying Fraudulent Claims - Bayesian Approach & Non-Bayesian Approaches to Identifying Fraudulent Claims. Identifying Fraudulent Providers, Analyzing Networks for Identifying Coordinated Frauds, Constructing a Provider Social Network, Relevance for Identifying Fraud, Temporal Modeling for Identifying Fraudulent Behavior, Change-Point Detection with Statistical Process Control Techniques, Anomaly Detection Using the CUSUM Statistic, Supervised Learning for Classifying Provider Profiles.

Suggested Text Books:

1. Healthcare Data Analytics Edited by Chandan K. Reddy & Charu C. Aggarwal, CRC press.
2. Healthcare Analytics Made Simple by Vikas Kumar, Packt Publishing
3. Healthcare Analytics: From Data to Knowledge to Healthcare Improvement by Hui Yang & Eva K. Lee
4. Healthcare Management and Administration, S.L. Goel, Deep & Deep Publications Pvt. Ltd. New Delhi.
5. Introduction To Health Care Management , Sharon B. Buchbinder , Nancy H. Shanks, Malloy Incorporation.

Semester IV		411 BA- Watson
2 Credits	LTP: 2:1:1	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO411BA.1	REMEMBERING	RECALL the key aspects of cognitive computing and Watson.
CO411BA.2	UNDERSTANDING	DESCRIBE & DISCUSS the conceptual components and practical aspects of a cognitive system.
CO411BA.3	APPLYING	MAKE USE OF Watson platform and its underlying technologies for natural language processing and question answering in particular.
CO411BA.4	ANALYSING	ILLUSTRATE the various use cases of Watson.
CO411BA.5	EVALUATING	EXPLAIN fundamentals of IBM Cloud and creating service instances.
CO411 BA.6	CREATING	BUILD a Customer Complaints Analyzer using Watson Natural Language Understanding.

1. **Introduction to cognitive computing:** Cognition, Cognitive system and its main features, why build cognitive systems? The eras of computing, differences between cognitive systems and traditional development, different computing paradigms for solving problems, changing focus from rules definition and development to data analysis and training, conceptual components of a cognitive system, overview of Watson as a cognitive system, brief history of Watson , current status of Watson and the way of using it. Impact of cognitive computing to our lives, Solving real life problems with cognitive systems, Cognitive computing and the future of jobs. (5+1)
2. **Cognitive business and IBM Watson:** Landscape of cognitive computing in the industry, Consumer market: Cognitive computing offerings, Enterprise market: Cognitive computing offerings, Delivering cognitive services: Cloud and open source projects/IBM Watson, Watson APIs: APIs available in IBM Cloud. High level categorization of API functionality, summary of natural language and empathy APIs, signal processing APIs, data analysis services, demos of the APIs, IBM Watson applied to industries, businesses, and science. (5+1)
3. **Introduction to question-answering systems:** The Jeopardy! Challenge, DeepQA system architecture, Exploring the DeepQA pipeline, Question analysis, Primary search, Hypothesis generation, Hypothesis and evidence scoring, Final merging and ranking. (5+1)
4. **Evolution from DeepQA to Watson Developer Cloud :** Why commercialize Watson, Refresher of DeepQA architecture, Evolution to Watson Developer Cloud, Evolution of question analysis, Micro-services and robust tooling evolved from DeepQA, Watson Conversation service, Watson Discovery service, Evolution summary. (5+1)
5. **Domain adaptation:** Introduction to domain adaptation, IBM Watson Developer Cloud and domain adaptation, Watson Conversation, Watson Language Translator, Watson Natural Language Classifier, Watson Retrieve and Rank, Watson Visual Recognition, Watson Speech to Text, Watson Text to Speech, Watson Natural Language Understanding, Watson Discovery, Watson Knowledge Studio domain adaptation overview. Creating a machine learning model, Deploying a machine-learning annotator to Watson Natural Language Understanding, Deploying a machine-learning annotator to Watson Discovery. (5+1)

Suggested Text Books:

1. IBM's Watson and the Era of Cognitive Computing by Kelly, John E., and Steve Hamm, Columbia Business School Publishing.

Suggested Reference Books:

1. Cognitive Computing: A Brief Guide for Game Changers by Finger, Peter. , Meghan-Kiffer Press.
2. Life 3.0: Being Human in the Age of Artificial Intelligence by Max Tegmark., Knopf
3. Artificial Intelligence for Humans: Deep Learning and Neural Networks, Heaton, Jeff.

Semester IV		412 BA- Scala and Spark
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO412BA.1	REMEMBERING	DESCRIBE the ecosystem associated with SCALA and SPARK.
CO412BA.2	UNDERSTANDING	ILLUSTRATE the use of SPARK and SCALA.
CO412BA.3	APPLYING	USE the core RDD and DataFrame APIs to perform analytics on datasets with Scala.
CO412BA.4	ANALYSING	EXAMINE how and when it differs from familiar programming models
CO412BA.5	EVALUATING	READ data from persistent storage and load it into Apache Spark.
CO412BA.6	CREATING	MANIPULATE data with Spark and Scala

- 1. Scala:** What is Scala? Why Scala for Spark? Scala in other frameworks Introduction to Scala REPL, Basic Scala operations, Variable Types in Scala, Control Structures in Scala, Foreach loop Functions, Procedures, Collections in Scala- Array, Array Buffer, Map, Tuples, Lists. **Spark Core:** Introduction, Introduction to big data, Challenges with big data, Batch Vs. Real Time big data analytics, Batch Analytics - Hadoop Ecosystem Overview, Real-time Analytics. (7+1)
- 2. What is Spark?** : Spark Ecosystem, Modes of Spark, Spark installation demo, Overview of Spark on a cluster, Spark Standalone cluster, Spark Web UI, Components of Spark Unified stack, Spark Streaming, MLlib, Core, Spark SQL, RDD - The core concept of Spark RDDs, Transformations in RDD, Actions in RDD. Loading data in RDD, Saving data through RDD, Key-Value Pair RDD, MapReduce and Pair RDD, Operations Scala and Python shell Word count, example Shared Variables with examples, Submitting jobs in cluster, Hands on examples. (5+1)
- 3. Spark SQL:** Overview, Hive and Spark SQL architecture, sqlContext in spark sql, Dataframes API, Understanding concept of data frame, Loading data in dataframe, Operations on dataframes. Interaction with Hive, Reading various data formats Hands on Examples.(4+1)
- 4. Spark Streaming:** Overview of streaming, Spark Streaming Architecture, First Spark Streaming Program, Transformations in Spark Streaming, checkpointing, Parallelism level, Introduction to queuing systems. Eg. Kafka, Hands on examples. (4+1)
- 5. Spark MLlib:** Supervised Learning, Classification - logistic regression, decision trees, random forests, naive Bayes, Regression - linear least squares, Lasso, ridge regression, decision trees, Unsupervised learning : Clustering - K-means, Gaussian Mixture, Dimensionality reduction – PCA, Hands on examples. (5+1)

Suggested Text Books:

1. Scala and Spark for Big Data Analytics: Explore the Concepts of Functional Programming, Data Streaming, and Machine Learning by Md. Rezaul Karim and Sridhar Alla
2. Programming in Scala by Bill Venners and Martin Odersky

Suggested Reference Books:

1. Scala Cookbook: Recipes for Object-Oriented and Functional Programming by Alvin Alexander
2. Scala in Depth by Josh Suereth

Syllabus for Rural & Agri Business Management (MINOR ONLY SPECIALIZATION)
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Semester III		SC – RABM – 01 Agriculture and Indian Economy
3 Credits	LTP: 2:1:1	Rural & Agri Business Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
RABM01.1	REMEMBERING	DEFINE the key terms in Indian Agriculture/Land Reforms/ economic holding.
RABM01.2	UNDERSTANDING	EXPLAIN the key terms in The place of agriculture in the national economy/ The present position of Indian Agriculture with an advanced management perspective.
RABM01.3	APPLYING	IDENTIFY the various issues in the Agriculture Industry in India. DEMONSTRATE their significance from the perspective of Indian farmer & Indian Economy & business decision making.
RABM01.4	ANALYSING	EXAMINE the inter-relationships between various facets of Agriculture & economy from the perspective of a farmer, Labour, firm, industry, market, competition and business cycles.
RABM01.5	EVALUATING	DEVELOP critical thinking based on changing pattern of ownership and operational holdings in India, Farms size, Productivity/ Profitability and farm efficiency
RABM01.6	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.

- Indian Agriculture under the Five Year Plans :** The Green Revolution, The place of agriculture in the national economy, progress of agriculture under the Five Year Plans, Present position of Indian Agriculture : Looming Crisis, New Thrust Areas in Agriculture, National Commissions of Farmers and Green Revolution, Crop Pattern in India since 1951.
- Food Security in India:** Green Revolution, Second Green Revolution – the future prospects, Concept of Food Security, Food self-sufficiency and food security, Poverty and need for Public Distribution Systems, Policy Options for reforms of PDS, Food Insecurity at Global level, Food Security Act – Salient features and implications.
- Irrigation and other agricultural inputs:** Irrigation, multipurpose river valley project - a controversy, irrigation in the 12th plan, private sector participation in irrigation, fertilizers and manures, improved seeds, soil conservation and reclamation, livestock and dairy development, mechanization of agriculture
- Land Reforms:** The need and scope for land reforms in a developing economy, the abolition of intermediaries, tenancy reforms, ceiling on land holdings, an appraisal of land reforms. Size of Farms and Productive Efficiency: Meaning of economic holding, changing pattern of ownership and operational holdings in India, Farms size, Productivity/ Profitability and farm efficiency, the problem of sub division and fragmentation of holdings, cooperative farming.
- Agriculture Labour:** Present position of agricultural Labour in India, Agricultural Labour and Minimum Wages, Abolition of Bonded Labour, Recommendations of National Commissions on Rural Labour (NCRL)

Suggested Text Books:

- Indian Economy, Datt and Sundharam, S Chand
- Indian Economy Since Independence, edited by Uma Kapila, Academic Foundation
- Indian Agriculture - issues and perspectives, Edited by N Janardhana Rao, ICFAI University Press

Suggested Reference Books:

- Adhikary M. 1986. *Economic Environment of Business*. S. Chand & Sons.
- Aswathappa K. 1997. *Essentials of Business Environment*. Himalaya Publications
- Francis Cherunilam 2003. *Business Environment*. Himalaya Publications

Semester IV		SE – RABM – 02 ICT for Agriculture Management
3 Credits	LTP: 2:1:1	Rural & Agri Business Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
RABM02.1	REMEMBERING	RECALL the basic terminologies related to ICT
RABM02.2	UNDERSTANDING	UNDERSTAND the use of ICT with different aspects & various issues & challenges for ICT information services
RABM02.3	APPLYING	Apply the GIS Applications in micro resource mapping
RABM02.4	ANALYSING	ANALYZE the different tools and techniques used under ICT in Agriculture Management
RABM02.5	EVALUATING	EVALUATE the common ICT platforms for information services
RABM02.6	CREATING	CHOOSE the right ICT as per the requirement of agriculture activity

1. Introduction : Basic terminology, Leapfrogging technology – the mobile phone, ICT and its ramifications for rural economies, Scope of ICT in Indian Agriculture, Introduction to various ICT-enabled rural services related to land, education, health, insurance, micro-credit, marketing, etc. Village Resource Centre (VRC), Common resource Centre (CRC), Tele- education, community radio, etc. Potential impact

2. ICT for production systems management : Scope of ICT in agriculture production, Applicability and challenges of ICT in logistic and supply chain systems, ICT application in risk management, ICT tools for an agricultural extension activity, new technology application in operation management e.g. barcode, RFID, QR code, etc.,

3. ICT for market access: Types of market access ICT service, Pricing services, Scope of e-auction in agriculture marketing, E-commerce in Agriculture and advantages of E-commerce in Agriculture over the traditional market, Issues and challenges for market access ICT services, Advantages of and opportunities for market access ICT services

4. ICT for financial inclusion: Types of financial inclusion, ICT services, Transfers and payments, Agricultural credit, Savings for agricultural needs, Agriculture Insurance, Various government schemes e.g., PMJDY, PMJJY, etc., Bank Business Correspondence scheme and its impact on Rural areas, Issues and challenges for ICT financial inclusion services, and Advantages of and opportunities for ICT financial inclusion services.

5. Overview of Geographical Information Systems (GIS): Remote Sensing and Image Processing, GPS, GIS Data Modeling, Geographical Information Systems, Issues and Concerns in Land and Water Management, The GIS Approach. Planning and implementing a GIS; Case studies on GIS; GIS and Precision farming; GIS Applications in micro resource mapping, principles in micro-planning, modeling in resource mapping GIS Technology trend and next generation Systems.

Suggested Text Books:

1. Sustainable Agriculture, edited by A. Bandyopadhyay, Bhoovigyan Vikas Foundation
2. Concepts and Techniques of Geographic Information Systems , Lo, C.P. and Yeung, A.K.W. (2002)., Prentice Hall.
3. E- Governance Concepts and case Studies- C.S.R Prabhu , Prentice Hall of India

Suggested Reference Book:

1. Cases on Developing Countries and ICT Integration: Rural Community Development ,edited by Rebecca Nthogo Lekoko, Ladislaus M. Semali, IGI
2. Fundamentals of Geographic Information Systems. DeMers, M.N. (1999) 2nd Ed., Wiley Press.
3. Principles of Geographical Information Systems Burrough, P.A. and R.A. McDonald (1998), Oxford University Press

Semester III		SE – RABM – 03 Rural Credit and Finance
2 Credits	LTP: 1:1:1	Rural & Agri Business Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
RABM03.1	REMEMBERING	RECALL the Role of Credit in Agriculture & Role of Agriculture in Economic Development
RABM03.2	UNDERSTANDING	UNDERSTAND the concept and special features of co-operative banking, Structure of the co-operative credit system in India
RABM03.3	APPLYING	Apply the theories of Agricultural finance with concept of credit
RABM03.4	ANALYSING	ANALYZE Players and Approaches in Microfinance & Rural Finance.
RABM03.5	EVALUATING	EXPLAIN the triangle of microfinance and the role of BDS in rural finance.
RABM03.6	CREATING	Develop a plan to create awareness about different rural finance schemes

1. Role and Characteristics of Indian Agriculture: Introduction, Role of Agriculture in Economic Development, Characteristics of Indian Agriculture.

2. Critical Review of Agricultural Finance: Role of Credit in Agriculture, Agricultural Finance in India, Classification of Agricultural Finance, Significance of Co-op. Credit, Some Issues of the Present System. **Financial Intermediaries In Agriculture:** Functions, Structure and Performance.

3. Cooperative Banks: Concept and special features of co-operative banking, Structure of co-operative credit system in India, Primary Level Credit Institutions (PACs, LAMPs. MPCs, FSS) their functioning and problems, District Central Cooperative Banks Structure and functions, Apex Co-operative Banks Structure and functions, Impact of liberalization on Co-operative Banks with particular reference to de regulation of interest rates and prudential norms

4. Theories of Agricultural Finance: Risk and Uncertainty Theory, Demand and Supply Theory, Business Vs. Social and Moral Theory, Cost Theory, Productive Vs. Consumption, – The concept of 3 C's, 7 P's and 3 R's of credit, Credit Analysis, Kind Loans Vs. Cash Loans, Principle of Micro- and Macro-Finance, Principle of Supervised Credit, Principle of Crop Loan, Principle of Co-op. Credit, Principle of Better Credit.

5 Rural Finance and Microfinance: Players and Approaches; Microfinance & Rural Finance – Lessons from microfinance and historical interventions, Rural finance: approach, delivery channels and actors involved, and linkages, Triangle of microfinance and the role of BDS in rural finance.

Suggested Text Books:

1. Agricultural Development Rural Credit And Problems Of Its Recovery, By A. Ranga Reddy, Mittal Publications

Suggested Reference Book:

1. Theories of Agricultural Finance, Jugale, Atlantic Publishers
2. Barry, P.J., and P.N. Ellinger. Financial Management in Agriculture. 7th ed. Pearson Education, Inc., 2012.
3. Ross, S.A., R.W. Westerfield, B.D. Jordan. "Essentials of Corporate Finance. The McGraw-Hill/Irwin, 2011.
4. Keown, A.J., J.D. Martin, J.W. Petty, and D.F. Scott. Foundations of Finance. 7th ed. Prentice Hall, 2010.

Semester IV		SC – RABM – 04 Rural Marketing – I
2 Credits	LTP:1:1:1	Rural & Agri Business Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
RABM04.1	REMEMBERING	RECALL and REPRODUCE the various concepts, principles, frameworks, and terms related to the function and role of marketing in Rural areas.
RABM04.2	UNDERSTANDING	DISCUSS the Rural versus Urban Marketing concept and ILLUSTRATE the role that marketing plays in the 'tool kit' of a Rural Marketer
RABM04.3	APPLYING	APPLY the models of consumer behavior in the rural market
RABM04.4	ANALYSING	EXAMINE and LIST different aspects of segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, in the context of rural marketing
RABM04.5	EVALUATING	EVALUATE the challenges of Rural marketing research with different approaches and tools
RABM04.6	CREATING	CREATE a new consumer behavior model on the rural consumer with the help of cases with rural marketing experiences

1. Rural Marketing Opportunities: What is a Rural Market?, Taxonomy of the Rural Market, Go Rural Decision, Rural Inhibiting factors, Approach Decision: Rural Marketing Models, Bottom of the Pyramid Approach, Integrated, Innovation and Inclusive – Growth Model, Evolution and Scope, Rural versus Urban Marketing, Becoming a Rural Marketer, Testing rural marketing potential.

Understanding the Rural Economy: Rural marketing Environment, social environment, economic environment, technological environment, innovations, political environment and development initiatives, implications on rural marketers

2. Rural marketing experiences: Case of HUL – Project Shakti, Case of CFCL – Uttam Bandhan, Case of ITC – e-Choupal, Case of Colgate – Education, Case of HLL – Social Marketing, lessons from experience

3. Rural Consumer Behavior: Rural consumer on the growth, models of consumer behavior, buying decision process, Opinion Leaders, Environmental factors influencing the decision making process, buyer characteristics, buying behavior patterns, brand loyalty, innovation adoption

4. Rural Marketing Research: Significance of information, sources of information, marketing research – key decisions, approaches and tools – case for innovation, participatory approaches, innovative tools, rural versus urban marketing research, rural research business, challenges in rural marketing research.

5. Selecting and Attracting Markets: Concepts and process, case for segmentation, bases for segmentation, emerging segments – women and youth, guides to effective segmentation, targeting, positioning, Case Study.

Suggested Text Books:

1. Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson
2. Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH
3. Rural Marketing, Velayudhan, Sage
4. Rural Marketing, Gopalaswamy, Vikas Publishing house
5. Rural Marketing in India, Habeeb - ur – Rahman, Himalaya Publishing House
6. Rural Marketing Text and Cases, S L Gupta, Wisdom Publications

Suggested Reference Book:

1. Singh AK & Pandey S. 2005. Rural Marketing. New Age. Singh Sukhpal. 2004.
2. Rural Marketing. Vikas Publishing House.

Semester IV		SE – RABM – 05 Agri – Entrepreneurship
2 Credits	LTP: 1:1:1	Rural & Agri Business Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
RABM05.1	REMEMBERING	DEFINE the term rural entrepreneurship and ENUMERATE factors that support women's participation in rural entrepreneurship
RABM05.2	UNDERSTANDING	UNDERSTAND the Process of entrepreneurship, aims, and barriers
RABM05.3	APPLYING	APPLY different ICT in Rural entrepreneurship development.
RABM05.4	ANALYSING	Analyze the importance of IT in rural India and role of entrepreneur in rural development.
RABM05.5	EVALUATING	EVALUATE the rural capabilities, Endowment of Skill sets and Natural resources in rural India
RABM05.6	CREATING	Design the business plan, factors considering rural development & Rural BPO

1. Rural Entrepreneurship: Concept of rural entrepreneurship, Endowment of Skill sets and Natural resources in rural India, aims of rural entrepreneurship, barriers to entrepreneurship in rural India.

2. Skill Development: Process of entrepreneurship, rural applicability, skills required to succeed, Government training programmes and PublicPrivate Partnership

3. Women Entrepreneurship: Primary goals for development, Women's role in economy, factors that support women's participation in rural entrepreneurship.

4. ICT and Rural Entrepreneurship: Rural ICT initiatives, Need to create rural ICT entrepreneurs, how IT is changing rural India, Rural BPO.

5. Case study; Corporate intervention and entrepreneurship Development.

Suggested Text Books:

Entrepreneurship Development – Theories and Practices – By N.P.Singh

Suggested Reference Book:

1. Projects : Profile and process – Vasant Desai
2. Entrepreneurship and echnology – Vasant Desai
3. Economic Environment in Business – By Misra and Puri
4. Women Entrepreneurs – By Deepak Walokar

Semester IV		SE – RABM – 06 Rural Marketing II
2 Credits	LTP: 1:1:1	Rural & Agri Business Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
RABM06.1	REMEMBERING	DESCRIBE the key terms associated with the Strategies of marketing.
RABM06.2	UNDERSTANDING	COMPARE and CONTRAST various approaches to pricing for a real world marketing offering in both rural and urban markets
RABM06.3	APPLYING	DEMONSTRATE an understanding of Framework of IMC
RABM06.4	ANALYSING	EXAMINE the various distribution Strategies of a real-world marketing offering
RABM06.5	EVALUATING	EXPLAIN the rising organized rural retailing, malls & Government initiatives
RABM06.6	CREATING	DESIGN the Promotion Strategy in rural marketing

1. Product Strategy: Product decisions, product classifications, product strategy levels, significance of product strategy, product strategies : assessment of acceptability, product design decisions, types of product strategies, product innovation strategies, customer value strategies, product identity strategies – branding, product identity strategies – packaging, brand building strategies, product lifecycle strategies, fighting fakes.

2. Pricing Strategy: Concept and significance, pricing objectives, pricing policy, pricing strategy – the affordability challenge, rural versus urban, needs integrated approach, pricing for the quality conscious segment, value conscious segment and price conscious segment , Pricing and environmental factors, pricing for competition, pricing by retailers, pricing and product lifecycle .

3. Distribution Strategy: Distribution – The Availability Challenge, Distribution Practices, Distribution Trends, Rural Logistics, Rural Coverage Decision, Geographical Information System for Planning Rural Coverage, Distribution decision – Direct Versus Indirect, Direct Marketing, Indirect Marketing.

4. Rural Retailing: The rise of organized retailing, types of retail outlets, role of retailers, rural malls, Government initiated retail outlets, entrepreneur founded malls, agri company retail outlets, retail outlets of petro-chemical companies, retailing by urban players, PPP models, E Tailing, Training Retailers.

5. Promotion Strategy: IMC – Concept and Management Awareness and Motivation Challenge, Objectives and Framework of IMC, Promotional Mix, Communication Process, Communication Media, Designing the Communication Strategy, IMC Strategy, Rural Advertising.

Suggested Text Books:

1. Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson
2. Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH

Suggested Reference Book:

1. Rural Marketing, Velayudhan, Sage
2. Rural Marketing, Gopalaswamy, Vikas Publishing house
3. Rural Marketing, Badi and Badi, Himalaya Publishing House

Syllabus for Pharma & Health Care Management (MINOR ONLY SPECIALIZATION)

Semester III		SC-PHCM- 01 Fundamental of Pharma and Healthcare Management
3 Credits	LTP: 2:1:1	Pharma and Healthcare Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
PHCM01.1	REMEMBERING	DESCRIBE concept of Pharma and healthcare management and FIND out the different role and responsibilities of managers.
PHCM01.2	UNDERSTANDING	UNDERSTAND the different managerial functions of managers
PHCM01.3	APPLYING	IDENTIFY right the motivation for right stakeholder in the healthcare sector for effective delivery of service.
PHCM01.4	ANALYSING	ANALYZE modern Pharma and Healthcare models
PHCM01.5	EVALUATING	EXPLAIN government initiatives to provide healthcare facilities in each part of country
PHCM01.6	CREATING	CONSTRUCT model to provide effective service in healthcare management

1. Introduction: Introduction of Pharmaceutical Industry, Health Care Management, Classical Management & Healthcare Services. Concept of Health Care Industry & its ever-changing character, Managerial activities for effective functioning, Duties and responsibilities of Managers, Qualities of effective Managers

2. Health Systems in India: Health planning in India including various committees and National Health Policy and Health Goals set from time to time. Organised sector with reference to Centre, State, District and Block level structures and local bodies and Panchayati Raj Organisation and functions of community health centres and Primary Health Centres (PHCs). Health Manpower, Primary Health care and concept, Alternative systems of medicine, like Ayurveda, Homeopathy, etc. Holistic Approach Non-Governmental Organisations (NGOs) and Private Voluntary Organisations (PVOs). Unorganized Sector.

3. Human Resource Management in Pharma and Healthcare Organization: Recruitment process, Training and development, Managerial Role: A Framework for Thinking as well as in Practices. Concept of Motivation, Significance of Motivating People in Health Care Delivery. Different Motivational Theories. Groups and Teams Organizational Learning, Innovation and Change,

4. Pharma and Healthcare marketing: Marketing Mix in Pharma and Healthcare, STP, CRM Concept, Role and Significance of Customer Relationship Management (CRM) in Pharma and Healthcare industry.

5. Modern Pharma and Healthcare models- Medical tourism, Tele Diagnosis and Tele medicine, Artificial Intelligence in Pharma and Healthcare, Use of Robotics in Pharma and Healthcare, Organised formats of Hospitals, Diagnostics and Chemist chain.

Suggested Text Books:

1. Organizing Design and Behavior in Health Care Services: Stephen M. Shortell, Arnold D. Kaluzny: CENGAGE Lernings
2. Healthcare Management Ruchi Singh Himalaya Publishing House.

Suggested Reference Books

1. Hospital Management by S. M. Jha
2. Organization Design and Behavior in Health Care Services: Cengage Learning Stephen M Shortell

Semester IV		SC-PHCM- 02 Pharma and Healthcare regulatory environment in India
3 Credits	LTP: 2:1:1	Pharma and Healthcare Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
PHCM02.1	REMEMBERING	IDENTIFY various environmental factors affecting on Pharma and Healthcare industry
PHCM02.2	UNDERSTANDING	UNDERSTAND various laws applicable to Pharma and Healthcare industry
PHCM02.3	APPLYING	Understand the situation and identify right legal way to solve the problem.
PHCM02.4	ANALYSING	ANALYSE steps involved in Intellectual Property Rights registrations
PHCM02.5	EVALUATING	CHOOSE the right type of IPR as per the content and work available to protect.
PHCM02.6	CREATING	Elaborate the different laws developed by constitutions to support and protect Pharma and Healthcare sector

1. Environmental Scanning: Economic Environment, Competitive Environment, Political Legal Environment, Socio Cultural Environment, International and Technological Environment.

2. General Laws: General Law of Contract: Essentials of a Contract – Offer and acceptance – Capacity of Parties Free Consent – Consideration and legality of object – Void argument and Contingent Contract, Law of privileged communications.

3. Introduction of Laws applicable to Hospitals: Functioning of hospitals and Medico – legal responsibilities cases and problems, Medico- Legal Problems in relation to health administration, Provision of commissioning of hospitals: Registration of companies act 2013 with reference to Incorporation of hospitals as a company, Indian medical council act 1956

4. Laws related to drugs and Pharmacy: Narcotic Drugs and Psychotropic Substances Act and Rules, Drugs and Cosmetics Act, 1940 , (Blood bank regulations under Drugs and cosmetic rules), Pharmacy Act 1948 Consumer Protection Act – Definition, Consumer Protection Council, Consumer Disputes Redressal Agencies – Other Salient features – Application of Consumer, Protection Act in Hospital, Recent judgment of Supreme Court, Implication for Health Professionals

5. Role of IPR in Pharma Business: Intellectual Property Rights: Ideas to Assets, Types of IPR , their term, criteria and relevance: Patent, Trademarks, Design, Copyright, Trade secrets

Suggested Text Books:

- 1.New Drug Approval Process, edited by Richard A. Guarino
- 2.The Pharmaceutical Regulatory Process, edited by Ira R. Berry
- 3.Medical Product Regulatory Affairs, edited by J. J. Tobin and G. Walsh
- 4.Pharmaceutical Jurisprudence by G K Jani
- 5.Official websites related to various guidelines - www.ICH.Org 73 NIPER HYDERABAD
- 6.Compliance Quality Standards in the Pharmaceutical and Regulated Industries,
- 7.FDA Regulatory Affairs, edited by Douglas J. Pisano
- 8.The Pharmaceutical Regulatory Process edited by Ira R.Berry, Marcel Dekker.

Suggested Reference Books

1. The Pharmacy Act, 1948.
2. The Drugs and Cosmetics Act, 1940.
3. The Drugs and Magic Remedies (Objectionable Advertisement Act), 1954.
4. DPCO, 1995.
5. Patents Act, 2005/
6. Infant Milk substitutes, feeding bottles (Regulations of production, supply and distribution Act, 1992).
7. Clinical trial application requirement in India.
8. IND, NDA, ANDA application in Indian context.
9. Prevention of Food Adulteration Act. 10. Narcotics Drugs and Psychotropic Substance, 1985. 11. Latest amendments to the Drugs & Cosmetics Act. Recommended books:

Semester III		SE-PHCM- 03 Strategic Planning & Healthcare Management
2 Credits	LTP: 1:1:1	Pharma and Healthcare Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
PHCM03.1	REMEMBERING	DEFINE strategy and DESCRIBE various types of Strategic planning
PHCM03.2	UNDERSTANDING	EXPLAIN why Vision Mission needs to consider for strategy formulation
PHCM03.3	APPLYING	USE strategic planning to solve the management problem in healthcare management
PHCM03.4	ANALYSING	ANALYSE various management problem where it is required to take strategic actions.
PHCM03.5	EVALUATING	COMPARE various strategic formulations and the select right strategy
PHCM03.6	CREATING	Understand the problem and DEVELOP strategy to solve it.

- 1. What is strategy:** Strategy defined, Types of strategies, What strategy should achieve for an organization, The imperatives of strategy, Strategy Map
- 2. Strategy focus:** Tie strategy to the mission and vision of the organization, environmental and competitor challenges, Vision – Mission and goals of the Healthcare organization.
- 3. Strategic formulation:** Strategic formulation and implementation for Healthcare organizations, importance and effects of Blue ocean and Red ocean strategies in Healthcare.
- 4. Strategic Thinking:** Methods and Models for Strategic Analyses, tools to evaluate the internal and external environment of Healthcare Industry.
- 5. Mapping and Managing a Strategy:** a strategy “scorecard”, Financing a Strategy, returns on strategic investments

Suggested Text Books:

1. Kim, W Chan, Mauborgne, Renée, Blue Ocean Strategy,
2. Strategic Management by Jeyarathnam Himalays Publication

Suggested Reference Books

Strategic Management and Business Policy by Dr. Azahar Kazmi.

Semester III		SE-PHCM- 04 Information Technology in Pharma and Healthcare
2 Credits	LTP: 1:1:1	Pharma and Healthcare Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
PHCM04.1	REMEMBERING	IDENTIFY the different types of information required in Pharma and Healthcare system
PHCM04.2	UNDERSTANDING	DESCRIBE the different types of Networks and structure require to establish computerize system in daily operations
PHCM04.3	APPLYING	Identify the different Integrated Health information Systems used by different Pharma and Healthcare companies
PHCM04.4	ANALYSING	SIMPLIFY the process to maintain an electronic record, its analysis, and Presentation for decision making
PHCM04.5	EVALUATING	DETERMINE the various components require to develop Hospital Information Systems (HIS)
PHCM04.6	CREATING	DEVELOP architecture for routine business activities in pharma and healthcare sector

1. Introduction to information: Scope, Components of hardware and software. Health Care Informatics: Introduction, Standardized languages in practice. Health IT Architecture: Information Technology architecture models in healthcare organizations, Service-oriented structures. Concept of biosignal processing and Medical Imaging.

2.IT Structure: Computer Networks- LAN, WAN, ISDN, VSAT. The Internet- structure, role in Medicine. Mobile IT devices in healthcare. Telemedicine and applications- Architecture of major telemedicine systems in India. Information compression, storage and transmission standards, wireless telemetry,

3. Regulations & Standards: Necessity of standards for electronic health, security issues, cyber laws, ethical and medico legal issues in patient information exchange. Healthcare Information Regulations & Standards: Legal Aspects of Managing Health information, Health records and Privacy, Health Level standards- HL7. Integrated Health information Systems.

4. Introduction to medical databases: Electronic Medical Record, Electronic Health Record. National and International regulations. Data collection, Data analysis, Data Presentation in Medical systems. Systems Implementation and Integration, Interface Engine. Patient registries/patient portals/Health information exchange.

5. Hospital Information Systems : Definition, Structure and Application, system Advantages. Nursing Informatics, Automated clinical laboratory systems. Pharmacy information system. Electronic Health- overview, implementation of various systems.

Suggested Books:

1. Management Information Systems by Kenneth C. Laudon
2. Information Systems for Modern Management by Robert G. Murdick
3. Fundamentals of Information Systems, Second Edition by Ralph M. Stair and George Walter Reynolds
4. Management Information system "Jayadevan".

Semester IV		SE-PHCM- 05 Pharmaceutical Import and Export
2 Credits	LTP: 1:1:1	Pharma and Healthcare Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
PHCM05.1	REMEMBERING	DEFINE the various concepts related to import and export procedure
PHCM05.2	UNDERSTANDING	DISCUSS various steps involved in export procedures of pharmaceutical product
PHCM05.3	APPLYING	IDENTIFY the international market for pharmaceutical product
PHCM05.4	ANALYSING	ANALYZE different payments methods used in international trade
PHCM05.5	EVALUATING	DETERMINE various rules and regulations related to export procedures of pharmaceutical product
PHCM05.6	CREATING	CHOOSE right product for the right International market.

1. Significance of procedures and documentation in international trade; procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS) classification System ;Role of ICC; INCOTERMS; nature of export/trading houses.

2. Export order processing; export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure.

3. Methods of payment in international trade; documentary collection of export bills; UCPDC guidelines; realization of export proceeds – provisions of RBI's Exchange Control Manual; pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.

4. Major export promotion schemes in India – EPCGS, duty exemption scheme; DEPB scheme; SIL; facility for deemed exports; Export promoting institution's – role of export promotion councils, commodity boards and ITPO.

5. Regulations for International Trade: Major laws governing India's export import trade- Foreign Trade (Development & Regulation) Act, Pre-shipment Inspection & Quality Control Act, 1963 & Customs Act, 1962; Foreign Exchange Management Act, 2000

Suggested Text Books:

Export Import Procedures & Documentation by Dr. Kushpat S. Jain, HPH, 5th Revised Edition, Aug. 2007

Export Marketing by B. S. Rathor & J. S. Rathor, HPH, 3rd Revised & Enlarged Edition, 2006

Export Management by T. A. S. Balagopal, HPH, 18th Revised Edition, 2006

Export Management by D.C. Kapoor, Vikas Publishing House, 2009

Export- Policy, Procedures and Documentation by M. I. Mahajan, Show white, 24th Edition, 2010

Suggested Reference Books

Export Procedures and Documentation by M.D. Jitendra, Rajat Publications, Delhi.

Export Markets and Foreign Trade Management by Pervin Wadia, Kanishka Publications, New Delhi.

Semester IV		SE-PHCM- 06 Entrepreneurship in Pharma and Healthcare
2 Credits	LTP: 1:1:1	Pharma and Healthcare Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
PHCM06.1	REMEMBERING	DEFINE the key terms, LIST the Attributes and Characteristics of Entrepreneurs feature and ENUMERATE the Factors influencing Entrepreneurship Growth.
PHCM06.2	UNDERSTANDING	DISCUSS the various theories of entrepreneurship.
PHCM06.3	APPLYING	CONSTRUCT a framework for a typical EDP for the Pharma industry
PHCM06.4	ANALYSING	EXAMINE the role of Government and various support organizations in encouraging and supporting Entrepreneurship.
PHCM06.5	EVALUATING	COMPOSE an inventory of possible entrepreneurial opportunities in contemporary local, regional and national the context for Pharma and Healthcare sector.
PHCM06.6	CREATING	BUILD a business plan for an entrepreneurial pharma of healthcare venture.

1. Entrepreneurship: Entrepreneurship Need, scope and philosophy, Creativity and entrepreneurship, Entrepreneurial competencies and traits, Factors affecting entrepreneurial development: Religious, social, cultural, political, ancestral and demographic.

2. Theories of entrepreneurship: Innovation Theory by Schumpeter & Imitating, Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen.

3. Entrepreneurship development: Entrepreneurial Competencies, Developing Competencies. Concept of entrepreneurship development, Entrepreneur Training and developing, Role of Entrepreneur Development Programs (EDP), Role of DIC, SISI, EDII, NIESBUD, NEDB, EDP - Objectives – contents – methods - execution. Role of Mentors. Innovation and Entrepreneurship, Design Thinking Process. Role of consultancy organizations in promoting Entrepreneurs, Problems and difficulties of Entrepreneurs

4. Role of Central Government and State Government in promoting Entrepreneurship: Introduction to various incentives, subsidies and grants, Export Oriented Units, Fiscal and Tax concessions available, Future of Entrepreneurship Development and Government, Start Up India, Make in India.

5. Enterprise Promotion: Creating Entrepreneurial Venture, Entrepreneurship Development Cycle, Business Planning Process, The business plan as an entrepreneurial tool, Elements of Business Plan, Ownership - Franchising, networking and alliances, Buying an existing business, Critical risk, Contingencies of the proposal, Scheduling and milestones.

Suggested Text Books:

1. Dynamics of Entrepreneurial Development and Management by Vasant Desai
2. Entrepreneurship Development Small Business Enterprises by Poornima Charanthimath
3. Small Scale Industries and Entrepreneurship by Vasant Desai
4. The Theory of Economic Development by Joseph A. Schumpeter.
5. Entrepreneurial Development by S S Khanka
6. Business Innovation by Praveen Gupta
7. Launching New Ventures by K. Allen

Suggested Reference Books

1. The Culture of Entrepreneurship, Brigitte Berger

Syllabus for Tourism & Hospitality Management (MINOR ONLY SPECIALIZATION)
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emester III		SC-THM-01 Fundamentals of Hospitality Management
3 Credits	LTP: 2:1:1	Tourism and Hospitality Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
THM01.1	REMEMBERING	DESCRIBE different types of hotels & travel agents
THM01.2	UNDERSTANDING	UNDERSTAND the basic functioning of star hotels, major operational, Departments, government rules & regulations
THM01.3	APPLYING	USE of flow charts & diagrams of various Hospitality Sectors to know the hierarchy of the organization
THM01.4	ANALYSING	EXAMINE current changes taking place in the Hotel & Tourism Industry
THM01.5	EVALUATING	EVALUATE the changes required to improve traditional methods to suit the current market trends.
THM01.6	CREATING	DEVELOP Smart techniques adaptable to the present market scenario for better customer satisfaction

1. Introduction: The Hospitality Industry, Origin and Growth, Tourism Industry, Importance of Tourism, Industries related to Tourism, Evolution and Growth of the Hotel, Evolution of Tourism, Factors Affecting Hospitality and Tourism Industry, Employment Opportunities in Hospitality

2. Tourism Industry: Introduction, concept, definition, types and characteristics Relation of hospitality industry with Tourism Definition of Tourism, Features, Types of Tourists, Tourism Activities, Components of Tourism Infrastructure, Elements and Characteristics of Tourism Products, Scope of Tourism, Motivation for Tourism, Relation of hospitality industry with Tourism

3. Hotel Industry: Organization of Hotels, ownership structure: Sole Proprietorship, partnership, Franchisees, Management Contract, concept, their advantages and disadvantages. Clarification of Hotels, Major Departments of a Hotel, Star Ratings of Hotels, Global Standards for Hotels

4. Travel and Transport: History growth and present status of travel agency, Travel formalities, Linkages and arrangements with hotels, airlines and transport agencies, Transport system, Different types of transport, Impact of Science and Technology.

5. Recent Trends in Hospitality and related sectors: Future of Hospitality Industry, Changing trends, issue and challenges, Importance of Hospitality industry in India. Government regulations and support related to Travel, Tourism and hotel industries. Role of E-commerce in Hospitality sector

Suggested Text Books:

Bhatia A.K.(2012) Tourism Development and Principles & Practices, Sterling Publishers

Suggested Reference Books

David, F. R. (2010). Strategic Management (13th ed.). Prentice Hall. Oxford University Press

Okumus, F., Altinay, L., & Chathoth, P. (2010). Strategic Management for Hospitality and Tourism (1st ed.). Butterworth-Heinemann.

Enz, C. A. (2009). Hospitality Strategic Management: Concepts and Cases (2nd ed.). Wiley.

Semester IV		SC-THM-02 Tourism and Travel Management
3 Credits	LTP: 2:1:1	Tourism and Hospitality Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
THM02.1	REMEMBERING	DEFINE the various components of the Tourism Industry & Types of Tourism
THM02.2	UNDERSTANDING	UNDERSTAND basic operations of a Travel Agency & tour conduction
THM02.3	APPLYING	EXECUTE theoretical knowledge to design various tour packages & work on costing for the packages
THM02.4	ANALYSING	Analyze changing trends in Travel & Transport industry- Domestic & International
THM02.5	EVALUATING	INTERPRET the impacts of Tourism Industry globally & practicing of Eco-Tourism
THM02.6	CREATING	BUILD new concepts of Eco-Tourism according to customer requirements

1. Introduction: Tourism Definitions and Concepts, Components of tourism, Geographic components of tourism, Types of Tourists, Visitor, Traveler, and Excursionist, Differentiation Tourism, Recreation and leisure, adventure tourism, their inter-relationships, Tourism organization / Institutions, Role and functions of International agencies in Hospitality industry.

2. Travel Management: Travel Agency and Tour Operation Business, Functions of Travel Agency, Setting up a full-fledged Travel Agency - Sources of Income of a travel agency, Diversification of Business, Travel and Health Insurance, Forex, Cargo & MICE, Documentation, IATA Accreditation, Recognition from Government.

3. Tour Planning: Tour Packaging & Costing, Importance of Tour, Packaging, Classifications of Tour Packages, Components of Package Tours, Concept of costing, Types of costs, Components of tour cost, Preparation of cost sheet, Tour pricing, Calculation of tour price, Pricing strategies

4. Tourism Management: Tourism infrastructure, Tourism organizations, Travel motivators, Leisure or holiday Tourism, Visiting friends and Relatives (VFR), Cultural Tourism, Adventure Tourism, Sports Tourism, Religious Tourism, Business Tourism, Medical Tourism, Alternative Forms of tourism-Tourism Products and types.

5. Eco Tourism: Evolution, Principles, Trends and Functions of Ecotourism, Themes, Eco-tel and Eco resorts, Fundamentals of Ecology- Basic Laws & ideas in Ecology, Function and Management Ecosystem, Biodiversity and its Conservation, Pollution, Ecological Foot Prints, Mass Tourism Vs Ecotourism, Typology of Eco-tourists, Ecotourism Activities & Impacts, Western and Eastern Views of Ecotourism

Suggested Text Books:

Foster Dennis L., The Business Of Travel Agency Operations and Administration (1993) Macmillan/ McGraw, Singapore

Suggested Reference Books

Tourism Operations and Management, Sunetra Roday, Archana Biwal & Vandana Joshi

Semester III		SE-THM-03 Event Management
2 Credits	LTP: 2:1:1	Tourism and Hospitality Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
THM03.1	REMEMBERING	DESCRIBE the fundamentals of event management & different types of Events
THM03.2	UNDERSTANDING	EXPLAIN the concepts of Events & guest requirements to plan an event
THM03.3	APPLYING	DESIGN & Budget an event from various perspectives
THM03.4	ANALYSING	EXAMINE possible shortfalls on an event & create necessary back up systems to avoid failures
THM03.5	EVALUATING	COMPARE Success of an event in comparison to the set objectives
THM03.6	CREATING	COMPOSE New concepts of the event with innovative ideas to leave a lasting impression in the guest's mind along with achieving organizational growth.

1. Event Management Fundamentals Concept of Event, Types of events – MICE – Types of Meeting, Trade Shows, Conventions, Exhibitions- Structure of event industry – Event Management as a profession – Code of Ethics.

2. Event Planning and related statutory compliances: Event Conceptualizing – Host, Sponsor, Media, Guest, Crew, Participants, Spectators, Concept Designing – Theme, Event Objective and content development Pre Event Preparation: Budgeting, Event design, Event Related Documentations : Timing, Contracts and Agreements, Insurance, Regulation, License and Permits

3. Publicity & Marketing of Event : Pricing, Marketing Communication Methods & budget, Element Marketing Communication, Managing Marketing Communication, Modes of Publicity, Role of Internet in event publicity, Event Sponsorship, Managing Sponsorship, Measuring and evaluating sponsorship.

4. Conduct of Event: Venue selection: Indoor & Outdoor, Stage Audio Visual lighting, Performers, Decors, Caterer, Photography & Videography, Guest Demography and list, Handling children at event safety perspective, Invitation, media, food and beverage, entertainment, Event logistics management, Sanitary Facilities

5. Safety and Event Evaluation: Risk assessment, Provision of Safety Officer and Medical officer at venue, Structural Safety, Occupational Safety and Food Safety, Fire Prevention, Vehicle traffic, Waste Management, Event Evaluation Process: Event Impact, Service Quality, Customer Satisfaction

Note: Students are expected to be divided in Group and at least one event to be planned and executed by students.

Suggested Text Books:

Events, 4th Edition, Pearson Publications, 2014.

G.A.J. Bowdin, Events Management, Elsevier Butterworth

Suggested Reference Books

Allison, The Event Marketing Handbook: Beyond Logistics & Planning.

Julia Rutherford Silvers, Professional Event Coordination, The Wiley Event Management Series.

Allison, The Event Marketing Handbook: Beyond Logistics & Planning

John Beech, Sebastian Kaiser & Robert Kaspar, The Business of Events Management Pearson Publication, 2014.

Semester III		SE-THM-04 Tourism Planning and Development
2 Credits	LTP: 2:1:1	Tourism and Hospitality Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
THM04.1	REMEMBERING	DISCUSS Structures, Processes, Policies of Tours- Domestic & International Rules & regulations for operating a travel agency
THM04.2	UNDERSTANDING	UNDERSTAND Forex & Documentations for Operations
THM04.3	APPLYING	APPLY Knowledge to design attractive tours for clients
THM04.4	ANALYSING	ANALYZE Environmental impact & advantages of Eco-Tourism to promote sustainable tourism globally
THM04.5	EVALUATING	DETERMINE Environmental issues & adverse effects observed of Tourist destinations
THM04.6	CREATING	DESIGN backup systems to face crisis & emergencies Formulate Tourism policies for safe & secured travel of passengers

1. Tourism Components and Supply- Supply Components; Natural Resources; Built Environment; Operating Sectors; Hospitality and Cultural Resources; Matching Supply with Demand; Measuring and Forecasting Demand; Economic Impact

2. Tourism Policy - Structure, Content and Process- Tourism Policy – Definition; Policy focusing competitive Destination; Major Parameters of Tourism Destination Management; Process of Tourism Policy Formulation; Translating Policy into Reality; Formulating Policy to Deal with Crises

3. Environmental analysis: Environmental Analysis, Resource Analysis, Regional Environmental analysis

4. Tourism Planning, Development, And Social Considerations- Tourism Destination Planning, Planning for Sustainable Tourism Development, Contingency Planning, economic impact, social impact, cultural impact, environmental impact, and supply match, sustainable development and planning approaches and indicators, design and innovations.

5. Recent trends Tourism planning: Booking System, Tour scheduling, payment systems, feedback system

Suggested Text Books:

Var, T., & Gunn, C. (2002). Tourism Planning: Basics, Concepts, Cases (4th ed.). Routledge

Suggested Reference Books

Godfrey, K., & Clarke, J. (2000). Tourism Development Handbook: A Practical

Approach to Planning And Marketing. Cengage Learning EMEA. Okumus, F., Altinay, L., & Chathoth, P. (2010). Strategic Management for Hospitality and Tourism (1st ed.). Heinemann

Semester IV		SE-THM-05 Strategic Hospitality Management
2 Credits	LTP: 2:1:1	Tourism and Hospitality Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
THM05.1	REMEMBERING	DEFINE Concept & process of Strategic thinking Major Players of Hospitality & Travel Industry
THM05.2	UNDERSTANDING	DISCUSS Strategic management for various organizations factors influencing strategy formulations
THM05.3	APPLYING	IMPLEMENT strategies for Hotels & Travel Agents with the help of structured designs & flow charts
THM05.4	ANALYSING	ANALYSE Suitable strategies for different Hospitality sectors with consideration to micro & macro environments
THM05.5	EVALUATING	EVALUATE Current market scenario & suggest strategies that can be utilized for the benefits of the company
THM05.6	CREATING	DEVELOP Strategies for standalone units, a chain of hotels, small and large travel agents International strategies for small & big players

1. Introduction To Strategic Hospitality Management- Strategic Management–Origin, concept, Scope and Process; Strategic Thinking; Global competitiveness; Key Players in Indian Hospitality and Tourism Industry.

2. Micro And Macro Strategic Environment- The Environment and External Stakeholders - Assessment of the Broad Environment, Analysis of External Stakeholders and the Operating Environment, Managing the Operating Environment; Organizational Resources and Competitive Advantage - Internal Analysis and Competitive Advantage.

3. Strategic Direction & Formulating Basic Strategies- Strategic Direction-Creating a Strategic Direction, Mission Statements, Organizational Vision, Organizational Values; Strategy Formulation at the Business-Unit Level-Generic Business Strategies, Competitive Dynamics, Strategic Group Mapping; Corporate-Level Strategy and Restructuring.

4. Implementing Strategies And Establish Control Systems- Inter organizational Relationships and the Tourism Cluster; Functional-Level Resource Management; Organizational Design and Control- Organizational Structures design, Organizational Control, power and politics.

5. Strategies For Hospitality Entrepreneurship- Strategies for Entrepreneurship and Innovation -Entrepreneurial Start-ups, Innovation and Corporate Entrepreneurship; Global Strategic Management and the Future- Global Strategies, International Market Selection, Global Stakeholders, Emerging Trends.

Suggested Text Books:

Enz, C. A. (2009). Hospitality Strategic Management: Concepts and Cases

Suggested Reference Books

David, F. R. (2010). Strategic Management (13th ed.). Prentice Hall.

Okumus, F., Altinay, L., & Chathoth, P. (2010). Strategic Management for Hospitality and Tourism (1st ed.). Butterworth-Heinemann.

Semester III		SE-THM-06 Revenue Management for Hospitality
2 Credits	LTP: 2:1:1	Tourism and Hospitality Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
THM06.1	REMEMBERING	DESCRIBE Basic concepts & terminologies related to finance & revenue
THM06.2	UNDERSTANDING	EXPLAIN Flow of cash, capital, investment, loan & generation of revenue from various sectors of Hospitality Franchising, leasing & renting out properties
THM06.3	APPLYING	DETERMINE the utilization of available funds for business maximization
THM06.4	ANALYSING	To ANALYSE Financial status of the organisation
THM06.5	EVALUATING	MEASURE the relation between income & outflow of revenue, profit & loss of organization Budgeting of required necessities Forecasting business & making necessary investments
THM06.6	CREATING	DEVELOP Business plan for future prospectus of organization Business proposals & expansions

1. Introduction : A Basic Understanding of Financial Management – Profit vs Wealth Maximization- Time value of money - Financial Markets- Capital Markets, Money Market - Financial Instruments-- Key Financial Intermediaries in the Hospitality Industry.

2. Relationship between Risk and Rewards : Risk. Returns and Distributions – Diversification - Beta. Expected Return and the Security Market Line- Bonds - Bond Features-. Bond Ratings-. Valuing Corporate Bonds. Computing Yield to Maturity on Corporate Bonds. Bonds with Semi-Annual Coupon Payments. Preferred Stock- Basic Preferred Stock Terminology. Preferred Stock Features. Valuing Preferred Stock - Common Stock-Common Stock Features. Valuing Common Stock. General Dividend Valuation Model - Zero-Growth Dividend Valuation Model. Constant-Growth Dividend Valuation Model. Valuing Common - Stock with Multiple Growth Rates. - Investors Rate of Return and Growth.

3. Cost of Capital and Capital Structure : The Weighted Average Cost of Capital - The Cost of Debt- The Cost of Preferred Stock - Cost of Internal Equity - Cost of. External Common

4. Equity - New Issues of Common Stock Financial Planning for the Hospitality- Capital Structure Theory - Factors in the Determination of a Firms Capital Structure.

5. Capital Budgeting and Working Capital Management: Classifying Capital Budgeting Projects- The Capital Budgeting Decision and Cash Flow Estimation - Uses -Managing Working Capital Other Financial Issues: Leasing, Expansion, Franchising - Asset Management in the Hospitality Industry- Valuation of Hospitality Real Estate - Hotel Appraisal Requirements - The Hotel Appraisal Process -Approaches to Hotel Valuation -Thumb rules-Revenue Multipliers.- Reconciliation

Suggested Text Books:

I.M.Pandey, Financial Management, Vikas.

M.Y. Khan & Jain, Financial Management, McGraw-Hill.

Suggested Reference Books

Robert E. Chatfield, Michael C. Dalbor, Hospitality Financial Management: Prentice Hall US.

William P. Andrew, James W. Damitio, Ph.D, CMA,Raymond S. Schmidgall

Syllabus for International Business Management (MINOR ONLY SPECIALIZATION)

Semester: III	Course Code: SC-IB-01	304 IB: Import Export Documentation and Procedures
3 Credits	LTP: 2:1:1	Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304IB.1	REMEMBERING	DESCRIBE THE PROCESS OF IMPORT AND EXPORT IN THE CONTEXT OF BUSINESS
CO304IB.2	UNDERSTANDING	EXPLAIN THE IMPORT AND EXPORT TRANSACTIONS, CLASSIFICATION AND VARIOUS PAYMENT TERMS
CO304IB.3	APPLYING	IDENTIFY VARIOUS TYPES OF DOCUMENTS REQUIRED FOR THE PROCEDURES INVOLVED IN IMPORT AND EXPORT
CO304IB.4	ANALYSING	EXAMINE VARIOUS DOCUMENTATION FORMATS FOR THE IMPORT AND EXPORT PROCESSES
CO304IB.5	EVALUATING	EXPLAIN PRE AND POST ACTIVITIES OF IMPORT AND EXPORT PROCESS
CO304IB.6	CREATING	DISCUSS ON VARIOUS ASPECTS OF TRADES, DOCUMENTATION AND PROCEDURES FOR IMPORT AND EXPORT

- 1. Introduction to Imports and Exports:** Meaning and Definition of Imports and Export – Classification – Strategy and Preparation for Export Marketing – Export Marketing Organizations – Registration Formalities – IEC – RCMC – Export Licensing – Selection of Export Product – Identification of Markets – Methods of Exporting – Pricing Quotations – Payment Terms – Letter of Credit - Liberalization of Imports – Negative List for Imports – Categories of Importers – Special Schemes for Importers. **(7+2)**
- 2. Management of Import and Exports:** Basic Concept of Import and Exports - Understanding an Export Transaction - Direct Quotation Method - Spot & Forward rates and booking of Forward contract for exports – Understanding NOSTRO, VOSTRO and LORO - Payment terms - contents and types of Letter of credit - Uniform Customs Procedures for Documentary Credits (UCPDC) - Excise clearance - Customs house agents - Marine insurance. **(7+2)**
- 3. Import Export Documentation:** Aligned Documentation System – Commercial Invoice – Shipping Bill – Certificate of Origin – Consular Invoice – Mate’s Receipt – Bill of Lading – GR Form – ISO 9000 – Procedure for obtaining ISO 9000 – BIS 14000 Certification – Types of Marine Insurance Policies - Import Documents – Transport Documents – Bill to Entry – Certificate of Inspection – Certificate of Measurements – Freight Declaration - Principal, Auxiliary & Regulatory set of documents. **(7+2)**
- 4. Import Export Procedures:** Steps in Export Procedure – Export Contract – Forward Cover – Export Finance – Institutional framework for Export Finance – Excise Clearance – Pre-shipment Inspection – Methods of Pre-shipment Inspection – Marine Insurance – Role of Clearing and Forwarding Agents – Shipping and Customs Formalities – Customs EDI System – Negotiation of Documents – Realisation of Exports Proceeds - Pre-Import Procedure – Steps in Import Procedure – Legal Dimensions of Import Procedure – Customs Formalities for Imports – Warehousing of Imported goods – Exchange Control Provisions for Imports – Retirement of Export Documents. **(7+2)**
- 5. Policy Framework for Imports and Exports:** Foreign Trade Policy – Highlights – Special Focus Initiatives – Duty Drawback – Deemed Exports – ASIDE – MAI & MDA – Star Export Houses – Town of Export Excellence – EPCG Scheme – Incentives for Exporters. Export Promotion Councils-Commodity Boards – FIEO – IIFT – EOUs – SEZs – ITPO – ECGC – EXIM Bank. **(7+2)**

Note:

- Real world examples and cases are expected to be discussed and analysed in the class as well as included in the examination.

Suggested Text Books:

- Export-Import Procedures and Documentation, Jain Khushpat S, Himalaya Publishing House

- Export Import Procedures Documentation & Logistics, Abir Lal Mukherjee, Random Publications

Suggested Reference Books:

- Export Import Procedures and Documentation, Thomas Johnson, Donna Bade, Harper Collins Publisher.
- Export-Import Theory, Practices, and Procedures, Erdener Kaynak, Belay Seyoum, Routledge.
- Export Import Management, Justin Paul, Rajiv Aserkar, OUP India.
- Exporting: Regulations Documentation Procedures: International Documentation and Procedures, George P. Thompson, George W. Thompson, Catherine J. Peterson, Global Training Center

Semester: IV	Course Code: SC-IB-02	404 IB: Global Trade and Logistics Management
3 Credits	LTP: 2:1:1	Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404IB.1	REMEMBERING	DESCRIBE THE ECONOMIC SIGNIFICANCE OF TRADE ALONG WITH THE LOGISTICS PROCESSES
CO404IB.2	UNDERSTANDING	EXPLAIN INTERNATIONAL TRADE THEORIES AND APPLICATIONS IN BUSINESS
CO404IB.3	APPLYING	IDENTIFY VARIOUS ENVIRONMENTAL FACTORS ASSOCIATED WITH INTERNATIONAL BUSINESS
CO404IB.4	ANALYSING	EXAMINE VARIOUS MODES AND PRACTICES OF INTERNATIONAL LOGISTICS
CO404IB.5	EVALUATING	EXPLAIN THE ACTIVITIES INVOLVED IN ENTIRE LOGISTICS PROCESS IN INTERNATIONAL BUSINESS
CO404IB.6	CREATING	DEVELOP THE APPROPRIATE STRATEGY OF OPERATIONS FOR GLOBAL TRADE AND LOGISTICS

- 1. Introduction to Global Trade and Logistics Management:** Introduction to International Business - Elements of International Business – Globalization and trade - Trade and its significance - Economic significance of trade - Elements of Logistics Management – Trade and Logistics Processes. **(7+2)**
- 2. International Trade Theories and Applications:** Why do nations trade - Theories of International trade – Mercantilism - Absolute advantage - Comparative advantage - Heckscher-Ohlin, Product life cycle theory and Porter's diamond model. **(7+2)**
- 3. International Business Environment:** Economic Environment - Political Environment - Demographic environment - Legal Environment - Global sourcing - Challenges for Indian Businesses – Introduction to Foreign Trade Policy – Institutional Framework for Export Promotion – Export Incentives and Facilities. **(7+2)**
- 4. Introduction to Global Logistics:** Introduction to global logistics - Different modes of shipment - Different modes of operation of shipping - Different modes of transport - Multi modal transport system - Chartering practice - Conference system - Containerization – Concepts of FCL/LCL, CFS, ICD - Third party logistics. **(7+2)**
- 5. Global Logistics Operations:** Concepts of CHA, FFA, C&FA - Ship operating agents and process – Understanding NVOCC - Introduction to port operations - harbor facility and terminal facility - Role of VTMS - Customs bonded warehouses - Freight types, application, and consolidation - Introduction to International logistics - logistics Documentation - Understanding INCOTERM and Selection of INCOTERM - Application of information technology in global logistics. **(7+2)**

Note:

- Real world examples and cases are expected to be discussed and analyzed in the class as well as included in the examination.

Suggested Text Books:

- Logistics Management for International Business: Text and Cases, S. Sudalaimuthu, S. Anthony Raj, PHI Learning.
- Logistics Management and World Seaborne Trade, Muthiah Krishnaveni, Himalaya Publishing House
- International Trade Logistics, Ram Singh, Oxford University Press

Suggested Reference Books:

- Global Supply Chain Management and International Logistics, Alan E. Branch, Routledge.
- International Logistics: The Management of International Trade Operations, Pierre A. David, Richard D. Stewart, Cengage Learning.
- Global Logistics: New Directions in Supply Chain Management, Donald Waters, Kogan Page.
- Global Logistics and Supply Chain Management, by John Mangan, Chandra L. Lalwani, John Wiley & Sons.
- Handbook of Global Logistics: Transportation in International Supply Chains, James H. Bookbinder, Springer.
- Mastering the Business of Global Trade: Negotiating Competitive Advantage, Thomas A. Cook, CRC Press

Semester: III	Course Code: SE-IB-01	312 IB: Cross Cultural Management and Global Leadership
2 Credits	LTP: 1:1:1	Elective Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO312IB.1	REMEMBERING	DESCRIBE THE CONCEPT OF CULTURE AND SIGNIFICANCE OF CROSS-CULTURAL MANAGEMENT
CO312IB.2	UNDERSTANDING	OUTLINE THE CULTURAL VALUES AND DIFFERENCES WITH DIMENSIONS OF CULTURAL NORMS AND BEHAVIORS
CO312IB.3	APPLYING	IDENTIFY VARIOUS FACTORS AFFECTING CULTURE AND DECISION-MAKING MODELS ACROSS CULTURES
CO312IB.4	ANALYSING	EXAMINE THEORIES OF LEADERSHIP WITH LEADERSHIP ACROSS CULTURES
CO312IB.5	EVALUATING	EXPLAIN CULTURALLY INTELLIGENT LEADERSHIP IN INTERNATIONAL TRADE
CO312IB.6	CREATING	DISCUSS ON LEADING AND MANAGING MULTICULTURAL TEAMS IN INTERNATIONAL CONTEXT

- 1. Introduction to Cross-Cultural Management:** Concepts of culture - globalization of business - organizational culture - Cultural dimensions - cross-cultural management - Management in cultural context - Cross-cultural teams - Diversity Management - Understanding Cultural Values and Differences - cultural norms and behaviors - Cultural Acumen for the Global Manager. **(5+1)**
- 2. Management in Diverse Cultures:** Dimensions of Culture - Communicating across Cultures - Negotiating across Cultures - Multicultural Teams - Cross-cultural Marketing - Culture and Human Resource Management - Motivation across cultures - Expatriate Management - Global Teams - cultural intelligence - cross-border business agreements. **(5+1)**
- 3. Business Dimensions of Culture:** National and global cultures - Decision-making models across cultures - Cultural characteristics - Cross-cultural communication - Negotiating styles in different cultures – Diversity management - Global Citizenship. **(5+1)**
- 4. Introduction to Global Leadership:** Concept of Global Leadership - Theories of Leadership - Leadership Attributes - Global Leadership Forces - Leadership across cultures: styles, expectations and management - Culturally intelligent leadership in a globalized business world - Leadership Power and Influence - Leadership Behavior & Culture, Ethics and Norms - Leadership, Transitions & Relocation - Leading Trade Internationally. **(5+1)**
- 5. Global Team Management:** Working in multi-cultural teams: Managing Differences - Managing Multicultural Teams - concepts, processes and performance - Culturally intelligent team management: skills and strategies - Creating cultural competence - ethical dilemmas of international executives - Groups, Teams, and Their Leadership and Change. **(5+1)**

Note:

- The focus of the entire course should be on international business context
- Real world examples and cases are expected to be discussed and analyzed in the class.

Suggested Text Books:

- Cross - Cultural Management: Text and Cases, Dipak Kumar Bhattacharyya, Prentice Hall India Learning

- Effective Leadership in Organisational Success Process, Ravi K. Wadhawan, International Book House

Suggested Reference Books:

- Cross Cultural Management: Concepts and Cases, Madhavan, Oxford University Press.
- Understanding Cross-Cultural Management, Marie-Joelle Browaeys, Roger Price, Pearson
- Cross-Cultural Management: A Transactional Approach, Taran Patel, Routledge.
- Global Leadership: A Transnational Perspective, Gama Perruci, Routledge.
- Managing Cultural Differences: Global Leadership for the 21st Century, Neil Remington Abramson, Robert T. Moran, Routledge

Semester: III	Course Code: SE-IB-02	313 IB: International Business and Employment Laws
2 Credits	LTP: 1:1:1	Elective Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO313IB.1	REMEMBERING	DESCRIBE THE INTERNATIONAL BUSINESS CONTRACT IN THE LEGAL FRAMEWORK OF INTERNATIONAL BUSINESS
CO313IB.2	UNDERSTANDING	EXPLAIN INTERNATIONAL BUSINESS LAWS PERTAINING TO COMPETITION, COMPLIANCES, ARBITRATION, AND CUSTOMS
CO313IB.3	APPLYING	IDENTIFY VARIOUS ASPECTS OF INTERNATIONAL TRADE LAWS FOR BUSINESS
CO313IB.4	ANALYSING	EXAMINE INTERNATIONAL LEGAL TRADE TERMS FOR THE APPLICABILITY AND SIGNIFICANCE IN INTERNATIONAL BUSINESS
CO313IB.5	EVALUATING	EXPLAIN LEGAL ASPECTS INVOLVED IN THE IMPORT EXPORT AND INTERNATIONAL BUSINESS
CO313IB.6	CREATING	DISCUSS ON VARIOUS ASPECTS OF INTERNATIONAL EMPLOYMENT LAWS AND ISSUES

- 1. Legal Framework of International Business:** Legal Framework of International Business - Nature and complexities; Code and common laws and their implications to business; International business contract – legal provisions; Payments terms; International sales agreements; Rights and duties of agents and distributors - Governance of the sea and air - Regulations in international business - Advertising laws throughout the world - Social, political and environmental regulations in world - Legal aspects of doing business in multinational markets. **(5+1)**
- 2. International Business Competition Laws:** International and Comparative Competition Law - Merger & Acquisitions and Competition Law - Corporate Finance, Investment Laws and Compliances. **(5+1)**
- 3. International Business Commercial Laws:** Commercial Contracts - International Commercial Arbitration and the Law - Intellectual Property Law Information Technology Law - **Import-Export and Customs Laws. (5+1)**
- 4. International Trade Law:** Common Terms of Sale from Common law - International Legal Trade Terms of Cost, Insurance, freight, Free on Board and Letter of credit - Overview of United Nations Convention on Contracts for the International Sale of Goods. **(5+1)**
- 5. Legal Framework of International Employment:** International labour law - Employment contracts - Terms and clauses of employment - Social security legislation of employment - New Minimum Wage Requirements - Restrictions on Incentive Compensation - Global Integration of Employment Practices - Third-Party Compliance Liability - Issues in International Employment. **(5+1)**

Note:

- The focus of the entire course should be on international business context
- Real world examples and cases are expected to be discussed and analyzed in the class.

Suggested Text Books:

- International Business: Text and Cases Paperback, Cherunilam, Prentice Hall India Learning.
- Private International Law: Indian and English, Paras Diwan, Deep & Deep.
- International Trade Law, S.R. Myneni, Allahabad Law Agency

Suggested Reference Books:

- Statutory Regulation and Employment Relations: The Impact of Statutory Trade Union Recognition, Sian Moore, Sonia McKay, Sarah Veale, Palgrave Macmillan
- East Asian Labor and Employment Law: International and Comparative Context, Ronald Brown, Cambridge University Press
- International Human Resource Management, Christopher Brewster, Guy Vernon, Paul Sparrow, Elizabeth Houldsworth, Kogan Page
- International Trade and Business: Law, Policy and Ethics, Gabriel Moens, Peter Gillies, Routledge
- International Trade: Theory and Policy, Paul Krugman, Maurice Obstfeld, Marc Melitz, Pearson

Semester: IV	Course Code: SE-IB-03	409 IB: Global Competitiveness, Value Chains and Alliances
2 Credits	LTP: 1:1:1	Elective Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO409IB.1	REMEMBERING	DESCRIBE THE CONCEPT OF GLOBALISATION AND GLOBAL COMPETITIVENESS IN INTERNATIONAL BUSINESS
CO409IB.2	UNDERSTANDING	EXPLAIN THE EFFICACY OF THE FOREIGN COLLABORATIONS AND JOINT VENTURES IN INTERNATIONAL BUSINESS
CO409IB.3	APPLYING	IDENTIFY VARIOUS ELEMENTS OF VALUE CHAIN INVOLVED IN IMPORT AND EXPORT BUSINESS
CO409IB.4	ANALYSING	EXAMINE VARIOUS FACTORS OF INTERNATIONAL SUPPLY CHAIN DESIGN AND GLOBAL PROCUREMENT AND DISTRIBUTION
CO409IB.5	EVALUATING	EVALUATE THE GLOBAL COMPETITIVENESS INDEX FOR INTERNATIONAL BUSINESS
CO409IB.6	CREATING	DISCUSS ON ROLE AND SIGNIFICANCE OF STRATEGIC ALLIANCES IN INTERNATIONAL BUSINESS CONTEXT

- 1. Introduction to Global Competitiveness:** What is global competitiveness - Semiglobalization Today and Tomorrow - Global Concentration and Externalities - Global Risks and Global Imbalances - Global Exploitation, Global Oppression and Global Homogenization - Global Competitiveness Index - Factors Affecting Global Competitiveness - The Emerging Arena and Business in World. **(5+1)**
- 2. Foreign Collaborations and Joint Ventures:** Foreign Direct Investment Policy, Industrial Policy – Kinds of Collaboration and Joint Ventures – Drafting of Agreement – Restrictive Clauses in the Foreign Collaboration and Joint Venture Agreements – International Commercial Arbitration. **(5+1)**
- 3. Value Chains:** Business Performance and Value Chain - Assessment of Value Chain Activities - Capacity and Facilities Resources Planning and Scheduling - Supply Chain Design - Global Procurement and Distribution - Forecasting and Inventory Management - Global Project Management - Technology in managing the Supply Chains. **(5+1)**
- 4. Strategic Alliances:** Meaning, Rationale, Types, Trends in Alliances in New Competitive Environment - Strategic Alliance Failures - Managing Strategic Alliances – Role of significance of strategic alliances in international context. **(5+1)**
- 5. Business Framework for International Business:** Role of MNEs in host economy – Trends in Global FDI - Instruments of Trade Policy - Trading Blocks (ASEAN, SAFTA, SAARC, NAFTA, EU) – Role of WTO and UNCTAD – Significance of IMF, IBRD, ADB - Doha Development Round - Regulatory Framework for Subsidies & Countervailing duties in India. **(5+1)**

Note:

- The focus of the entire course should be on international business context
- Real world examples and cases are expected to be discussed and analyzed in the class.

Suggested Text Books:

- International Business: Environment and Globalization, Mahua Dutta, Dreamtech Press.
- International Business & Trade, Ashish Gupta, Mani Kansal, Vayu Education

Suggested Reference Books:

- Enhancing Global Competitiveness through Sustainable Environmental Stewardship, Subhash C. Jain, Ben L. Kedia, Edward Elgar Publishing.
- Global Business: Competitiveness and Sustainability, Riad A. Ajami, G. Jason Goddard, Routledge.
- Competition Policy and Global Competitiveness in Major Asian Economies, Tran Van Hoa, Edward Elgar Publishing.
- Business, Power and Sustainability in a World of Global Value Chains, Stefano Ponte, Zed Books.
- Global Value Chains and Development: Redefining the Contours of 21st Century Capitalism, Gary Gereffi, Cambridge University Press.

Semester: IV	Course Code: SE-IB-04	410 IB: International Banking and Foreign Exchange Management
2 Credits	LTP: 1:1:1	Elective Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO410IB.1	REMEMBERING	DESCRIBE THE CHARACTERISTICS AND SIGNIFICANCE OF INTERNATIONAL BANKING
CO410IB.2	UNDERSTANDING	EXPLAIN THE RELEVANCE OF MONEY MARKET AND MONITORY POLICY IN INTERNATIONAL BANKING
CO410IB.3	APPLYING	IDENTIFY VARIOUS TYPES OF FOREIGN EXCHANGE MARKETS AND TRANSACTIONS
CO410IB.4	ANALYSING	EXAMINE SUPPLY AND DEMAND VIEW OF EXCHANGE RATES IN INTERNATIONAL BUSINESS
CO410IB.5	EVALUATING	EXPLAIN THE EXCHANGE RATE RISK AND EXPOSURE IN INTERNATIONAL MARKETS
CO410IB.6	CREATING	DISCUSS ON LINKAGES OF INTERNATIONAL BANKING AND FOREIGN EXCHANGE WITH INTERNATIONAL BUSINESS

- 1. Introduction to International Banking:** What is International Banking - Concept of Money Market, Developed and less developed Money Market, Their Characteristics & Importance - English Banking System – Bank of England, Origin and Growth, Organizational Structure, Functions, Monetary Policy, Commercial Banking System. **(5+1)**
- 2. International Banking Institutions:** Federal Reserve System - Origin, Organizational Structure and Working, Commercial Banking in USA, Unit Banking and Branch Banking and Factors for its Growth in USA - New York Money Market – Constituents and Working, London Money Market - Market Constituents working - Credit Instruments of Euro and Dollar - European Central Bank, Organization Structure and Functions - Bank of Japan- Structure and Working, Asian Development Bank- Functions, Structure and Working - Reserve Bank of India- Functions, Monetary and Credit Policy and Evaluation, - Indian Money Market - Banking Reforms in India – Role of NABARD - International Financial Institutions- I.M.F. and I.B.R.D, I.D.A, IFC, BRICS - New Development Bank. **(5+1)**
- 3. Foreign Exchange Markets:** Foreign Exchange Markets and Transactions - Quoting Foreign Exchange Rates, Spread, Official and Free market rates - Direct, Indirect and Cross Rates - Forward Rates with Quoting and Structure - Forward Exchange Rates versus Expected Future Spot Rate - Outright Forwards versus Swaps. Currency Futures, Marking to Market - Futures Contract Versus Forward Contract - The link between the Future and the Forward Contract. **(5+1)**

4. **Exchange Rates Assessments:** The Balance of Payment Accounts - The net International Investment Position - Supply and Demand View of Exchange Rates - Modern Theories of Exchange Rates - Alternative Systems of Exchange Rate - Hybrid System and Target Zone Arrangement. **(5+1)**
5. **Foreign Exchange Risks and Taxation:** The nature of Exchange Rate Risk and Exposure - Types of Foreign Exchange Exposure - Alternative Strategies for Exposure Management - Exposure Management Techniques - Hedging Risk and Exposure - Different Forms of Taxes, Import Duties - Withholding Taxes AND Branch vs Subsidiary Taxes - Organizational structures for reducing taxes - Tax Reliefs - Tax Treatment of Foreign Exchange Gains and Losses. **(5+1)**

Note:

- The focus of the entire course should be on international business context
- Real world examples and cases are expected to be discussed and analyzed in the class.

Suggested Text Books:

- International Trade Finance, Indian Institute of Banking & Finance, Taxmann Publications.
- Money Banking International Trade & Public Finance, M.L. Seth, Lakshmi Narian Agarwal.
- Foreign Exchange and Risk Management Paperback, C. Jeevanandam, Sultan Chand & Sons.
- Foreign Exchange Management, Sunil Kumar, Galgotia Publishing Company

Suggested Reference Books:

- Environmental Systems and Societies, Jill Rutherford, Oxford University Press.
- International Banking, Legal and Regulatory Aspects, Indian Institute of Banking & Finance, Macmillan Publishers.
- Foreign Exchange International Finance Risk Management, A. V. Rajwade, H. G. Desai, Arizona Business Alliance.
- International Trade Finance, Indian Institute of Banking & Finance, Taxmann Publications.
- How Global Currencies Work – Past, Present, and Future, Barry Eichengreen, Arnaud Mehl, Livia Chitu, Princeton University Press.

Savitribai Phule Pune University

Revised Syllabus

Master of Business Administration
(MBA)

Choice Based Credit System and Grading System

Two Year Full Time Four Semester

POST GRADUATE PROGRAMME

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

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

1. Title

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

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

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

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

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

- a) **New Skills & Competencies desired due to dynamic business environment:** Jobs of today were perhaps not created about 5 years ago. This aspect has a direct linkage with contents and structure of syllabus across the *Knowledge, Skills and Attitude (KSA) dimensions*, which calls for frequent and meaningful updating of the curriculum.
- b) **Concerns expressed by the Industry:** The industry has expressed concerns about the need for improvement in the *communication skills, inter-personal skills, domain knowledge basics, business environment awareness, technology proficiency, and attitude* of the MBA graduates. *Newer and innovative evaluation methods* are necessary to address these concerns of the industry.
- c) **Application Orientation:** There is a pressing need to *imbibe application oriented thinking*, based on sound knowledge of management theories, principles and concepts. Management education needs to move out of the classrooms and instead focus on *group activity, field work, experiential learning, etc.* This can be achieved only through a radical change in the evaluation pattern and course delivery methodology.
- d) **Changing mindset of the Learner:** The profile of the students for the management programme, their learning styles and the outlook towards higher education has undergone a gradual transformation. The expectations of the students from the MBA programme have changed over the last decade.
- e) **Integrate a basket of skill sets:** B-Schools are expected to imbibe varied aspects of ‘learning beyond the syllabus through innovative curriculum design, contemporary syllabus, effective delivery and comprehensive evaluation.
- f) **Entrepreneurial aspirations and preparedness for the same:** The youth now aspires to become masters of their own and wish to start up their new ventures. These will create further growth opportunities.

Specifically the following skill sets are in focus:

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

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

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

Specifically the objectives of the MBA Programme are:

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

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

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

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

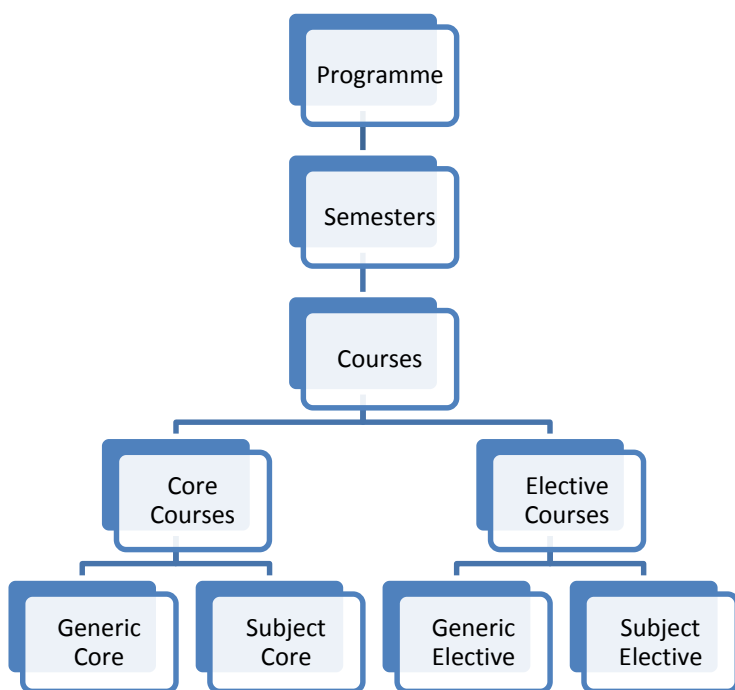
3.1 Choice Based Credit System: Choice Based Credit System (CBCS) offers wide ranging choice for students to opt for courses based on their aptitude and their career goals. CBCS works on the fundamental premise that students are mature individuals, capable of making their own decisions.

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

3.1.1 Key features of CBCS:

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

3.1.2 Programme Structure in Choice Based Credit System:



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

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

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

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

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

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

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

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

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

Following Specializations shall be offered:

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

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

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

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

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

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

Generic Elective: An elective course which is common across disciplines / subjects is called a generic elective. 'Generic Elective' courses develop generic proficiencies amongst the students.

Subject Elective: A 'Discipline centric' elective is called 'Subject Elective.'

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

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

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

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

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

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

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

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

3.5 Credits

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The MBA programme is a combination of:

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

3.6 Adoption of Credit and Grading System

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

3.6.1 Rationale for adoption of the Credit and Grading System:

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

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

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

3.6.2 Salient features of the grading system:

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

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

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

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

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

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

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

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

Absolute grading has several advantages such as –

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

The few limitations in Absolute Grading method are that –

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

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

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

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

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

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

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

3.9.1 Registration Process:

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

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

5. Examination:

Pattern of Examination: The evaluation scheme comprises of:

- a) University Evaluation
- b) Concurrent Evaluation

For each full credit course –

- a) 70 marks shall be evaluated by the University and
- b) 30 marks shall be evaluated by the respective Institute.

For each half credit course –

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

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

5.1 University Evaluation

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

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

5.1.1 Online Examination

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

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

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

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

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

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

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

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

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

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

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

Pattern of Question Paper:

- 1) There shall be five questions each of 10 marks.
- 2) All questions shall be compulsory with internal choice within the questions. i.e. There shall be 2 questions from each unit of the curriculum with an internal option.
- 3) A Question may be subdivided into sub-questions a, b, c... and the allocation of marks depend on the weightage of the topic.

ILLUSTRATIVE PATTERN OF QUESTION PAPER	
Q. 1 (A).....	based on Unit 1
OR	
Q.1 (B)	based on Unit 1
Q.2. (A)	based on Unit 2
OR	
Q.2 (B)	based on Unit 2
Q.3 (A)	based on Unit 3
OR	
Q.3 (B)	based on Unit 3
Q.4 (A)	based on Unit 4
OR	
Q.4 (B)	based on Unit 4
Q.5 (A)	based on Unit 5
OR	
Q.5 (B)	based on Unit 5

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

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

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

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

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

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

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

Suggested components for Concurrent Evaluation (CE) are:

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

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

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

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

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

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

orientation. The student shall submit a written structured report based on work done during this period on the basis of suggested guidelines and research methodology.

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

The report should be well documented and supported by:

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

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

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

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

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

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

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

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

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

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

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

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

5.5: Standard of Passing:

Degree Requirements:

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

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

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

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

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

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

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

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

Cumulative Grade Point Average (CGPA) for the Entire Course

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

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

5.5.1 Assessment and Grade Point Average

- a. The system of evaluation will be as follows: Each CA and ESE (ETE) will be evaluated in terms of marks. The marks for CA and ESE (ETE) will be added to convert into a grade and later a grade point average. There is no grade independently for CA or ESE (ETE).
- b. Result of a student will be declared for each semester after the ESE (ETE) only.
- c. The student will get a Grade Sheet with total grades earned and a Grade Point Average, after earning the minimum number of credits towards the completion of a PG program (subject to 3.9).
- d. Marks/Grade/Grade Point w.e.f. AY 2015-16 (10 Point Scale):

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

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

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

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

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

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

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

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

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

00.00-00.49	F
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f. 'B' Grade is equivalent to atleast 55% of the marks as per circular No.UGC- 298/[4619]UNI- 4 dated December 11, 1999. (Not applicable for 10 point scale)

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

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

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

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

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

l. The description for the grades is as follows:

O: Outstanding: Excellent analysis of the topic, (80% and above)

Accurate knowledge of the primary material, wide range of reading, logical development of ideas, originality in approaching the subject, Neat and systematic organization of content, elegant and lucid style;

A+ : Excellent : Excellent analysis of the topic (70 to 79%) Accurate knowledge of the primary material, acquaintance with seminal publications, logical development of ideas, Neat and systematic organization of content, effective and clear expression;

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

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

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

B: Above Average: Some important points covered (50 to 54%)

Basic knowledge of the primary material, logical development of ideas, Neat and systematic organization of content, good language or expression;

C: Average: Some points discussed (45 to 49%)

Basic knowledge of the primary material, some organization, acceptable language or expression;

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

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

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

5.5.2 Scaling Down of Concurrent Evaluation Scores: The marks obtained by the student for the Concurrent Evaluation components conducted by the Institute (i.e. out of 30 marks), in the Full Credit Courses, in Sem I to Sem IV, shall be scaled down, to the required extent, if percentage of the marks of Concurrent Evaluation exceeds the percentage of marks scored in the end semester University Examination by 25% for the respective course. i.e. (percentage of marks scored out of 50 in university evaluation) – (percentage of marks scored out of 30 in concurrent evaluation) should not exceed 25%. Scores of Online Examination are not part of the scaling down formula.

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

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

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

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

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

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

NOTE:

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

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

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

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

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

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

1. **Structure of the Programme:** The programme is a combination of:

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

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

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

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

Table III: Break Up & Spread of Courses

Spread of Full & Half Credit Courses:

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

Break Up of Full Credit Courses:

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

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

Break Up of Half Credit Courses:

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

IV	0	4	4
Total	8	8	16

Detailed Programme Structure is provided in Annexure I.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

8. Examination Rules

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

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

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

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

A teacher may devise a mechanism other than written test in addition to above in order to flourish the course contents.

a) It is mandatory for a teacher to hand over the assessed answer sheets to the respective students well before the commencement of the ESE (ETE).

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

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

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

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

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

8.8

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

CA is not available for a course in which the student has been declared as "PASS".

b) If a student is declared as "FAIL" (Grade F) in a course, then the student is allowed to choose such a course, with CA and ESE (ETE) both, only in a semester in which the course is conducted, irrespective of the previous score in CA. Otherwise, the student may appear only for ESE (ETE) in that course in any of the following/forthcoming semester, provided that the student has scored at least 15% of the total 100% (or 30% of the 50% of the total marks) in CA.

Explanation:

X=100%

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

c) In case of 3.8(b), the maximum duration available to register/reappear for a course will be as follows.

2 years PG Program – Up to 4 (four) years (i.e. *if a student is registered/admitted for first semester in 2013-14, then the student is allowed to register/reappear up to second semester in 2016-17*)

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

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

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

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

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

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

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

Annexure I - Detailed Programme Structure

Table IV – A: Generic Core Courses

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

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

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

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

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

Table IV – B: Generic Elective Courses

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

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

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

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

Table IV – C: Subject Core Courses

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

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

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

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

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

	Subject Core Courses (Services Management)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
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305SER	Services Business Management	3	III	30	20	50	100
306SER	Services Performance Management	3	III	30	20	50	100
403SER	Strategic Services Marketing	3	IV	30	20	50	100
404SER	Sectoral Services Management	3	IV	30	20	50	100

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

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

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

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

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

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

Table IV – D: Subject Elective Courses

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Course Code	Subject Elective Courses(Tourism and Hospitality Management	Credits	Semester	Concurr ent Evaluati on	Total Marks
307THM	Hospitality and Tourism Laws	2	III	50	50
308 THM	Financial Management for Hospitality Management	2	III	50	50
309 THM	Accounting for Hospitality Management	2	III	50	50

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

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

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

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

Note:

- a) In the detailed syllabus, Number of Sessions indicated are as follows: 7 + 2 indicates 7 teaching sessions and 2 evaluation /project sessions. Kindly note that the numbers indicated are indicative and not prescriptive.*
- b) Faculty members and students should refer to the latest edition of the relevant books, wherever such latest editions are available.*

ANNEXURE II - Detailed Syllabus

MBA SYLLABUS: SEMESTER I

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

Course Objectives:

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

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	Basic Concepts: Meaning of Business decisions and importance of business decisions. Forms of business organizations, meaning of accounting, basic concepts, terms used in business accounting. Types of accounts, journal, ledger and trial balance. Accounting equations and users of accounting information. Accounting concepts and conventions. Difference between financial, cost accounting and management accounting, Use and applicability of Tally in accounting.	(Hours: 6+2)
Unit – 2	Understanding of Financial Statements: Meaning of Financial statements. Importance and objectives of financial statements. Preparation of final accounts of sole proprietary firm. Making financial decisions on the basis of financial statements.	(Hours: 8+2)
Unit – 3	Cost Accounting: Basic concepts of cost accounting. Objectives of Cost Accounting, Classification and analysis of costs, Relevant and irrelevant costs, differential costs, sunk costs, Preparation of Simple Cost sheet.	(Hours: 6+2)
Unit – 4	Cost Control: Material cost control, Procurement, Pricing of issues, Inventory control techniques, Fixation of various levels, Economic order quantity, material losses, Labour cost control, time keeping and time booking, Overheads, Collection, Classifications, allocation and apportionment of overheads.	(Hours: 7+2)
Unit – 5	Decision making tools: Marginal costing, Break-even point, Cost Volume Profit analysis, Optimizing product mix, Pricing decisions. Budgeting - Cash and Flexible budgets only, Standard costing – Material and Labour Variances only.	(Hours: 8+2)
	<p>Note:</p> <ol style="list-style-type: none"> 1. Weightage of Theory Questions will be 30% and numerical problems will carry 70% marks in the final question paper. 2. Numerical Problems will be asked on the following topics: Preparation of financial statements of proprietary concerns. Pricing of issues: - FIFO, LIFO, Simple Average & Weighted average methods. 	

	Allocation and apportionment of Overheads. Computation BEP and related areas. Optimizing product mix. Make or buy decisions. Cash and Flexible budgets Computation of Material and Labour variances.	
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Learning Resources:		
1	Text Books	Management Accounting – Dr. Mahesh Kulkarni Accounting For Business Decisions by Dr. E B Khedkar and Dr. D B Bharati
2	Reference Books	<ul style="list-style-type: none"> Financial Accounting for Management: Shankarnarayanan/ Ramanath- CENGAGE Learning Financial Cost and Management Accounting - P Periasamy Management Accounting - Madhu Vij Fundamentals of Management Accounting – H. V Jhamb Cost and Management Accounting – M N Arora Financial Accounting for Managers – Mr. Sanjay Dhmiya, Pearson Publications Management Accounting – Mr. Anthony Atkinson, Robert Kaplan, Pearson Management Accounting – Mr. Khan and Mr. Jain, Tata McGraw Hill Financial Accounting part I – Mr. S. N. Maheshwari Accounting For Management-Jawarhar Lal Accounting – Shukla Grewal
3	Supplementary Reading Material	Management Accounting - Mr. Ravi Kishore Accounting for Managers – Dearden and Bhattacharya
4	Websites	Institute of Cost Accountants, Institute of Chartered Accountants
5	Journals	Indian Journal of Finance

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

Course Objectives:

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

Syllabus:

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

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

Learning Resources:

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

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

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

Course Objectives:

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

Syllabus:

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

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

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

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

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

Course Objectives:

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

Syllabus:

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

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

	<p>and Mode; their relative merits and demerits,</p> <p>5.2 Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram, Leaf and stem, Candle stick, Box plots. (Use of MS Excel)</p> <p>5.3 Bivariate Analysis: Cross tabulations, Use of percentages, Bivariate Correlation Analysis - meaning & types of correlation, Karl Person's coefficient of correlation and spearman's rank correlation; Scatter plots, Chi-square test including testing hypothesis of association, association of attributes. (Formulae and calculation are not expected. Interpretation of the given data and scenario analysis is expected for appropriate managerial decision inferences to be drawn.)</p> <p>5.4 Linear Regression Analysis: Meaning and two lines of regression; relationship between correlation and regression co-efficient (Formulae and calculation are not expected. Interpretation of the given data and scenario analysis is expected for appropriate managerial decision inferences to be drawn.)</p> <p>5.5 Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test, Non-parametric tests: Binomial test of proportion, Randomness test; Analysis of Variance: One way and two-way Classifications (Formulae and calculation are not expected. Interpretation of the given data and scenario analysis is expected for appropriate managerial decision inferences to be drawn.)</p> <p>5.6 Research Reports: Structure of Research report, Report writing and Presentation.</p> <p><i>Note: Extensive use of MS Excel is expected in learning unit no. 5</i></p>	
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Learning Resources:		
1	Text Books	<p>Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition.</p> <p>Business Research Methods by Alan Bryman & Emma Bell, Oxford University Press, 2nd Edition</p> <p>Research Methodology by C.R.Kothari, New Age International Publication, 2nd Edition</p> <p>Research Methods for Social Work by Allen, Earl R. Babbie, Cengage, 7th Edition</p> <p>Research Methods in Business Studies: A Practical Guide by Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall</p> <p>Research Methodology- Neerja- Scitech Publication</p> <p>Business Research Methods by Sachdeva Himalaya Publication</p>
2	Reference Books	<p>The Practice of Social Research by Earl R. Babbie, Wadsworth, 13th Edition</p> <p>Business Research Methods by William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning, 8th Edition</p> <p>Approaches to social research by Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press, 2nd Edition</p> <p>Handbook of Research Design and Social Measurement by Delbert Charles Miller, Neil J. Salkind, Sage Publication, 6th Edition</p> <p>Research Methods: The Basics by Nicholas S. R. Walliman, Nicholas Walliman, Routledge, 1st Edition</p> <p>SPSS Handbook by Himalaya Publications</p>
3	Supplementary Reading Material	Business Research Methods by Naval Bajpai, Pearson, 1 st Edition
4	Websites	<p>http://www.socialresearchmethods.net</p> <p>http://www.oup.com/uk/orc/bin/9780199202959</p>
5	Journals	<p>The Nature, Social Organization and Promotion of Management Research: Towards Policy by David Tranfield and Ken Starkey, British Journal of Management, Vol. 9, 341–353 (1998)</p> <p>The Case for Qualitative Research by Gareth Morgan & Linda Smircich, Academy of Management Review 1980, Vol. 5, No. 4, 491-500</p> <p>Beyond the Qualitative Interview: Data Preparation and Transcription by Eleanor Mclellan, Kathleen M. Macqueen & Judith L. Neidig, Field Methods,</p>

	<p>Vol. 15, No. 1, February 2003, 63–84</p> <p>The Coming of Age for Qualitative Research: Embracing the Diversity of Qualitative Methods by Bansal, Pratima (Tima); Corley, Kevin. Academy of Management Journal. Apr2011, Vol. 54 Issue 2, p233-237</p> <p>Social Science Research Methods in Internet Time by Karpf, David. Information, Communication & Society. Jun2012, Vol. 15 Issue 5, p639-661</p> <p>A Review of Research Methods in Online and Blended Business Education: 2000-2009 by Arbaugh, J. B.; Hwang, Alvin; Pollack, Birgit Leisen., Academy of Management Annual Meeting Proceedings. 2010, p1-6</p> <p>Research Methods in Economics and Business by Roberts, Harry V. Journal of Marketing Research Aug1964, Vol. 1 Issue 3, p88-90</p> <p>Counterfactuals and Hypothesis Testing in Political Science Author(s): James D. Fearon, The Johns Hopkins University Press Vol. 43, No. 2 (Jan., 1991), pp. 169-195</p> <p>Statistical Sampling Techniques and Marketing Research by Cassady Jr., Ralph. Journal of Marketing. Apr 1945, Vol. 9 Issue 4, p317-341</p> <p>A Study of Selected Opinion Measurement Techniques by Kassarian, Harold H.; Nakanishi, Masao. Journal of Marketing Research, May67, Vol. 4 Issue 2, p148-153</p>
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Semester	I	Specialization	NA
Course Code	105	Type	Generic - Core
Course Title	Organizational Behaviour		

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

Syllabus:

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

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

Learning Resources:

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

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

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

Syllabus:

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

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

Learning Resources:

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

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

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

Course Objectives:

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

Syllabus:

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

5	5.1 Challenges in Management: Change Management -Timing of Change- Reaction to change-Planning organizational Change-Technological Change- Effective use of Communication Devices and IT.	4 + 1
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Learning Resources:		
1	Text Books	<p>Fundamentals of Management by Robbins, S.P. and Decenzo, D.A., Pearson Education Asia, New Delhi.</p> <p>Management by Koontz and Wechrich, TMGH</p> <p>Management by Stoner, et. al., Prentice Hall of India, New Delhi.</p>
2	Reference Books	<p>Management by Hellregel, Cengage Learning, Bombay</p> <p>Management by Robbins & Coulter, Prentice Hall of Hall of India, New Delhi.</p> <p>Management - Text & Cases by Satya Raju, PHI, New Delhi.</p> <p>Management by Richard L. Draft, Cengage South-Western</p>
3	Supplementary Reading Material	<p>The Frontiers of Management by Peter Drucker, Harvard Business Review Press.</p> <p>The Definitive Drucker by Elizabeth Haas Edersheim, TMGH.</p> <p>Technology, Management and Society by Peter Drucker, Harvard Business Review Press.</p> <p>The Drucker Lectures: Essential Lessons on Management, Society and Economy Edited by Rick Wartzman, TMGH.</p>
4	Websites	http://www.druckerinstitute.com/link/about-peter-drucker/
5	Journals	The Five Minds of a Manager by Gosling, Jonathan; Mintzberg, Henry. Harvard Business Review, Nov2003, Vol. 81 Issue 11

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

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

Syllabus:

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

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

Note:

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

Learning Resources:

1	Text Books	<ul style="list-style-type: none"> Essentials of Business Communication by Rajendra Pal & J.S. Korlahalli, Sultan Chand & Sons, 8th Edition Business Communication by Meenakshi Raman & Prakash Singh, Oxford, 2006 Basic Business Communication Skills for Empowering the Internet Generation by Lesikar, R.V. & Flatley, M.E., TMGH , New Delhi. The Essence of Effective Communications by Ludlow, R. & Panton, F. , Prentice Hall of India Pvt. Ltd.
2	Reference Books	<p>Communication by C. S. Rayadu, HPH, 8th Revised Edition, 2007</p> <p>Business Correspondence & Report Writing by R. C. Sharma & Krishna Mohan, Tata McGraw Hill, 4th Edition, 2011</p> <p>Developing Communication Skills by Macmillan, 2nd Edition</p> <p>Professional Presentations by Malcolm Goodale, Cambridge University Press, South Asian Edition</p>
3	Supplementary Reading Material	<p>Business Communication - Harvard Business Essentials Series, HBS Press</p> <p>Effective Communication by Adair, J. , Pan Macmillan</p> <p>Excellence in Business Communication by Thill, J. V. & Bovee, G. L, McGraw Hill, New York.</p> <p>Business Communications: From Process to Product by Bowman, J.P. & Branchaw, P.P., Dryden Press, Chicago.</p>
4	Websites	<p>www.businesscommunicationskills.com</p> <p>www.kcittraining.com</p> <p>www.mindtools.com</p> <p>www.busesstrainingworks.com</p>

		www.businesscommunication.org	
5	Journals	Journal of Business Communication	
Semester	I	Specialization	NA
Course Code	109	Type	Generic - Elective
Course Title	MS Excel and Advanced Excel Lab		

Course Objectives:

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

Syllabus:

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

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

Learning Resources:

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

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

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

Course Objectives:

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

Syllabus:

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

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

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

Course Objectives:

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

Syllabus:

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

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

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

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

Syllabus:

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

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

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

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

Course Objectives:

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

Syllabus:

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

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

Note:

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

Learning Resources:

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

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

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

Course Objectives:

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	Salutations: <ol style="list-style-type: none"> To greet the people and say Good afternoon, Good Evening, Goodbye, ask name and say your name, seek clarification and help, numbers from 1 to 10 To say where you live. Describe your house and members of your family. Weights and Measures, length & breadth, use of decimal system, area and volume. Cardinal numbers & Ordinal Numbers. Ask and give personal information, Nationality, profession and language, Numbers from 11 to 50. To ask time by clock and by span, days of the week, months of the year. 	2 + 4
2	Conversation Skills: <ol style="list-style-type: none"> To ask and express interests, Preferences; likes and dislikes; to invite, to accept the invitation or to politely decline the invitation; hobbies and how to spend your leisure. To talk about the weather; to talk about the daily personal routine and related activities. Seasons & holidays in France/Germany/Japan. Introduction to letter writing and email writing. To talk about clothing - size, colour, material. Purchase at a super market, modes of payment. To name and explain human body to express common bodily ailments (fever, headache etc.) 	2 + 4
3	Geographical Description: <ol style="list-style-type: none"> Country, location on the world map, borders and neighboring countries, ports and industrial towns. Information and clarification of places. Asking for directions to the public places. Modes of Transport. Numbers 51 to 100 and 1000, 10,00,000 etc. 	2 + 4

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

Note:

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

The emphasis of the course shall be on practical aspects.

Learning Resources:

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

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

Course Objectives:

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

Syllabus:

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

Note:

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

the information collected and gaining insights. Students shall submit a structured detailed report.

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

Report – 20 Marks , Presentation – 15 Marks, Question & Answer – 15 Marks

Learning Resources:

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

MBA SYLLABUS: SEMESTER II

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

Course Objectives:

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

Syllabus:

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

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

Learning Resources:

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

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

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

Course Objectives:

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

Syllabus

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

Unit – 4	<u>Capital Budgeting:</u> Meaning, Definition and types of evaluating the project on the basis of Traditional Techniques and Modern Techniques (viz. Payback period, Discounted Payback period, NPV, ARR, IRR, PI) Time Value of Money.	(Hours: 8+2)
Unit – 5	<u>Working Capital Management:</u> Nature and Scope, Components of working capital, operating cycle, types of working capital, Sources of Working Capital Financing, Factors affecting working capital, estimation of working capital requirement.	(Hours: 8+2)
Very Important Instructions for Problems	<u>Note:</u> <ol style="list-style-type: none"> 1. Theory 30% and Numerical Problems 70%. 2. Numerical Problems will be asked on following topics only – Calculation of Cost of Capital: Specific Costs – Cost of Equity / Preference / retained earnings and Debt, Weighted Average Cost of Capital, Leverages. Problems on Ratio analysis (computation and Interpretations of ratios) Simple problems on Fund flow statement Capital budgeting: Payback period, Discounted Payback Period, NPV, ARR, IRR, PI. Problems on Estimation of Working Capital. 	

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

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

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

Course Objectives:

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

Syllabus:

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

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

Learning Resources:

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

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

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

Course Objectives:

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

Syllabus:

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

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

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

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

Course Objectives:

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

Syllabus:

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

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

Learning Resources:

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

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

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

Course Objectives:

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

Syllabus:

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

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

Note:

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

Learning Resources:

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

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

Course Objectives:

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

Syllabus:

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

Learning Resources:

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

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

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

Course Objectives:

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

Syllabus:

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

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

The entire course has to be taught using a hands-on approach.

Students should be encouraged to use the 30 day trial version of relevant software package.

Learning Resources:

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

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

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

Syllabus:

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

	<p>Work Table, Understanding Tracking Strategies</p> <p>5.2 Tracking Project Progress II: Recording Actuals – Organizing the Updating Process, Understanding Calculation Options, Updating Tasks to Reflect Actual Information, Using Actuals and Costs, Techniques and Tips for Updating, Reviewing Progress.</p>	
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Learning Resources:		
1	Text Books	Microsoft Office Project 2007 Bible by Elaine Marmel, Wiley Publishing Inc, 2007
2	Reference Books	-
3	Supplementary Reading Material	PMBOK Guide by PMI
4	Websites	www.pmi.org.in http://www.project-blog.com/
5	Journals	Project Management by Koehler, Brandon. OfficePro. Mar/Apr2012, Vol. 72 Issue 2, p36-37

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

Course Objectives:

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

Syllabus:

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

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

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

Course Objectives:

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

Syllabus:

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

Learning Resources:

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

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

Course Objectives:

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

Syllabus:

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

Learning Resources:

1	Text Books	Business Process Management – A Rigorous Approach by Martyn A Ould ,
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		British Computer Society, First South Asia Edition.
2	Reference Books	-
3	Supplementary Reading Material	-
4	Websites	-
5	Journals	-

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

Course Objectives:

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

Syllabus:

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

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

Note:

Emphasis should be on hands on experience.

All sessions should be conducted in the IT laboratory.

Learning Resources:

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

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

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

Course Objectives:

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

Syllabus:

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

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

Note:

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

Learning Resources:

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

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

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

Syllabus:

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

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

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

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

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

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

Students shall submit a structured detailed report.

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

Report – 20 Marks

Presentation – 15 Marks

Question & Answer – 15 Marks

Learning Resources:

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

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

MBA SYLLABUS: SEMESTER III

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

Course Objectives:

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

Syllabus:

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

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

	<p>Action framework.</p> <p>5.2 Business Models: Meaning & components of business models, new business models for Internet Economy– E-Commerce Business Models and Strategies – Internet Strategies for Traditional Business –Virtual Value Chain.</p> <p>5.3 Sustainability & Strategic Management: Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.</p>	
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Learning Resources:		
1	Text Books	Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill, Third Edition.
2	Reference Books	<p>Strategic Management by Ireland, Hoskisson & Hitt, Indian Edition, Cengage Learning, 2008 Edition</p> <p>Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill, 16th Edition</p> <p>Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson, 12th ed.,</p> <p>Strategic Management by Dr. Yogeshwari L. Giri</p>
3	Supplementary Reading Material	<p>The Essentials, Harvard Business Press, 2011 Edition</p> <p>Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter, First Free Press Edition, 1980</p> <p>Competing for the Future by Gary Hamel & C.K. Prahalad, TMGH.</p> <p>Blue Ocean Strategy by Kim & Mauborgne</p>
4	Websites	<p>http://www.thepalladiumgroup.com</p> <p>http://www.mckinsey.com</p>
	Journals	<p>Managing Core Competence of the Organization by Srivastava, Shirish C., Vikalpa: The Journal for Decision Makers, Oct-Dec2005, Vol. 30 Issue 4</p> <p>Core Competence, Distinctive Competence, and Competitive Advantage: What Is the Difference? by Mooney, Ann. Journal of Education for Business, Nov/Dec2007, Vol. 83 Issue 2</p> <p>The Five Competitive Forces That Shape Strategy by Porter, Michael E., Harvard Business Review, Jan2008, Vol. 86 Issue 1</p>

	<p>Strategy & Society: The Link Between Competitive Advantage and Corporate Social Responsibility by Porter, Michael E.; Kramer, Mark R., Harvard Business Review, Dec2006, Vol. 84 Issue 12</p> <p>From Competitive Advantage to Corporate Strategy by Porter, Michael E., McKinsey Quarterly, Spring88, Issue 2</p> <p>Strategy and the Internet by Porter, Michael E., Harvard Business Review, Mar2001, Vol. 79 Issue 3</p> <p>What Is Strategy? by Porter, Michael E., Harvard Business Review, Nov/Dec96, Vol. 74 Issue 6</p> <p>The Strategy Concept I: Five Ps For Strategy by Mintzberg, Henry., California Management Review, Fall1987, Vol. 30 Issue 1</p> <p>The Strategy Concept II: Another Look at Why Organizations Need Strategies by Mintzberg, Henry. , California Management Review, Fall1987, Vol. 30 Issue 1</p> <p>The Pitfalls of Strategic Planning by Mintzberg, Henry., California Management Review, Fall1993, Vol. 36 Issue 1</p> <p>Crafting strategy by Mintzberg, Henry; Hunsicker, J. Quincy. , McKinsey Quarterly, Summer88, Issue 3</p> <p>The GE-McKinsey Nine-box Framework, McKinsey Quarterly, 2008, Issue 4</p> <p>Reliance Telecom: Related or Unrelated Diversification? A Case Study by Sen, Subir, South Asian Journal of Management, Apr-Jun2011, Vol. 18 Issue 2</p> <p>Competing Today While Preparing for Tomorrow by Abell, Derek F., Sloan Management Review, Spring99, Vol. 40 Issue 3</p>
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Semester	III	Specialization	NA
Course Code	302	Type	Generic - Core
Course Title	Enterprise Performance Management		

Course Objectives:

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

Syllabus:

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

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

Learning Resources:

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

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

Course Objectives:

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

Syllabus:

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

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

Learning Resources:

1	Text Books	<p>The Dynamics of Entrepreneurial Development & Management by Desai, Vasant , Himalaya Publishing House, Delhi</p> <p>Managing Small Business by Longenecker, Moore, Petty and Palich, Cengage Learning, India Edition.</p> <p>Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition.</p> <p>Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH.</p> <p>Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, Published by Praeger Perspectives.</p> <p>Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. & Hodgetts,</p>
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		<p>R.M. Cengage Press.</p> <p>Entrepreneurship Development: Small Business Enterprises by Charantimath, P. , Pearson.</p> <p>A Guide to Entrepreneurship by David, Otes, Jaico Books Publishing House, Delhi.</p> <p>Indian Entrepreneurial Culture by A Gupta, New Age International.</p>
2	Reference Books	<p>Entrepreneurship: New Venture Creation by David H. Holt</p> <p>Entrepreneurship Development New Venture Creation by Satish Taneja, S.L.Gupta</p> <p>Project management by K. Nagarajan.</p> <p>Entrepreneurship: Strategies and Resources by Marc J. Dollinger</p> <p>The Culture of Entrepreneurship by Brigitte Berger.</p> <p>Entrepreneurship by Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd</p> <p>Entrepreneurship As Strategy by G. Dale Meyer, Kurt A. Heppard</p> <p>New Vistas of Entrepreneurship: Challenges & Opportunities by A. Sahay, M.S. Chhikara</p> <p>Entrepreneurship and Small Business Management by Siropolis</p> <p>Lead like an Entrepreneur by Neal Thornberry</p> <p>Make The Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare</p>
3	Supplementary Reading Material	<p>The Creation of Wealth - A Tata Story by R M Lala , IBM Publishing</p> <p>B K Birla : A Rare Legacy, Image Inc.</p> <p>Family Business in India by Sudipta Dutta</p> <p>Innovation and Entrepreneurship by Peter F. Drucker</p> <p>You Too Can Become an Entrepreneur by Nalinaksha Mutsuddi</p> <p>Intrapreneurship by Gifford Pinchot III</p> <p>The Entrepreneurial Connection by Gurmeet Naroola</p> <p>Thought Leaders by Steven Brandt.</p> <p>Corporate Entrepreneurship by Vijay Sathe</p> <p>Corporate Entrepreneurship: Entrepreneurial Development Inside</p>

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

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

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

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

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

The report should be well documented and supported by:

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

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

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

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

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

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

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

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

MBA SYLLABUS: SEMESTER III
MARKETING MANAGEMENT - SPECIALIZATION

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

Course Objectives:

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

Syllabus:

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

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

	<p>Multi- dimensional Scaling & Perceptual Mapping, Conceptual basis, type of data required, key decision- attribute based versus non-attribute based approaches, procedure, how to interpret output, applications related to target market selection & positioning (Question on interpretation of output is expected)</p> <p>Discriminant Analysis (Two Group Case), Conceptual basis, type of data required, determining the coefficients, interpreting discriminant function & classifying subjects using discriminant function, applications in marketing (Question on interpretation of output is expected)</p>	
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Learning Resources:		
1	Text Books	<p>Marketing Research - An Applied Orientation by Malhotra and Dash, Pearson Education.</p> <p>Marketing Research by Churchill, Jr, G.A. and D. Iacobucci (2005), South Western: Cengage, 9th Edition.</p> <p>Marketing Research, Zikmund, Babin, Cengage Learning</p>
2	Reference Books	<p>Marketing Research by Boyd, H.P., R. Westfall and S. F. Stasch. (2004), Delhi: A.I.T.B.S., 7th Edition.</p> <p>Marketing Research by Burns, G.A. and D. Bush (2006), South Western: Cengage, 9th Edition.</p> <p>Marketing Research by Green, P.E., Tull, D.S. and G. Albaum (2007), New Delhi: Prentice Hall of India, 5th Edition.</p>
3	Supplementary Reading Material	<p>Marketing Research by Luck, D.J. and R.S. Rubin (2005), New Delhi: Prentice Hall of India, 7th Edition.</p> <p>Marketing Research by Tull, D.S. and D.I. Hawkins (2004), New Delhi: Prentice Hall of India, 6th Edition.</p>
4	Websites	<p>http://www.nielsen.com/in/en.html</p> <p>http://www.ipsos.com/</p> <p>https://www.globalopinionpanels.com/home</p> <p>www.jdpower.com/</p> <p>http://www.ncaer.org/</p> <p>http://www.marketresearch.com/</p>
5	Journals	A Paradigm for developing Better Measures of Marketing Constructs, by Churchill, G. A., Jr. , Journal of Marketing Research, 26 (February) 1979, pp.64-

		<p>73.</p> <p>A Comparison of Multidimensional Scaling Methods for Perceptual Mapping by Bijmolt, Tammo H. A.; Wedel, Michel. Journal of Marketing Research (JMR). May99, Vol. 36 Issue 2, p277-285.</p> <p>A survey of the challenges and pitfalls of cluster analysis application in market segmentation by Tuma, Michael N.; Decker, Reinhold; Scholz, Soren W., International Journal of Market Research. 2011, Vol. 53 Issue 3, p391-414.</p> <p>Improving the Predictive Power of Conjoint Analysis: The Use of Factor Analysis and Cluster Analysis by Hagerty, Michael R., Journal of Marketing Research (JMR). May85, Vol. 22 Issue 2, p168-184.</p> <p>An Examination of the Factors Influencing Consumers' Attitudes Towards Social Media Marketing by Akar, Erkan; Topcu, Birol, Journal of Internet Commerce. Jan-Mar2011, Vol. 10 Issue 1, p35-67.</p> <p>Setting Sales Quotas with Conjoint Analysis by Darmon, René Y., Journal of Marketing Research, Feb1979, Vol. 16 Issue 1, p133-140.</p>
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Semester	III	Specialization	Marketing
Course Code	306MKT	Type	Subject - Core
Course Title	Consumer Behaviour		

Course Objectives:

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

Syllabus:

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

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

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

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

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

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

Syllabus:

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

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

		<p>IMC: Has anything really changed? A new perspective on an old definition, by Luck, Edwina, Moffatt, Jennifer. Journal of Marketing Communications. Dec2009, Vol. 15 Issue 5, p311-325.</p> <p>Perceptions of IMC after a Decade of Development: Who's at the Wheel, and How Can We Measure Success? By Swain, William N., Journal of Advertising Research. Mar2004, Vol. 44 Issue 1, p46-65.</p> <p>The Self-Activation Effect of Advertisements: Ads Can Affect Whether and How Consumers Think about the Self by Trampe, Debra, Stapel, Diederik A., Siero, Frans W. Journal of Consumer Research. Apr2011, Vol. 37 Issue 6, p1030-1045</p> <p>How Advertising Affects Sales: Meta-Analysis of Econometric Results by Assmus, Gert, Farley, John U., Lehmann, Donald R. Journal of Marketing Research (JMR). Feb1984, Vol. 21 Issue 1, p65-74.</p> <p>The March to Reliable Metrics by Smit, Edith G., Neijens, Peter C. Journal of Advertising Research. Mar2011 Supplement, Vol. 51, p124-135.</p>
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Semester	III	Specialization	Marketing
Course Code	308MKT	Type	Subject - Elective
Course Title	Product Management		

Course Objectives:

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

Syllabus:

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

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

Learning Resources:

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

	<p>p6633-6649.</p> <p>The Application of Quality Function Deployment (QFD) in Product Development - The Case Study of Taiwan Hypermarket Building by Shih-Shue Sher., Journal of American Academy of Business, Cambridge. Mar2006, Vol. 8 Issue 2, p292-295.</p> <p>QFD Analysis: From Customer Needs to Design Specs by Gould, Lawrence S., Automotive Design & Production. Jun2006, Vol. 118 Issue 6, p56-57.</p> <p>Virtual Product Experience and Customer Participation—A Chance for Customer-centred, Really New Products by Füller, Johann; Matzler, Kurt., Technovation. Jun/Jul2007, Vol. 27 Issue 6/7, p378-387.</p> <p>Developing New-to-the-Firm Products: The Role of Micro-political Strategies by Sethi, Rajesh; Iqbal, Zafar; Sethi, Anju, Journal of Marketing. Mar2012, Vol. 76 Issue 2, p99-115. 17p. 1</p> <p>The Impact of Product Market Strategy-Organizational Culture Fit on Business Performance by Yarbrough, Larry; Morgan, Neil; Vorhies, Douglas, Journal of the Academy of Marketing Science. Aug2011, Vol. 39 Issue 4, p555-573</p> <p>Transforming the Nature and Scope of New Product Development by Pitta, Dennis; Pitta, Elizabeth, Journal of Product & Brand Management. 2012, Vol. 21 Issue 1, p35-46. 12p</p> <p>Why Most Product Launches Fail? by Schneider, Joan; Hall, Julie. Harvard Business Review. Apr2011, Vol. 89 Issue 4, p21-23.</p> <p>Do You Need a New Product-Development Strategy? by MacCormack, Alan; Crandall, William; Henderson, Paul; Toft, Peter., Research Technology Management. Jan/Feb2012, Vol. 55 Issue 1, p34-43.</p> <p>The Impact of the Corporate Mind-set on New Product Launch Strategy and Market Performance by Talke, Katrin; Hultink, Erik Jan., Journal of Product Innovation Management. Mar2010, Vol. 27 Issue 2, p220-237.</p> <p>Evolution of Firms' Product Strategy Over the Lifecycle of Technology-Based Industries: A Case Study of the Global Mobile Phone Industry, 1980-2009 by Giachetti, Claudio; Marchi, Gianluca., Business History. Dec 2010, Vol. 52 Issue 7, p1123-1150.</p> <p>Competitive Strategies For NewProduct Marketing Over The Life Cycle by Kotler, Philip, Management Science. Dec1965, Vol. 12 Issue 4, pB-104-B-119.</p> <p>Assessing Marketing Performance: Don't Settle for a Silver Metric by Ambler, Tim; Roberts, John H. Journal of Marketing Management. Sep2008, Vol. 24 Issue 7/8, p733-750.</p> <p>Marketing and Firm Value: Metrics, Methods, Findings, and Future Directions by Srinivasan, Shuba; Hanssens, Dominique M. Journal of Marketing Research</p>
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		(JMR). Jun2009, Vol. 46 Issue 3, p293-312. 20p. Taking on the Metrics Challenge by Patterson, Laura. Journal of Targeting, Measurement & Analysis for Marketing. Sep2007, Vol. 15 Issue 4, p270-276. 7p. 1
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Semester	III	Specialization	Marketing
Course Code	309MKT	Type	Subject - Elective
Course Title	Strategic Brand Management		

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

Syllabus:

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

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

Learning Resources:

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

		<p>R., Journal of Brand Management, Sep2009, Vol. 17 Issue 1.</p> <p>Measurement of Brand Equity of Brand India by Patel, Pratik C. Journal of Marketing & Communication, Jan2010, Vol. 5 Issue 3.</p> <p>Exploring Customer Brand Engagement: Definition and Themes, by Hollebeek, Linda. Journal of Strategic Marketing. Nov 2011, Vol. 19 Issue 7, p555-573.</p>
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Semester	III	Specialization	Marketing
Course Code	310MKT	Type	Subject - Elective
Course Title	Personal Selling Lab		

Course Objectives:

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

Syllabus:

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

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

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

5	Journals	Journal of Personal Selling & Sales Management Journal of Consumer Marketing Sales and Marketing - Nielsen Business Media
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Semester	III	Specialization	Marketing
Course Code	311MKT	Type	Subject - Elective
Course Title	Qualitative Marketing Research		

Course Objectives:

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

Syllabus:

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

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

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

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

Course Objectives:

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

Syllabus:

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

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

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

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

		Vol. 13 Issue 3, p297-310.
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Semester	III	Specialization	Marketing
Course Code	313MKT	Type	Subject - Elective
Course Title	Marketing and the Law		

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

Syllabus:

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

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

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

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

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

Course Objectives:

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

Syllabus:

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

Learning Resources:

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

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

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

Course Objectives:

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

Syllabus:

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

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

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

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

Course Objectives:

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

Syllabus:

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

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

		<p>(0973-8819). Jan2011, Vol. 9 Issue 1, p40-49.</p> <p>Marketing UK Towns and Cities as Shopping Destinations, byWarnaby, Gary; Bennison, David; Davies, Barry J.; Hughes, Howard., Journal of Marketing Management. Dec2002, Vol. 18 Issue 9/10.</p> <p>Destination Marketing: Future issues — Strategic challenges, by Fyall, Alan; Leask, Anna., Tourism & Hospitality Research. Nov2006, Vol. 7 Issue 1, p50-63.</p> <p>Case Study: Uttarakhand as a Spiritual Tourist Destination: An Emerging Research, by Himadri, Phukan., Advances in Management. May2012, Vol. 5 Issue 5, p42-48.</p> <p>From Destination Brand to Location Brand, by Kerr, Greg., Journal of Brand Management. Apr/Jun2006, Vol. 13 Issue 4/5, p276-283.</p>
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Semester	III	Specialization	Marketing
Course Code	317MKT	Type	Subject - Elective
Course Title	Agricultural Marketing		

Course Objectives:

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

Syllabus:

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

	<p>influencing pricing decisions. Determination of agricultural prices and marketing margins, Role of agricultural price commission Various pricing strategies.</p> <p>5.2 Pricing Mechanisms: Role of Institutions in determination of prices of agricultural commodities, Commodity exchanges, Concept of Value and Value Addition; Pricing in Competitive Environment.</p>	
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Learning Resources:		
1	Text Books	<p>Marketing of Agricultural Products by Richard Louis Kohls, Joseph N. Uhl, Person Publication, 9th Edition.</p> <p>Agriculture Marketing in India by S.S.Acharya & N.L. Agarwal , Oxford & IBH Publishing Co. Pvt. Ltd New Delhi, 4th Edition</p>
2	Reference Books	<p>New Perspective in Rural & Agricultural Marketing by Ramkishen Y., Jaico Publishing House , 2nd Edition</p> <p>Introduction to Agribusiness Marketing by George Seperich, Michael Woolverton, James Beierlein, Pearson Education.</p>
3	Supplementary Reading Material	<p>Rural Agriculture & Marketing by S.B. Verma, S.K. Jiloka & Mandal , Deep & Deep Publication Pvt. Ltd.</p> <p>Agricultural Communications Changes & Challenges by Kristina Boone, Terry Meisenbach and Mark Tucker, Surjeet Publication</p>
4	Websites	<p>http://agmarknet.nic.in/ www.hpsamb.nic.in/</p> <p>www.rsamb.rajasthan.gov.in/</p> <p>www.agritech.tnau.ac.in</p> <p>www.delagrimarket.nic.in/</p> <p>www.ams.usda.gov/</p>
5	Journals	<p>Journal of International Food & Agribusiness Marketing</p> <p>Indian Journal of Agricultural Marketing</p> <p>Agricultural Marketing</p> <p>American Journal of Agricultural Economics</p> <p>Agricultural Economics & Marketing Journal</p> <p>Agricultural Economics Research Review</p>

		Journal of Farm Economics Journal of Marketing
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Semester	III	Specialization	Marketing
Course Code	318MKT	Type	Subject - Elective
Course Title	Business to Business Marketing		

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

Syllabus:

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

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

Learning Resources:

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

		<p>Approaching Global Industrial Marketing from a Managerial Cognition Perspective: A Theoretical Framework by Madhavaram, Sreedhar; Badrinarayanan, Vishag; Granot, Elad., Journal of Business & Industrial Marketing. 2011, Vol. 26 Issue 7, p532-541</p> <p>The Marketing Mix Revisited: Towards the 21st Century Marketing by Constantinides, E., Journal of Marketing Management. Apr 2006, Vol. 22 Issue 3/4, p407-438</p> <p>Marketing-Industrial Design Integration in New Product Development: The Case of China by Zhang, Dan; Hu, Peng; Kotabe, Masaaki., Journal of Product Innovation Management. May 2011, Vol. 28 Issue 3, p360-373</p>
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MBA SYLLABUS: SEMESTER III
FINANCIAL MANAGEMENT - SPECIALIZATION

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

Course Objectives:

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

Syllabus:

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

	5.5 Return of Income (Sections 139 to 140A). 5.6 E-filing of Income Tax Return.	
	<p>Note:</p> <ol style="list-style-type: none"> 1. The Problems will be asked on Income from Salary, Income from House Property, Profits and Gains of Business or Profession and Computation of Taxable Income, Tax Liability of an Individual. Weightage for Numerical will be 70% and for Theory 30%. 2. Students have to do practicals on TDS, Advance Tax and E-filing of IT Returns in the Computer lab as a part of their Concurrent Evaluations. 	

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

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

Course Objectives:

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

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

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

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

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

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

Course Objectives:

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

Syllabus:

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

Note:

- 1 Case study approach is recommended.

Learning Resources:

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

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

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

Syllabus:

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

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

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

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

Course Objectives:

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

Syllabus:

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

	technique, divestment technique, other techniques, Strategies for restructuring.	
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Note:	
1	Numerical problems will be asked on the following topics only – Business Valuation & Dividend Decisions, The weightage of theory questions will be 60% and numerical problems 40%

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

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

Course Objectives:

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

Syllabus:

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

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

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

Course Objectives:

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

Syllabus:

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

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

Learning Resources:		
1	Text Books	<ul style="list-style-type: none"> ➤ Mastering Financial Modeling in Microsoft Excel – Alastair L. Day ➤ Business Data Analysis using excel – David Whigham ➤ Practical Financial Modeling – Jonathan Swan ➤ Credit Appraisal, Risk Analysis and Decision Making – D.D.Mukherjee - Snow <ul style="list-style-type: none"> ○ White Publications ➤ Banking Strategy, Credit Appraisal, and Lending Decisions – Hrishike Bhattacharya – Oxford University Press ➤ Shekar and Shekar “ Banking Theory and Practice “
2	Reference Books	<p>Business analysis with Microsoft excel – Conrad Calbarg</p> <p>Understanding and analyzing balance sheets using excel worksheet – Rube. J</p>

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

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

Course Objectives:

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

Syllabus:

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

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

Learning Resources:

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

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

Course Objectives:

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

Syllabus:

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

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

Learning Resources:

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

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

Course Objectives:

1	To understand the concept of treasury management.
2	To understand the management of funds.

Syllabus:

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

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

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

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

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

Syllabus:

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

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

Learning Resources:

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

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

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

Course Objectives:

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

Syllabus:

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

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

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

MBA SYLLABUS: SEMESTER III
INFORMATION TECHNOLOGY MANAGEMENT - SPECIALIZATION

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

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

Syllabus:

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

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

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

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

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

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

Syllabus:

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

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

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

Semester	III	Specialization	Information Technology
Course Code	3071T	Type	Subject - Elective
Course Title	Software Engineering with System Analysis & Design		

Course Objectives:

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

Syllabus:

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

Learning Resources:

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

5	Journals	International Journal of Software Engineering & Knowledge Management TSE - IEEE Transactions on Software Engineering SPE - Software - Practice and Experience
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Semester	III	Specialization	Information Technology
Course Code	308IT	Type	Subject - Elective
Course Title	Mobile Computing with Android		

Course Objectives:

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

Syllabus:

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

	management, implementation challenges in m-commerce, futuristic m-commerce services.	
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Learning Resources:

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

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

Course Objectives:

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

Syllabus:

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

5	Tables Create, Alter, Drop, Truncate, Rename Constraints (Primary key, Foreign Key, Unique Key, Check, Default, Not Null, On delete, Cascade) Column level and Table level constraints Oracle Objects Views, Sequences, Synonyms, Index (Define, Alter and Drop)	6+1
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Learning Resources:		
1	Text Books	Data Base System Concept by Korth, TMH, 5 th Edition Oracle by Ivan Bayros
2	Reference Books	Introduction To Database Systems By C.J.Date, Pearson. Data Management Systems by Alexis Leon, Mathew Leon Principles of Database Management by James Martin, PHI. SQL - The complete Reference by Groff James & Weinberg Paul., TMH, 2 nd Edition.
3	Supplementary Reading Material	Oracle 7 by Ivan Bayross, BPB Pub.
4	Websites	www.thinkoracle.in
5	Journals	Development of a Relational Database Management System

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

Course Objectives:

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

Syllabus:

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

5	Standardization ISO 9001 and ISO 9000-3 SEI-CMM IEEE 1012 standard ISO/IEC 12207 standard.	5+1
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Learning Resources:		
1	Text Books	Handbook of Software Quality Assurance Software Quality Assurance: Principles and Practices by Nina Godbole
2	Reference Books	Software Quality Assurance from theory to implementation – Danial Galin Software Project management - Edwin Bennatan Project Management Body of Knowledge – PMI
3	Supplementary Reading Material	Software Engineering Roger S. Pressman, TMH, 7 th Edition.
4	Websites	www.softwarecertifications.org www.softwareqatest.com
5	Journals	Software Quality Journal

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

Course Objectives:

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

Syllabus:

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

	Trends in e-Learning: Always Online, All information online, All Media digital, Emergence of HDTV video standard, Force or haptic feedback, Telepresence, immersive simulations, embedded system.	
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Learning Resources:		
1	Text Books	<p>E- learning strategies – How to get implementation and delivery right first time by Don Morrison, John Wiley and sons Ltd.</p> <p>Methodologies, Tools and New Developments for E-Learning</p>
2	Reference Books	<p>Delivering E- learning : A complete strategy for design, application and assessment – by Kenneth Fee , Kogan Page London and Philadelphia, 2009</p> <p>E- Learning Tools and Technologies a consumer's guide for trainers, teachers, educators and instructional designers – William Horton, Katherine Horton, Wiley.</p>
3	Supplementary Reading Materia	
4	Websites	<p>www.e-learningconsulting.com</p> <p>www.elearningnc.gov</p>
5	Journals	Journal of e-Learning and Knowledge Society

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

Course Objectives:

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

Syllabus:

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

Learning Resources:

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

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

Course Objectives:

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

Syllabus:

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

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

Learning Resources:

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

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

Course Objectives:

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

Syllabus:

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

	<p>information) and RFP (Request For proposal) structure, Writing RFI ,RFP</p> <p>Contents of an Installation manual , Writing an Installation manual</p> <p>Contents of a s/w user manual , Writing a s/w user manual</p> <p>What is a white paper? Contents of a white paper , writing white papers</p> <p>CBT(Computer based training) , Structure of CBT, Preparing CBT</p> <p>Preparing a tutorial</p> <p>(b)Tools of technical writing MS Word, Ms Excel, Ms- PowerPoint, TechSmith SnagIT, Adobe PDF, Adobe Robohelp</p>	
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Learning Resources:		
1	Text Books	Technical Writing, Process and Product, Sharon Gerson, Steven Gerson, Pearson
2	Reference Books	<p>Engineers Guide to technical writing by Kenneth G. Budinski, ASM International , 2001</p> <p>Science and Technical Writing A Manual of style edited by Philip Reubens, Routledge</p> <p>The Best Software Writing I selected and introduced by Joel Spolsky, Apress, 2005</p> <p>Technical Communication' by Mike Markel</p>
3	Supplementary Reading Material	Developing Quality Technical Information A Handbook of Writers and Editors, IBM Press, 2004
4	Websites	<p>The Online Writing Labs (OWL) family of websites http://owl.english.purdue.edu/;</p> <p>specially, http://owl.english.purdue.edu/workshops/hypertext/</p> <p>http://www.twin-india.org/ - Twinbook 1.chm and Twinbook2.chm</p> <p>http://techwhirl.com</p> <p>www.tc.eserver.org-The most comprehensive virtual library for technical communicators on the Web.</p> <p>http://mysite.verizon.net/resnx4g7/</p> <p>http://www.greatuserdocs.com</p> <p>http://www.io.com/~hcexres/textbook/ - Basic online textbook on technical</p>

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

MBA
SYLLABUS: SEMESTER III
OPERATIONS MANAGEMENT - SPECIALIZATION

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

Course Objectives:

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

Syllabus:

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

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

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

Course Objectives:

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

Syllabus:

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

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

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

Course Objectives:

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

Syllabus:

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

Learning Resources:

1	Text Books	Productivity Measurement for Business Excellence by Prem Vrat, G.D. Sardana, B.S. Sahay, Narosa Publishing House. Operations Management for Competitive Advantage by Richard B Chase,
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		Jacobs, Aquilano, Agarwal, TMGH, 11 th Edition.
2	Reference Books	Introduction to Work Study Edited by Geirge Kanawaty, Universal Publishing, 4th Edition.
3	Supplementary Reading Material	Production and Operations Management by S.N.Chary, TMGH, 4th Edition
4	Websites	www.npcindia.org
5	Journals	International Journal of Operations & Production Management International Journal of Business Performance Management Journal of Applied Economics International Journal of Management Journal of Management Information Systems

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

Course Objectives:

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

Syllabus:

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

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

	<p>Measuring Efficiency of TotalProductiveMaintenance (TPM): A Three-Stage Data Envelopment Analysis (DEA) Approach by Jeon, Jeonghwan; Kim, Chulhyun; Lee, Hakyoon., Total Quality Management & Business Excellence. Aug2011, Vol. 22 Issue 8, p911-924.</p> <p>Relationship between TotalProductiveMaintenance and Performance by Brah, S. A.; Chong, W.K., International Journal of Production Research. 6/15/2004, Vol. 42 Issue 12, p2383-2401.</p> <p>Justification of TotalProductiveMaintenance Initiatives In Indian Manufacturing Industry for Achieving Core Competitiveness by I.P.S. Ahuja; J.S. Khamba. Journal of Manufacturing Technology Management. Jun2008, Vol. 19 Issue 5, p645-669.</p> <p>Operations and Maintenance Practices and Their Impact on Power Plant Performance by Shyong Wai Foon; Terziovski, Milé., Academy of Management Annual Meeting Proceedings. 2008, p1-6.</p>
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Semester	III	Specialization	Operations Management
Course Code	309OPE	Type	Subject - Elective
Course Title	Facilities Planning		

Course Objectives:

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

Syllabus:

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

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

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

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

Course Objectives:

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

Syllabus:

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

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

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

Course Objectives:

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

Syllabus:

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

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

Learning Resources:

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

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

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

Syllabus:

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

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

Learning Resources:

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

		Research, Dec2008, Vol. 46 Issue 23 Critical analysis of SixSigma implementation , Moosa, Kamran; Sajid, Ali. Total Quality Management & Business Excellence, Jul2010, Vol. 21 Issue 7
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Semester	III	Specialization	Operations Management
Course Code	313OPE	Type	Subject - Elective
Course Title	Designing Operations Systems		

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

Syllabus:

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

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

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

Course Objectives:

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

Syllabus:

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

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

Learning Resources:

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

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

Course Objectives:

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

Syllabus:

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

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

Learning Resources:

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

5	Journals	Journal of Project Management-Global Research Publication International Journal of Project Management-Elsevier Science
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Semester	III	Specialization	Operations Management
Course Code	316OPE	Type	Subject - Elective
Course Title	Theory of Constraints		

Course Objectives:

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

Syllabus:

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

Learning Resources:

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

MBA SYLLABUS: SEMESTER III
HUMAN RESOURCE MANAGEMENT - SPECIALIZATION

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

Course Objectives:

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

Syllabus:

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

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

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

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

Course Objectives:

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

Syllabus:

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

Learning Resources:		
1	Text Book	<ol style="list-style-type: none"> 1. Accounting for Human Resources: Rakesh Chandra Katiyar, UK Publishing House. 2. Human Resource Accounting: M.Saeed, D.K. Kulsheshtha, Anmol Publications. 3. Human Resource Accounting: D.Prabakara Rao, Inter India Publications
2	Reference Books	<ol style="list-style-type: none"> 1. Human Resource Accounting: Advances in Concepts, Methods and Applications (Hardcover), "Eric G.Flamholtz" Springer; 3 editions, ISBN: 0792382676. 2. How to Measure Human Resource Management (Hardcover), Jac Fitzenz, et al, McGraw Hill.
3	Supplementary Reading Material	Relevant Bare Acts
4	Websites	http://shrmindia.org
5	Journals	<p>International Journal of Human Resource Management</p> <p>Human Resource Management Journal</p> <p>Human Resource Management</p>

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

Course Objectives:

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

Syllabus:

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

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

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

Course Objectives:

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

Syllabus:

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

Learning Resources:

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

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

Course Objectives:

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

Syllabus:

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

Learning Resources:

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

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

Course Objectives:

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

Syllabus:

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

Learning Resources:

1	Text Books	Human Resource Information Systems- Basics, Application, Future and Direction by Dr. Michael Kavanagh and Dr. Mohan Thite
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2	Reference Books	Human Resource Information System by P.K.Gupta and Sushil Chaabra
3	Supplementary Reading Material	Human Resource Management by Gary Dessler, Pearson Publication
4	Websites	http://smallbusiness.chron.com/advantages-disadvantages-human-resource-information-system-2107.html
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

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

Course Objectives:

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

Syllabus:

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

Learning Resources:

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

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

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

Course Objectives:

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

Syllabus:

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

Learning Resources:

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

5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management
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Semester	III	Specialization	HRM
Course Code	313HR	Type	Subject - Elective
Course Title	Quality Management System		

Course Objectives:

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

Syllabus:

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

Learning Resources:

1	Text Books	Total Quality Management Principles and Practices by S.K Mandal
2	Reference Books	Total Quality Management by N. Srinivasa Gupta, B. Valarmathi Total Quality Management by I. Suganthu, Anand Samuel
3	Supplementary Reading Material	Quality control & Total Quality Management by P.L. Jain, TMGH An Executive Handbook- World Class Quality by Suresh Lulla, TMGH
4	Websites	http://www.iso.org/iso/qmp

		http://www.stqc.gov.in/content/quality-management-system-qms
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	314HR	Type	Subject - Elective
Course Title	Lab in Recruitment and Selection		

Course Objectives:

1	To give hands on experience to students on Recruitment advertisements, profiling techniques
2	To acquaint students with different interviewing methods

Syllabus:

Unit Number	Contents	Number of Sessions
1	Comparative study of 10 recruitment advertisements (5 from Newspaper & 5 from job portals) & analysis of the same in the light of : Job Specification/ description, Mode of selection, Other details - Documentation for Recruitment	10
2	Profiling Techniques : Personality, Aptitude, Competency	10
3	Interviewing: Study of Interview modes, List of questions for interviewers, Personal, Telephonic	10

Learning Resources:

1	Text Books	Human Resource and Personnel Management by K Aswathappa, Publisher, TMGH
2	Reference Books	Effective Recruitment and Selection Practices by Alan Nankervis, Robert Compton, Bill Morrissey, 5 th Edition. Recruitment and Selection (Developing Practice), Chartered Institute of Personnel and Development
3	Supplementary Reading Material	Successful Interviewing and Recruitment by Rob Yeung, Kogan ,Page Publishers, 2008
4	Websites	www.articlebase.com
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	315HR	Type	Subject - Elective
Course Title	Lab in Job Design & Analysis		

Course Objectives:

1	To give hands of experience to the students of designing jobs at various levels
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Faculty is expected to divide students in group of 5 students each & brief them about the process of Job design & Analysis	5
2	Each group assigned to design jobs at following levels from manufacturing/ service sector: Lower Level- 2 jobs , Middle Level- 2 jobs, Top level- 2 jobs	15
3	Presentation by the student & submission of assignment to the concern faculty	10

Learning Resources:

1	Text Books	Job Analysis: Methods, Research, and Applications for Human Resource Management in the New Millennium by Michael T. Brannick
2	Reference Books	Human Resource Management by Gary Dessler
3	Supplementary Reading Material	Human Resource Management by K. Ashwathappa, TMGH
4	Websites	http://www.job-analysis.net/018.htm http://toolkit.ahpnet.com/Building-a-Recruitment-and-Retention-Plan/Step-3-Analyze-the-Selected-Job-Position http://www.icmrindia.org/courseware/Intro%20to%20Hrm/hrm-DS5.htm
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	316HR	Type	Subject - Elective
Course Title	Lab in Training		

Course Objectives:

1	To make students understand training need analysis
2	To help students design Training Programmes
3	To make students understand & design training methods

Syllabus:

Unit Number	Contents	Number of Sessions
1	Students are divided in group of 5 students each. Faculty along with students identify 6 cadres at different levels & prepare Training Need Analysis	10
2	After this design training programme with reference to TNA	10
3	Design Training methods for the Training programme designed.	10

Learning Resources:

1	Text Books	The ASTD Training and Development Handbook: A Guide to Human Resource Development by Robert Craig, McGraw-Hill.
2	Reference Books	Creative Training Techniques Handbook by Robert W. Pike, CSP
3	Supplementary Reading Material	Training & Development by Dr. B. Janakiraman, Dreamtech Press, Indian Text Edition, 2007.
4	Websites	www.astd.org www.istdtrg.org
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management Advances in Developing Human Resources

Semester	III	Specialization	HRM
Course Code	317HR	Type	Subject - Elective
Course Title	Lab in Labor Laws - I		

Course Objectives:

1	To give students insight into the implementation of labour laws
2	To acquaint students with calculation of due/ compensations/ contributions etc.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Calculations of: Bonus, Gratuity, Compensations under W.C. Act, Provident Fund, ESI contributions, Accident Report Writing	10
2	Inviting industry experts to understand calculations of the above in their respective organizations.	10
3	Students to be given assignments either realistic or hypothetical to calculate above	10

Learning Resources:

1	Text Books	Labour Law by S.P. Jain Labour Law by Malik
2	Reference Books	Introduction to Labour & Industrial Laws by Avatar Singh Labour & Industrial Laws by S.N.Mishra, Central law Publication Labour Laws by S.D. Geet, Nirali Prakashan Elements of Mercantile Law by N.D.Kapoor, Sultan Chand Bare Acts
3	Supplementary Reading Material	APS Labor Digest
4	Websites	www.india-laws.com www.lawinfo.com www.lawsinindia.com www.lawforyou.com
5	Journals	--

Semester	III	Specialization	HRM
Course Code	318HR	Type	Subject – Elective
Course Title	Lab in Personnel Administration – Application & Procedure		
Course Objectives:			
1	To give students insight into the implementation of Personnel Administration Procedures		
2	To acquaint students with calculation of due/ compensations/ contributions etc.		

Syllabus:

Unit Number	Contents	Number of Sessions
1	Drafting of Interview Letters, Appointment orders, Promotion, Transfer & Appreciation Letters, Notices & Circulars (All Types)	10
2	Suspension orders show cause, Notices, memo, charge sheet, warning, letter of termination & dismissal.	10
3	Superannuation, Gratuity & Bonus, TDS, Professional Tax, ESI & PF - Students to be given assignments to calculate above.	10

Learning Resources:

1	Text Books	Guide on Labour Management forms and precedents (Law, Practice &
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		Procedure) by S.D. Puri (Snow white publications)
2	Reference Books	<p>Introduction to Labour & Industrial Laws by Avatar Singh</p> <p>Labour & Industrial Laws by S.N.Mishra, Central law Publication</p> <p>Personnel Administration system and procedure by Dr. Pradip kumar Sinha, Nirali Prakashan</p> <p>Bare Acts</p>
3	Supplementary Reading Material	APS Labor Digest
4	Websites	<p>www.india-laws.com</p> <p>www.CiteHr.com</p>
5	Journals	--

MBA SYLLABUS: SEMESTER III
INTERNATIONAL BUSINESS MANAGEMENT – SPECIALIZATION

Semester	III	Specialization	IB
Course Code	305IB	Type	Subject Core
Course Title	International Business Economics		

Course Objectives:

1	To explore the students the relevance of various trade theories/models
2	To explore the students to understand deep current issues in International Trade
3	To enable students to use economic tools to analyze diversity of issues in the international economy.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Background for International Business Economics : Globalization and International Business – The Emergence of Global Institutions – Drivers of Globalizations - The Globalization Debate - The Gains from Trade - Foreign Trade Multiplier - Balance of Payments	5 + 2
2	The International Trade Theory : The Law of Comparative Advantage – The– Demand and Supply, Offer Curves, and the Terms of Trade – Factor Endowments and the Heckscher – Ohlin theory – Implications of Trade Theories - Economics of Scale, Imperfect Competition, and International Trade.	6 + 2
3	<p>a) International Trade Policy : Trade Restrictions - Tariffs , Non-Tariff Trade Barriers - Tariff vs. Quota - The New Protectionism – Economic Integration - Custom Unions and Free Trade Areas - Major Regional Trade Agreements</p> <p>b) Foreign Exchange : Foreign Exchange Market – Types of Foreign Exchange Transactions – Reading Foreign Exchange Quotations – Forward and Futures Market – Foreign-Currency Options – Exchange Rate Determination – Arbitrage – Speculation and Exchange-Market Stability</p>	10 + 2

4		World Financial Environment: Global Foreign – Exchange Markets – Economic Theories of Exchange Rate Determination - International Regime for FDI and MNC- Do Global Corporations Pose a Threat? - Consequences of Economic Globalization	7 + 2
5		International Banking : Reserves, Debt and Risk : Nature of International Reserves – Demand for International Reserves – Supply of International Reserves – Gold Exchange Standard – Special Drawing Rights – International Lending Risk – The Problem of International Debt – Financial Crisis and the International Monetary Fund – Eurocurrency Market	7 + 2
Learning Resources:			
1	Text Books	<p>International Economics Theory and Policy , 6/E Paul Krugman, Maurice Obstfeld, Pearson Education</p> <p>International Economics, 9/E, Robert Carbaugh, Cengage – South Western</p> <p>International Business , 12/E, John Daniels, Lee Radebaugh, Daniel Sullivan and Prashant Salwan, Pearson</p>	
2	Reference Books	<p>Pugel, Thomas, International Economics, 13th edition, McGraw-Hill-Irwin, 2007.</p> <p>Friedman, Thomas, The World is Flat, 2nd edition, Farrar, Strauss and Giroux, New York, 2006</p> <p>Edward Leamer, editor, International Economics, Worth Series in Outstanding Contributions, Worth Publishers, 2001</p> <p>Jagdish N. Bhagwati, Arvind Panagariya, and T. N. Srinivasan, Lectures on International Trade, second edition (Cambridge, MA: MIT Press, 1998).</p> <p>Paul R. Krugman, Rethinking International Trade (Cambridge, MA: MIT Press, 1990).</p>	
3	Supplementary Reading Material	<p>Irwin, D.A. 1996. "The United States in a New Global Economy? A Century's Perspective." American Economic Review 86(May): 41-46.</p> <p>Krugman, Paul "The Narrow and Broad Arguments for Free Trade," American Economic Review, 83(2), pp. 362-366, may 1993.</p> <p>Economic Times Daily</p> <p>Business Standard Daily</p>	
4	Websites	<p>http://www.wto.org/</p> <p>http://www.imf.org/external/index.htm</p>	
5	Journals	Asian Economic Bulletin	

	<p>Foreign Trade Review</p> <p>Global Business Review</p> <p>Global Journal of International Business Research</p> <p>International Business & Economics Research Journal</p> <p>International Business and Management</p> <p>International Trade Forum</p> <p>International Trade Journal</p> <p>Journal of Economic Perspectives</p> <p>Journal of International Business</p> <p>Journal of International Business and Economy</p> <p>Journal of International Trade & Economic Development</p> <p>Journal of Asian Business</p> <p>World Affairs: the Journal of International Issues</p>
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Semester	III	Specialization	International Business Management
Course Code	306IB	Type	Subject Core
Course Title	Export Documentation and Procedures		

Course Objectives:

1	To familiarize students with policy, procedures and documentation relating to foreign trade operations.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Significance of procedures and documentation in international trade; procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS) classification System ;Role of ICC; INCOTERMS; nature of export/trading houses.	7 + 2
2	Export order processing; export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure.	7 + 2
3	Methods of payment in international trade; documentary collection of export bills; UCPDC guidelines; realization of export proceeds – provisions of RBI's Exchange Control Manual; pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.	7 + 2
4	Major export promotion schemes in India – EPCGS, duty exemption scheme; DEPB scheme; SIL; facility for deemed exports; Export promoting institution's – role of export promotion councils, commodity boards and ITPO.	7 + 2
5	Regulations for International Trade: Major laws governing India's export import trade- Foreign Trade (Development & Regulation) Act, Pre-shipment Inspection & Quality Control Act, 1963 & Customs Act, 1962; Foreign Exchange Management Act, 2000	7 + 2

Learning Resources:		
1	Text Books	<p>Export Import Procedures & Documentation by Dr. Kushpat S. Jain, HPH, 5th Revised Edition, Aug. 2007</p> <p>Export Marketing by B. S. Rathor & J. S. Rathor, HPH, 3rd Revised & Enlarged Edition, 2006</p> <p>Export Management by T. A. S. Balagopal, HPH, 18th Revised Edition, 2006</p> <p>Export Management by D.C. Kapoor, Vikas Publishing House, 2009</p> <p>Export- Policy, Procedures and Documentation by M. I. Mahajan, Show white, 24th Edition, 2010</p>
2	Reference Books	<p>Export Procedures and Documentation by M.D. Jitendra, Rajat Publications, Delhi.</p> <p>Export Markets and Foreign Trade Management by Pervin Wadia, Kanishka Publications, New Delhi.</p>
3	Supplementary Reading Material	<p>Nabhi's Exporters Manual and Documentation.</p> <p>Nabhi's New Import-Export Policy Procedures.</p>
4	Websites	http://www.eximbankindia.com/
5	Journals	<p>Foreign Trade Review</p> <p>Global Business Review</p> <p>International Trade Forum</p> <p>International Trade Journal</p> <p>Journal of Economic Perspectives</p> <p>Journal of International Business</p> <p>Journal of International Business and Economy</p> <p>Journal of International Trade & Economic Development</p> <p>Law & Policy in International Business</p> <p>Monthly Statistics of International Trade</p> <p>World Affairs: the Journal of International Issues</p>

Semester	III	Specialization	International Business Management
Course Code	307IB	Type	Subject - Elective
Course Title	International Management		

Course Objectives:

1	To familiarize students with the cross –cultural behaviour and its management for successful operations of the international firms
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Syllabus:

Unit Number	Contents	Number of Sessions
1	International Management: Concept, Dimensions and Approaches; Business culture and corporate culture; Problems of intercultural communication; Cross - cultural values and business management; Business values ethics and social responsibilities.	5 + 1
2	Challenges of Global Planning: Economics, political, and strategic predisposition imperatives; Resource allocation and portfolio compositions of a global firm; Planning for linkages and synergies among business across borders; Locus of decision making; Headquarter-subsidary relationships in international business enterprises.	5 + 1
3	Organization and Control for international Competitiveness: Organization design and structure of international companies; Global product division; Matrix and network structures; Managing communication across cultures; Managing for continuous innovations in trans-cultural context; Developing coordination; Systems of control in international operations.	5 + 1
4	Management of Personnel with Different Social and Cultural Backgrounds: Selection, training and development of people for global assignments; Compensation and reward practices among international firms; managing cultural and social diversities. Motivation and leadership in international Firms.	5 + 1
5	Managing Political Risks: Host country home country and multinational relationships; Political risk assessment and protection techniques for multinational corporations; Organizing for political risk management.	5 + 1

Learning Resources:

1	Text Books	Adler, Nancy J., International Dimensions of organizational Behaviour, 4th ed., South western College Publishing Company, Singapore, 2001. Bartlett, C.A. and S. Ghoshal, Managing Across Borders: The Transnational Solution, Century Business London, 1989.
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		<p>Beamish, Paul w., Allen J. Morrison, Phillip M. Rosenzweig and Andrew C. Inkpen,</p> <p>International Management: Text and Cases, Irwin McGraw Hill, Boston, 2000.</p>
2	Reference Books	<p>Helen, D., Management: Managing Across Borders and Cultures, Prentice - Hall, Upper Saddle River, New Jersey, 2000.</p> <p>Hiltrop, Jean-M and Shiela Lidall, The Essence of Negotiation, Prentice Hall of India Pvt. Ltd., New Delhi.</p>
3	Supplementary Reading Material	<p>Hodgetts, R.M. and F. Luthans, international Management, McGraw -Hill, New York.</p> <p>Hoecklin, L., Managing Cultural Differences: Strategies for Competitive Advantage, Addison-Wesley, Washington.</p> <p>Holt, D. H., International Management: Text and Cases, The Dryden Press, Harcourt Brace College Publishers, New York.</p> <p>Porter, M.E., Competition in Global Industries, Harvard Business Press, New York, 1996.</p> <p>Pucik, C.A. and Y. Doz and G. Healund, Managing the Global Firm, Routledge, London, 1990.</p> <p>Rodrigues, Carl, International Management: A Cultural Approach, 2ndEd., South Western College Publishing-Thompson Learning, Australia, 2001.</p> <p>Terence, J., Cross Cultural Management, Butterworth, Heinemann, London, 1995.</p> <p>Thakur, M., G. E. Burton and Srivastava, B.N., International Management: Concepts and Cases, Tata McGraw-Hill Publishers, Delhi.</p> <p>Vernon, R and L.T. Wells, Manager in the International Economy, Prentice – Hall Englewood Cliffs.</p>
4	Websites	-
5	Journals	<p>Asian Journal of Management Cases</p> <p>Economic and Political Weekly</p> <p>Enterprise and Society: The International Journal of Business History</p> <p>Global Business Review</p> <p>Global Journal of International Business Research</p> <p>Harvard Business Review</p>

		International Business and Management Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Trade & Economic Development Journal of Asian Business Leadership Excellence South Asian Journal of Management World Affairs: the Journal of International Issues
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Semester	III	Specialization	International Business Management
Course Code	308IB	Type	Subject - Elective
Course Title	International Marketing		

Course Objectives:

1	To help the students understand the peculiarities of international marketing
2	To develop the students' ability to devise marketing mix for international marketing

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Nature, importance and scope of international marketing International market orientation and involvement, International marketing management process – an overview. Scanning and monitoring global marketing environment; International marketing information system; broad structure of an international marketing plan.	5 + 1
2	International Market Segmentation and Positioning: Screening and selection of markets; International market entry strategies -Exporting licensing contract manufacturing, joint venture, setting -up of wholly owned subsidiaries abroad. International Product Planning: Major Product decisions-Product features and quality, Product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.	7 + 1
3	Pricing for International Markets: Pricing strategies; Factors affecting international price determination; environment factors affecting international prices; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing. International dumping; financing marketing transactions	3 + 1
4	International Distribution Decisions: The structure of international distribution systems; Distribution channel strategy-International distribution channels, their roles and functions; Selection and management of overseas agents; Aspects of international supply chain management; International distribution logistics inventory management transportation, warehousing and insurance. International direct marketing; leveraging international distribution for competitive advantage.	5 + 1
5	International Promotion Strategies : International promotion mix; push and pull strategies; Communications across countries-complexities and issues; International promotion tools and planning – Advertising, personal selling, publicity and sales promotion; challenges of international advertising; global	5 + 1

	media strategy; Developing international promotion campaign; Standardization vs. adaptation issue; Planning for direct mail, sales literature, trade fairs and exhibitions.	
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Learning Resources:		
1	Text Books	<p>Onkvisit Sak and John J Shaw, International Marketing – Analysis and Strategy, PHI, New Delhi</p> <p>Joshi, Rakesh Mohan, International Marketing, Oxford University Press, New Delhi</p> <p>Rajgopal, International Marketing, Vikas Publication, New Delhi</p>
2	Reference Books	<p>Doole Isobel and Robin Lawe, International Marketing Strategy, Cengage Learning</p> <p>Keegan Warren J, Global Marketing Management, Pearson Education, New Delhi</p>
3	Supplementary Reading Material	<p>Bhattacharya, B., Export Marketing Strategies for Success, Global Business Press, New Delhi, 1991.</p> <p>Cateora, Phillip R. and John L. Grahm, International Marketing, 10th Ed., Irwin McGraw Hill, Boston, 1999.</p> <p>Jain, Subash C., International Marketing Management, 6th ed., South Western College Publishing – International Thompson Publishing Company. Cincinnati, 2004.</p> <p>Fair-weather, John International Marketing, Prentice Hall of India Private Ltd., New Delhi</p>
4	Websites	-
5	Journals	<p>Asian Economic Bulletin</p> <p>Asian Journal of Management Cases</p> <p>Global Business Review</p> <p>Global Journal of International Business Research</p> <p>Harvard Business Review</p> <p>International Business and Management</p> <p>International Business Research</p>

		International Journal of Marketing and Trade Policy Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Consumer Research Journal of Asian Business
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Semester	III	Specialization	International Business Management
Course Code	309IB	Type	Subject - Elective
Course Title	International Marketing Research		

Course Objectives:

1	To highlight the significance of International Marketing Research and provide a comprehensive understanding of the research process
2	To develop an in-depth knowledge of the challenges associated in conducting market research internationally
3	To understand the simple and advanced data analysis for International Marketing Research
4	To make sound marketing decisions on the basis of collected and analyzed data

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Nature and scope of marketing research; marketing research in international context-importance, complexities and issues; Organizational framework for international marketing research; International Marketing Information System (IMIS).	5+1
2	Marketing Research Process: An overview; problem identification and definition; Preparing research proposal; Exploratory, descriptive and experimental research designs; international secondary data sources; Primary data collection methods and complexities of data collection in international marketing research; Online data sources and research.	5+1
3	Questionnaire preparation : etic and emit dilemma; Sample design – sampling methods and sample size determination; Fieldwork and data collection; Sampling and non-sampling errors.	5+1
4	Multi – country Data Analysis and Interpretation: Data editing and coding preliminary data analysis, Univariate and multivariate data analysis techniques- Discriminate analysis, factor and conjoint analysis: (including application software). Issues in multi-country data analysis-Data comparability and validity problems; Report preparation and presentation.	5+1
5	Cross-cultural Consumer research : Attitude measurement and scaling techniques; Product research; Advertising research; International market opportunity analysis; Ethical issues in international marketing research.	5+1

Learning Resources:		
1	Text Books	<p>International Marketing Research by V. Kumar, Pearson Education, 1st ed.</p> <p>Aaker, David A, V. Kumar and George S Day, Marketing Research, John Wiley and Son, New York, 2001.</p> <p>Boyd, Harper W., et al Marketing Research: Text and Cases, Irwin, Homewood Illinois.</p>
2	Reference Books	<p>International Marketing Research by Craig & Douglas, Wiley, 3rd ed.</p> <p>Green, P.E. et al, Research for marketing Decisions, Prentice Hall of India Ltd., New Delhi.</p> <p>Malhotra, Naresh K., International Marketing Research - An Applied Orientation, 3rd ed., Person Education Asia.</p> <p>Tull, D.S. and D. I. Hawkins, Marketing Research: Measurement and Methods, Prentice Hall of India Ltd., New Delhi</p>
3	Supplementary Reading Material	<p>Alex Rialp, Josep Rialp (2006), "International Marketing Research: Opportunities and Challenges in the 21st Century", International Marketing Research (Advances in International Marketing, Volume 17), Emerald Group Publishing Limited, pp.1-13</p> <p>Douglas, S.P. and C.C. Samuel (2000) "Conducting International Marketing Research in the 21st Century", International Marketing Review</p> <p>Douglas, Susan P; Craig, C. Samuel (2006) "On Improving the Conceptual Foundations of InternationalMarketingResearch" Journal of InternationalMarketing. 2006, Vol. 14 Issue 1, p1-22. 22p</p> <p>Sarstedt, Marko; Schwaiger, Manfred; Taylor, Charles R (2011) "Introduction: Measurement And Research Methods In InternationalMarketing". Advances in InternationalMarketing. 2011, Vol. 10 Issue 22, p3-7</p> <p>Barnard, P. (1997), "Global developments and future directions in marketing research," Globalization and the Millennium: Opportunities and Imperatives, Marketing Science Institute, June 16-17, Brussels, Belgium</p>
4	Websites	<p>http://as.wiley.com</p> <p>http://drvkumar.com</p>
5	Journals	<p>International Journal of Market Research</p> <p>International Journal of Research in Marketing</p> <p>International Journal of Management and Marketing Research</p>

Semester	III	Specialization	International Business Management
Course Code	310IB	Type	Subject - Elective
Course Title	International Financial Management		

Course Objectives:

1	To make the students aware about the operations in foreign exchange market
2	To sensitize the student with complexities of managing finance of multinational firm
3	To understand the regulatory framework within which the operations can take place

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Complexities and issues in financial decisions of a multinational firm: Foreign investment decisions: Exchange rate movement and decision to invest: Foreign direct investment theories and strategies: Green field investment vs. acquisitions and mergers.	5+1
2	International Capital Budgeting: Multinational considerations and calculation of cash flows; Adjusted present value approach: Cost capital: Assessment and management of political risks.	5+1
3	International Working Capital Management: Cash management; Receivables and inventory management. Dividend Policy for Multinational Corporations	5+1
4	Currency and Interest Rate Risk Management: Exposure and risk; Transaction, translation and real operating exposure; Exposure management contractual and natural hedging; interest rate risk assessment and management.	5+1
5	International Accounting: Foreign currency translation; Multinational transfer pricing and performance measurement; Consolidated financial reporting international accounting standards and practices. International Taxation: Key elements and issues; International tax environment; Bilateral treaties and tax heavens.	5+1

Learning Resources:		
1	Text Books	<p>Apte P.G., Multinational Financial Management, Tata -McGraw Hill, New Delhi.</p> <p>Baker J.C., International Finance: Management, Markets and Institutions, Prentice Hall, Englewood Cliffs.</p> <p>Eiteman, David K., Arthur Stonehill and Micheal H. Moffett, Multinational Business Finance, Addison-Wesley Publishing Company, Readings Mass.</p>
2	Reference Books	<p>Rathore, Shirin, International Accounting, Prentice Hall of India Pvt. Ltd., New Delhi.</p> <p>Seth, A.K., International Financial management, Galgotia Publishing.</p> <p>Shapiro, Allen C., Multinational Financial Management, John Wiley & Sons, 2001.</p>
3	Supplementary Reading Material	<p>Eun, Cheol and Bruce Resnick, International Financial Management, McGraw Hill, New York.</p> <p>Levi, Maurice, International Finance, McGraw Hill Inc., New York.</p> <p>Madura, Jeff, International Financial Management South Western Publishing Company, Cincinnati.</p>
4	Websites	International Monetary Fund
5	Journals	<p>Indian Journal of International Business and Finances</p> <p>Asian Economic Bulletin</p> <p>Asian Journal of Management Cases</p> <p>Economic and Political Weekly</p> <p>Global Journal of International Business Research</p> <p>Harvard Business Review</p> <p>International Business & Economics Research Journal</p> <p>International Business and Management</p> <p>International Trade Journal</p> <p>Journal of Economic Perspectives</p> <p>Journal of International Business</p> <p>Journal of International Business and Economy</p>

		World Affairs: the Journal of International Issues
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Semester	III	Specialization	International Business Management
Course Code	311IB	Type	Subject - Elective
Course Title	Global IT Management		

Course Objectives:	
1	To understand scope and operational aspects of Global I.T. Management
2	To understand regulatory requirements concerning International IT governance
3	To learn to integrate International Business Management with Information Systems Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Global Information Systems Overview - Global Information Systems Architecture - Business Drivers and Challenges - Case Studies	5+1
2	Organizing Global Information Systems –Information Systems as a strategic fit with Global Business Strategies – Cultural, Political and Geo-economic Challenges - Role of Information Systems in organizing international business	5+1
3	Managing Global Systems – Problems of Globalization, Localization and Integration – Network Management, Cross Cultural, Regulatory, and Country oriented Issues – Impact of Outsourcing - Case Studies	5+1
4	Technology Issues and Opportunities for Global Value Chains – Computing Platforms and Systems Integration – Role of Internet – Ensuring Connectivity – Software Localization	5+1
5	International IT Governance - Compliance with ISO 17799 / ISO 27001 standards of Information Security – Sarbanes-Oxley regulatory compliance – Business Continuity Management – ISO/IEC 27001 Audit	5+1

Learning Resources:		
1	Text Books	Global Information Technology: Strategy and Challenges, Palvia/Palvia and Harris
2	Reference Books	Management Information Systems, Laudon, Laudon and Dass, Pearson International I.T. Governance Calder and Watkins, Kogan Page India
3	Supplementary Reading Material	-
4	Websites	-

5	Journals	Communications of the ACM MIS Quarterly Journal of the American Society for Information Science & Technology Journal of Intelligent Transportation Systems
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Semester	III	Specialization	International Business Management
Course Code	312IB	Type	Subject - Elective
Course Title	Global Logistics & Supply Chains		

Course Objectives:

1	To get acquainted with global dimensions of logistics management
2	To introduce basic operational aspects i.e. procedure, documentations & related legal aspects of global logistics
3	To sensitize students to basics of shipping line industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Introduction to Global Logistics :International Logistics Development, International Trade Logistics Chain, Shipper's Logistics Requirements in trade, 7R's of Logistics Management, 5 P's of Logistics, International Commercial Terms – Use of Incoterms in a Contract, Incoterms Laws.</p> <p>1.2 Logistics and Documentation: Consular Invoice, Commercial Invoice, Certificate of Origin, certificate of Value, Bill of Lading, Cargo Manifest or Packing List, Health Certificate, Import license, Insurance Certificate, Export Declaration Forms.</p> <p>1.3 Transportation: Modes of transportation, Transport and Communication, Transport activities and Land Use, Transport, Energy and the Environment.</p> <p>1.4 Air Cargo: Transportation of goods through Air, Transportation Infrastructure, World Air Cargo growth, Benefits of Airfreight, Airport classification, International Airports of India, Types of Aircraft, Unit loading devices, Airport Charges, International Country Codes.</p>	5 + 1
2	<p>2.1 Carriage of Goods by Land: Motor Vehicles Act, 1988, Central Motor Vehicles Rules, 1989, Carriers Act, 1865 – Definition of common carrier, Scheduled and Non Scheduled Goods, Railways Act, 1989 – Railway's liability, Merits and Demerits of Railway Transportation, Railway Freight rates.</p> <p>2.2 Carriage of Goods by Sea & Ocean Freight & Freight Calculations: Ocean Shipping Methods, Ocean Freight or Tariff rates, Freight rates terminology used in international shipments, Freight surcharges, Freight Rebates, Conference Discounts, Contract Shippers, Weight or Measure in the Freight Cost Calculation, Freight Adjustments – Currency Adjustment Factor (CAF), Bunker Adjustment Factor (BAF).</p> <p>2.3 Types of Ships: Mail and Supply Ships, Expedition Ships, Coasters, Bulk Carriers, Tankers, Refrigerated Vessels and Reefers, Livestock carriers, LNG</p>	5 + 1

	Carriers, Car Carriers, Container Ships, Heavy lift Vessels, Tugs, Ro-Ro Vessels.	
3	<p>3.1 Shipping Formalities: Booking Shipping Space, Conference Shipping, Non-conference Shipping, Charter Shipping, Charter Party, Shipping Storage, Ocean Shipping procedure.</p> <p>3.2 Shipping Intermediaries: Function and Roles of Custom Brokers, Freight Forwarders and Consolidators, Shipping Agents, Stevedores.</p> <p>3.3 The Major Port Trusts Act, 1963.</p> <p>3.4 Shipping Corporation of India: Products and Services, Bulk Carriers, LNG Carriers, STS Lighterage Operations</p>	5 + 1
4	<p>4.1 Major Ports in India: Present Policy, Privatization Policy, Indian Port Policy Reform, Major Ports in India – Chennai, Cochin, Ennore, JNPT, Kandla, Mormugao, Mumbai, Paradip, NMPT, Pipavav, Tuticorin, Visakapatnam.</p> <p>4.2 Important Sea Routes: Northern Sea route, North Atlantic Route, Mediterranean Route, Panama Route, Baltic Sea Route, Indian Ocean route, Cape Route, South Atlantic Route, North Pacific Route.</p> <p>4.3 International Chamber of Shipping</p> <p>4.4 World's Major Ports: Major Ports and Port codes, Seaports of the world.</p>	5 + 1
5	<p>5.1 Containerization: Origin of containerization, Origin of TEU, Container sizes - dimensions and capacity, Container Flavours, Swap Bodies, Other considerations, Registration, Container Classification numbers, Lift/Stacking fittings, Movement of containers, Recent Developments – Coltainer, Cargosprinter, Safety of container ships, Container Classification – General Cargo service, Specific cargo service, Unit Load Device, Rating – Tare Mass and Pay load of Containers, Marking and Identification of Containers. Benefits of containerization.</p> <p>5.2 Inland Container Depots & Container Freight Stations: Functions, Benefits, Requirements for successful ICD/CFS, Designs and Layout, Equipping the ICD/CFS, Procedures for approval and implementation. Concor – The Multimodal Logistics Professionals.</p>	5 + 1

Learning Resources:

1	Text Books	<p>Logistics Management for International Business – Text and Cases, by Sudalaimuthu and Anthony Raj, PHI, 2009 Edition.</p> <p>Global Operations and Logistics: Text and Cases by Dornier, Ernst, Fender and Kouvelis, Wiley India, 2006</p>
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2	Reference Books	Global Logistics – New Directions in Supply Chain Management, Edited by Donald Waters, Kogan Page, Fifth Edition
3	Supplementary Reading Material	Logistics in International Business by Rajiv Aserkar, Shroff Publishers, 2 nd Edition.
4	Websites	
5	Journals	<p>International Journal of Logistics Management</p> <p>Foreign Trade Review</p> <p>International Trade Forum</p> <p>International Trade Journal</p> <p>Journal of International Business and Economy</p> <p>Journal of International Trade & Economic Development</p> <p>Monthly Statistics of International Trade</p>

Semester	III	Specialization	International Business Management
Course Code	313IB	Type	Subject - Elective
Course Title	Designing Organizations for Uncertain Environment		

Course Objectives:

1	To develop and acquire cognitive framework to understand and analyses the hyper-turbulent international business environment.
2	To gain insights into strategic models that successful organizations deploy to develop their strategies.
3	To learn designing principles to create organizations capable of performing in uncertainty and hyper-turbulence.
4	To appreciate the HR/People systems and processes required for emergent organizational forms

Syllabus:

Unit Number	Contents	Number of Sessions
1	Understanding Emerging Environment: Emergence of Vertical/Type-5 Environment, Understanding Hyper-turbulence, Networks and Business Eco-Systems, Role of Information Technology in Shaping Business Environment, Understanding Impact of Technological Discontinuities, Law of Increasing Returns in Networked, Knowledge-Based Economy	5 + 1
2	Changing Models of Strategy: Strategy-Making under Uncertainty, Application of Complexity/Chaos Theory to Strategy, Strategy as “Sense-Making”, Shaping and Adapting to Networks	5 + 1
3	New Forms of Organization: Organizations as Networks, Types of Network Organizations / Clusters, Self-Organizing Systems, Organizational Designs for Change and Innovation, Designing Principle for New Forms of Organizations	5 + 1
4	People and Process issues in Emerging Organizational Forms: Systems for Team-Based Functioning, High Performance Work Systems, Managing Empowerment and Accountability, Designing Roles and Systems for Flat, Networked Organization, Developing Competencies for New Organizational Forms	5 + 1
5	Case Studies	5 + 1

Learning Resources:		
1	Text Books	<p>Adler, Nancy J., International Dimensions of organizational Behaviour, 4th Ed., South western College Publishing Company, Singapore, 2001.</p> <p>Bartlett, C.A. and S. Ghoshal, Managing Across Borders: The Transnational Solution, Century Business London, 1989.</p>
2	Reference Books	<p>Beamish, Paul w., Allen J. Morrison, Phillip M. Rosenzweig and Andrew C. Inkpen, International Management: Text and Cases, Irwin McGraw Hill, Boston, 2000.</p> <p>Fowler, Alam, Negotiation Skills: Skills and strategies, University Press Hyderabad, 1990.</p>
3	Supplementary Reading Material	<p>Helen, D., Management: Managing Across Borders and Cultures, Prentice - Hall, Upper Saddle River, New Jersey, 2000</p> <p>Pucik, C.A. and Y. Doz and G. Healund, Managing the Global Firm , Routledge, London,1990.</p> <p>Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.</p>
4	Websites	-
5	Journals	<p>Indian Journal of International Business and Finances</p> <p>Asian Journal of Management Cases</p> <p>Global Journal of International Business Research</p> <p>Harvard Business Review</p> <p>International Business and Management</p> <p>Journal of International Business</p> <p>Journal of International Business and Economy</p>

Semester	III	Specialization	International Business Management
Course Code	314IB	Type	Subject - Elective
Course Title	Legal Dimensions of International Business		

Course Objectives:

1	To acquaint students with the legal dimensions of international business.
2	To enable students to formulate strategies as compatible with laws and treaties governing international business operations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Legal Framework of International Business: Nature and complexities; International conventions and trade law; Code and common laws and their implications to business; International Business contract – Legal provisions; Payment terms; International sales agreements; Rights and duties of agents and distributors. Contract of Enforcement and Dispute Settlement; International Commercial Arbitration and Enforcement of Foreign Awards.	5 + 1
2	Regulatory Frame work of WTO: Basic principles and charter of GATT/WTO; GATT/WTO; provisions relating to preferential treatment to developing countries, regional grouping, subsidies, technical standards, antidumping duties, and other NTBs, Customs Valuation; Dispute settlement; Implications of WTO to important sector – GATS, TRIP and TRIMs.	5 + 1
3	Regulations and Treaties: Relating to Licensing, Franchising, Joint Ventures, Patents and Trade Marks, Technology Transfer and Telecommunications; Restrictions on trade in endangered species and other commodities as based on international conventions; Taxations Treaties.	5 + 1
4	India Laws and Regulations Governing International Business Transactions: FERA/FEMA, Taxation of foreign income; Foreign investment; Setting up offices and branches abroad.	5 + 1
5	Competition Law: National and International Dimensions. Consumer Law: National and International Dimensions. Electronic Commerce: Regulatory Framework	5 + 1

Learning Resources:		
1	Text Books	<p>Chuah; J., International Trade Law: Questions and Answer Series, Cavendish. London.</p> <p>Chush, J. C. T., Law of International Trade. Sweet and Maxwell, London.</p> <p>Indian Council of Arbitration Case Law on UNCITRAL Model Laws on International Commercial Arbitration. New Delhi.</p>
2	Reference Books	<p>Bansal. A.K., Law of Commercial Arbitration, Universal law House, Delhi.</p> <p>Jain, R., Foreign Exchange Management Law and Practice, Vidhi, New Delhi, 2000.</p> <p>Pam borides, G.P., International Shipping Law: Legislation and Enforcement, Kluwer Law International. London.</p>
3	Supplementary Reading Material	<p>Petersmann, E. Ed., International Trade Law and GATT/WTO Dispute Settlement System. Kluwer Law International London.</p> <p>Trebilcock, M. and Robert Hawse, Regulation of International Trade, Rout ledge, London.</p> <p>Wadhera, B.C., Relating To Patents, Trademarks, Copyrights and Design Universal Law House, New Delhi.</p>
4	Websites	
5	Journals	Law & Policy in International Business

Semester	III	Specialization	International Business Management
Course Code	315IB	Type	Subject - Elective
Course Title	Global Strategic Management		

Course Objectives:

1	To help students understand strategy making process that is informed integrative and responsive to rapid changes in an organization's globally oriented environment
2	To help students understand tasks of implementing strategy in a global market.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Strategy making strategy implementing and strategic managing; Globalization and strategic management; Strategic flexibility and learning organization. Competitive strategy and competitive advantage in global market.	5 + 1
2	Hybrid Forms of Economic Organization: Alliances, Networks and Equity Joint Ventures. Typology of Strategic Alliances. Significance of Networks as a Mode of Economic Organization. Knowledge Networks and Technological Innovation in Networks, Networks to Set Industry Standards, Social Networks: Competitive Significance of Relations Beyond Firm Boundaries, Alliance Between Competitors - Pre-competitive Alliances, Market Sharing Alliances	5 + 1
3	Strategic Issues and Alternatives in Globally Competitive Markets: International entry options; Multi-country and global strategies; Concepts of critical markets, global market dominance and global competitiveness, Corporate turnaround, retrenchment and portfolio restructuring strategies; Multinational diversification strategies; Outsourcing strategies; Techniques for analyzing diversified companies.	5 + 1
4	Corporate Diversification Strategies: Building shareholder value; Roles of cost sharing and skills transfer in creating competitive advantage via diversification; Competitive advantages to diversified multinational corporations in a globally competitive business world.	5 + 1
5	Organizational Learning: Organizational Learning Through Alliances, Structures and Systems for Effective Learning for Partners in Alliances, Managing the Process of Alliance Formation: Partner Selection and Negotiation, Contracts and Trust in Managing Partner Conflict in Alliances, Evolution and Termination of Alliance Relationships, Issues in global strategy implementation; strategy evaluation and control.	5 + 1

Learning Resources:

1	Text Books	<p>Bartlett, C.A. and S. Ghoshal, Transnational Management: Text, Cases, and Readings in Cross-Border Management, Irwin London.</p> <p>Bleeke, J. and D. Emst, Collaboration to Compete, John Wiley, New York.</p> <p>Brooke, M.Z . and M.L. Remmers, International Management and Business Policy, Houghton Mifflin, Boston.</p> <p>Lorange, P. and J. Roos, Strategic Alliances: Formulation, Implementation, and Evolution, Blackwell, Oxford.</p> <p>Miller, Alex and Gregory Dess, Strategic Management, McGraw Hill Publishing Company, New York.</p> <p>Thompson, Arthur A. and A. J. Strickland, Strategic Management, McGraw Hill, New York.</p> <p>Global Strategic Management, Gerardo R. Ungson and Yim-Yu Wong, Segment Books New Delhi, 2009.</p> <p>Strategic Management: Creating Value in a Turbulent World, Peter, Fitzroy and James M. Herbert. Wiley India Pvt. Ltd. New Delhi, 2007.</p> <p>Global Strategic Management, Dr. M. Mahmoudi Maymand, Deep & Deep Publications Pvt. Ltd., New Delhi, 2005.</p> <p>Global Strategic Management, Kamel Mellahi, J. George Frynas, and Paul Finlay, Oxford University Press, New York, 2005.</p> <p>Globalization and Business, Johnd Daniels, Leeh. Radebaugh, and Daniel P. Sullivan, Prentice Hall of India Private Limited, New Delhi, 2002.</p> <p>International Business : Competing in the Global Marketplace : Postscripts 2001, Charles W. L. Hill, McGraw Hill Higher Education, New York, 3rd International Ed., 2001.</p>
2	Reference Books	<p>Davidson, W.H., Global Strategic Management, John Wiley, New York.</p> <p>Ellis, J. and D. Williams, International Business Strategy, Pitman, London, 1995.</p> <p>Eayerweather, W.H. International Business Strategy and Administration Ballinger Publishers, Cambridge Mass.</p> <p>Hitt, Michael A., R.Duane Ireland and Robert E. Hokisson, Strategic Management: Competitiveness and Globalization, 4th Ed, South Western College Publishing, Australia, 2001.</p> <p>Nagadhi, A.R. and M. Welge, Beyond Theory Z: Global Rationalization of American, German and Japanese Multinational Companies, Jai Press,</p>

		Greenwich, Conn.
3	Supplementary Reading Material	<p>Porter, M.E., Competition in Global industries, Harvard University Press, New York 1996.</p> <p>Porter, M.E., The Competitive Advantage of Nations, Macmillan, London, 1990.</p> <p>Root, F.R. and K. Visudtibhean, International Strategic Management: Management Challenges and opportunities, Taylor and Francis, New York, 1992</p> <p>Salover, G., A. Shepard and J. Podolny, Strategic Management, John Wiley and Sons, 2001.</p> <p>Stone house, George, et. al., Global and Transnational Business: Strategy and Management, John Wiley and Sons Ltd., Chi Chester, 2000.</p> <p>Vernon-Wortzel, H and L. H. Wortzel, Global Strategic Management: The Essentials, John Wiley, New York, 1991.</p> <p>Wheelen, Thomas L. and J. David Hunger, Strategic Management and Business Policy: Emerging 21st Century Global Society, 7th edition, Prentice Hall, New Jersey, 2000.</p>
4	Websites	
5	Journals	<p>Asian Journal of Management Cases</p> <p>Economic and Political Weekly</p> <p>Enterprise and Society: The International Journal of Business History</p> <p>Global Business Review</p> <p>Global Journal of International Business Research</p> <p>Harvard Business Review</p> <p>International Business and Management</p> <p>International Business Research</p> <p>Journal of International Business</p> <p>Journal of International Business and Economy</p> <p>Journal of Asian Business</p> <p>Leadership Excellence</p> <p>South Asian Journal of Management</p>

Semester	III	Specialization	International Business Management
Course Code	316IB	Type	Subject - Elective
Course Title	International Relations & Management		

Course Objectives:

1	To equip the students with an understanding of the multifaceted phenomenon called international relations
2	To help students understand as to how exactly does the existing international environment affect the decision menu? How does it affect what is possible and probable in state behaviour and what are its effects on business?
3	To expose students to these issues focused on India to discern their effect on the management of business.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Historical Context: The Historical Context of International Relations - The Pre-Westphalian World, The Westphalian System, World Wars I & II & the Cold War. Role of the US - The New World Disorder & the Emerging New World Order. The European Union: Role in Global Security & Business.	5 + 1
2	New World Order : New World Order. The Shift of Balance of Power to Asia, Strategic Alignments in Asia: Convergence of Democracy and Emergence of the Asian bloc, Role of Australia, Resurgent Japan.	5 + 1
3	Indian Perspective - I: India's Security in its Areas of Strategic Interest, The Rise of China & its Implications for Asia, The Taiwan Issue, The Myth of China's Miracle, The Bamboo Network, The Great Game in the Stans of Central Asia. India's Look East Policy: Relations with SE Asia.	5 + 1
4	Indian Perspective - II: The Indian Ocean & India's Maritime Strategy, Pakistan: Future Portents; Democracy & Role of the Military, Terrorism: An International & National Scourge, Future of Afghanistan: Chaos or Stability? Disaster Management & Business.	5 + 1
5	Indian Perspective - III: India's Interaction in Africa: Exploiting an Untapped Market & Seeking Resources, India & West Asia: Transfer of Wealth & the Politics of Oil, Energy Security: Oil, Gas & the Nuclear Deal, Iran & Central Asia- Energy & Allies, Iran as a Nuclear State.	5 + 1

Learning Resources:		
1	Text Books	<p>International Business, Justin Paul, Prentice Hall of India Private Limited, New Delhi, 4th Ed. 2008.</p> <p>International Business, Oded Shenkar and Yadong Luo, John Wiley & Sons Inc., New Delhi, 2004.</p> <p>International Business, S Shajahan, Macmillan India Limited, Delhi, 2006.</p> <p>International Business: An Introduction, Geert Hofstede, Palgrave, New York, 2001.</p> <p>Elements of International Business, S. N. Chary, John Wiley & Sons Inc., New Delhi, 2006.</p> <p>Globalization of Business: Practice and Theory, Abbas, J. Ali, Jaico Publishing House, Mumbai, 2006.</p>
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	-
5	Journals	<p>Indian Journal of International Business and Finances</p> <p>Asian Journal of Management Cases</p> <p>Global Journal of International Business Research</p> <p>Harvard Business Review</p> <p>International Business and Management</p> <p>Journal of International Business</p> <p>Journal of International Business and Economy</p>

Semester	III	Specialization	International Business Management
Course Code	317IB	Type	Subject - Elective
Course Title	Foreign Language for International Business – I		

Course Objectives:

1	To equip the students with a foreign language skill at least to that extent that is required for conducting international business.
2	To provide the student with listening, reading, speaking and writing skills in chosen foreign language.
3	To enhance the vocabulary in the selected Foreign Language.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Socializing: Wishing, thanking and congratulating somebody and to take leave, Talking about his work, his experiences and his professional plans, Introducing his colleagues and the people with whom he is collaborating.	5 + 1
2	Telephonic conversation: Receiving or send simple telephonic message, Identifying the person on phone and his/her request, Spelling, repeating, reformulating, concluding, taking leave.	5 + 1
3	Writing - I: Reading simple and commonly used documents in professional and day-to-day life. Filling up forms in professional or day to day life situation. Taking down notes.	5 + 1
4	Writing - II: Writing (from indications given) about messages, telegram, notes, as well as informal and formal specifically formatted letters, such as business letters.	5 + 1
5	Career related Communication: Organizing the time table. Reading writing and understanding classified ads, a curriculum vitae, and application for a post so that the student can look for a job or a training programme. Interviewing another person and handle a job interview.	5 + 1

Note:

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

Learning Resources:

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

MBA SYLLABUS: SEMESTER III
SUPPLY CHAIN MANAGEMENT - SPECIALIZATION

Semester	III	Specialization	Supply Chain Management
Course Code	305SCM	Type	Subject Core
Course Title	Essentials of Supply Chain Management		

Course Objectives:

1	To make students understand how supply chain impacts all areas of the firm
2	To introduce the basic concepts of supply chain management
3	To provide insights into supply chain's linkages with customer value

Syllabus:

Unit Number	Contents	Number of Sessions
1	21st Century Supply Chains: Concept & definitions of Supply Chain (SC), Physical distribution, Logistics & Supply Chains, Generalized SC Model, Concept of SCM, Role of SC as a value driver: Integrative Management, Responsiveness, Financial Sophistication	6 + 1
2	Supply Chain Structure: Shift from enterprise to network, Structure of a SC, Push based SC, Pull based SC, Tradeoff between Push & Pull, Identifying appropriate Push & Pull Strategy for SC, Commodity & cost centric SC, Agile SC	7 + 2
3	Total SCM: Changing business landscape – driving forces: Shift from Operations to Services, Impact of globalization & technological revolution, Shift from linear SC to collaborative networks, power shifts in the SC- demands for flexibility of partnerships, core competencies, growth in outsourcing, Increased complexity of processes	7 + 2
4	SCM Building Blocks: Overview of customer focus & demand, resources & capacity management, procurement & supplier focus, inventory management, operations management, distribution management in SCM	7 + 2
5	Customer Value: Empowered consumer, Customer focused Marketing & SC service outputs, customer service – availability, operational performance, reliability. Customer satisfaction – customer expectations, enhancing customer satisfactions, limitations of customer satisfaction. Customer success – achieving customer success, value added services, customer value requirement mapping, CRM	8 + 3

Learning Resources:		
1	Text Books	<p>Supply Chain & Logistics Management by Bowersox, Closs & Cooper, TMGH, 2nd Edition.</p> <p>Designing & Managing the SC – Concepts, Strategies & Case studies by Levi, Kaminsky et. al., TMGH, 3rd Edition.</p> <p>Supply Chain Management: Strategy Planning & Operations by Sunil Chopra, Peter Meindl, Pearson, 1st Edition.</p> <p>Supply Chain Management Process, System & Practice by N.Chadraseskaran, Oxford, 1st Edition</p> <p>Total Supply Chain Management by Basu & Wright, Elsevier, 1st Edition.</p>
2	Reference Books	<p>Logistics Management & Strategy by Harrison and van Hoek, Prentice Hall, 2005.</p> <p>Supply Chain Management by Mentzer, Response Books, 2007</p> <p>Logistics Management : The Supply Chain Imperative by Vindo Sople, Pearson Education, 2007</p>
3	Supplementary Reading Material	<p>Competitive Advantage, Michael Porter, Free Press, 1985</p> <p>Latest Economic Survey of India – Chapter on Infrastructure and Communications.</p> <p>New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007</p>
4	Websites	<p>http://csmp.org/</p> <p>www.supplychain.org</p>
5	Journals	<p>Logistics And Supply Chain Practices In India by Srivastava, Samir K., Vision , Jul-Sep2006, Vol. 10 Issue 3</p> <p>What Is the Right Supply Chain for Your Product? by Fisher, Marshall L., Harvard Business Review, Mar/Apr97, Vol. 75 Issue 2</p> <p>Supply Chain Management: More Than a New Name for Logistics, by Cooper, Martha C.; Lambert, Douglas M.; Pagh, Janus D., International Journal of Logistics Management, 1997, Vol. 8 Issue 1</p> <p>Customer Service, Customer Satisfaction, and Corporate Performance In The Service Sector, by Dresner, Martin; Kefeng Xu., Journal of Business Logistics, 1995, Vol. 16 Issue 1</p> <p>Supply Chain Management: Relationships, Chains and Networks, by Harland,</p>

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Semester	III	Specialization	Supply Chain Management
Course Code	306SCM	Type	Subject Core
Course Title	Logistics Management		

Course Objectives:	
1	To make students understand the role and importance of logistics in modern day economy.
2	To discuss the relationship between logistics and other functional areas.
3	To analyze logistics systems from different perspectives to meet desired corporate objectives.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Context of Logistics: Introduction, definitions, logistics in the economy a macro perspective, aim of logistics, activities of logistics, value added role of logistics	5 + 1
2	Logistics in the firm: Micro dimensions of logistics, interface with operations, manufacturing, marketing, supply chain, Problems with fragmented logistics, Integrating logistics within an organization, integrating logistics along the SC,	7 + 2
3	Approaches to analyzing logistics systems: Materials Management v/s physical distribution, Cost centers, nodes v/s links, logistics channel, cost perspective & level of optimality, short run or static analysis, long run or dynamic analysis	8 + 2
4	Logistics Relationships: Types of relationships, Competitive relationship, product relationship, spatial relationship, intensity of involvement, logistics outsourcing activities – concept & types of 3PL, 4PL, need for collaborative relationships	7 + 2
5	Service Response Logistics: Overview of service Operations – service productivity, global service issues, service strategy development, service delivery systems, service location & layout, primary concerns of service response logistics – service capacity, waiting times, distribution channels, service quality	8 + 3

Learning Resources:		
1	Text Books	The Management of Business Logistics by Coyle, Bardi, Langley, Cengage

		<p>Learning India Ed, 7th Edition.</p> <p>Logistics – An introduction to SCM by Donald Waters, Palgrave Macmillan, 1st Edition</p> <p>Principles of SCM – A Balanced Approach by Wisner, Leong, Tan , Cengage Learning India Ed., 1st Edition</p>
2	Reference Books	Logistics and Supply Chain Management: Cases and Concepts by Raghuraman and Rangaraj, Macmillan Business Books
3	Supplementary Reading Material	Business Logistics: Management of Physical Supply and Distribution, Heskett, Ivie and Glaskowsky, Ronald Press, New York.
4	Websites	<p>http://www.logisticsmgmt.com/</p> <p>www.asianclm.com/</p>
5	Journals	<p>Principles Of Logistics Management by Payne, Stanley L.; Kramer, Walter H., Journal of Marketing, Apr1967, Vol. 31 Issue 2,</p> <p>The Principles of Logistics Revisited by Voorhees, Roy Dale; Sharp, Merrill Kim., Transportation Journal (American Society of Transportation & Logistics Inc), Fall78, Vol. 18 Issue 1,</p> <p>A Survey of Third-party Logistics (3PL) Service Providers in India by Mitra, Subrata., IIMB Management Review , Jun2006, Vol. 18 Issue 2</p> <p>The Emerging Role of the Third-Party Logistics Provider (3PL) as an Orchestrator by Zacharia, Zach G.; Sanders, Nada R.; Nix, Nancy W., Journal of Business Logistics, 2011, Vol. 32 Issue 1</p> <p>Selection process in logistics outsourcing - a view from third party logistics provider by Yee Ming Chen; Meng-Jong Goan; Pei-Ni Huang., Production Planning & Control, Apr 2011, Vol. 22 Issue 3</p>

Semester	III	Specialization	Supply Chain Management
Course Code	307SCM	Type	Subject - Elective
Course Title	Managing Material Flow in Supply Chains		

Course Objectives:

1	To understand flow of materials in a Supply Chain
2	To appreciate the role of Transportation and Warehouse Management
3	To understand the essentials of Packaging and Materials Handling from Logistics point of view
4	To understand Government statutory requirements related to Logistics Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Flows in SC: Forward & Reverse SC, Product, Services, Information, Funds, Demand, Forecast flows in Upstream & Downstream direction	4 + 1
2	Transportation Infrastructure & Operations: Transport functionality, Principles, Mode Selection criteria, Transportation Service Levels, Transportation Economics and Pricing – economic drivers, costing, carrier pricing strategy. Transport Administration – operational management, consolidation, negotiation, control, Documentation – L/R, B/L, AWB, IGM	5 + 2
3	Warehouse Management: Warehousing – economic benefits, service benefits. Warehousing Operations – handling, storage. Warehouse Ownership Arrangements, Warehouse Decisions – site selection, design, product mix analysis, expansion, material handling, layout, Warehouse Management System	5 + 1
4	Packaging & Materials Handling: Packaging Perspectives, Packaging for Materials Handling Efficiency – package design, unitization, communication. Material Handling – basic considerations, mechanized systems, semi-automated, automated Systems, information directed Systems, special handling considerations	5 + 1
5	Role of Government in Logistics: Overview of CST, LST, Implications of proposed GST, Excise Duties, Octroi, Entry Tax, CENVAT, Motor Vehicles Act, Customs Act	5 + 1

Learning Resources:		
1	Text Books	<p>Supply Chain & Logistics Management by Bowersox, Closs& Cooper, TMGH, 2nd Edition.</p> <p>Logistics and Supply Chain Management- Cases and Concepts by G. Raghuram, N Rangaraj, Macmillan India, 1st Edition.</p> <p>Fundamentals of SCM Twelve drivers of competitive advantage by John Mentzer, Sage Publication, 1st Edition</p>
2	Reference Books	<p>Business Logistics/Supply Chain Management by Ronald Ballou, Pearson Education, 5th Edition.</p> <p>A Logistics Approach to Supply Chain Management by Coyle, Langley, Gibson, Novack, Bardi, Cengage Learning, India Edition, 2009.</p>
3	Supplementary Reading Material	Advanced Supply Chain Management by Poirier C C, Berrett, Koehler Publishers, 1999.
4	Websites	<p>http://www.inboundlogistics.com/cms/</p> <p>http://www.ciilogistics.com/</p> <p>http://www.tcil.com/tcil/</p> <p>http://cscmp.org/</p>
5	Journals	<p>Commodity Futures Markets, Warehouse Receipts and the Dynamics of Warehousing Infrastructure: The Indian Scenario by Pillai, Manoj., IUP Journal of Infrastructure, Dec2010, Vol. 8 Issue 4</p> <p>What Can You Do About Logistics in India?, Frentzel, David, World Trade: WT100, Mar2011, Vol. 24 Issue 3</p> <p>Technological Innovations in the Indian Logistics Industry: The Case of Freight Handling, Srinivas, Kolluru; Krishna, Kolluru., IUP Journal of Infrastructure, Sep2009, Vol. 7 Issue 3/4,</p>

Semester	III	Specialization	Supply Chain Management
Course Code	308SCM	Type	Subject - Elective
Course Title	Inventory Management		

Course Objectives:

1	To understand the Process of Aggregate Planning and its link with Inventory Management
2	To understand concept of Supply Chain Inventory and study a few basic variants of EOQ models
3	To recognize role and importance of Supply Chain Inventory Management in delivering perfect customer order
4	To acquaint with safety and environmental aspects of Inventory Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Aggregate Planning & Inventory Management: Introduction, Operations Planning, Aggregate Production Plan – Chase Production Strategy, Level Production Strategy, Mixed Production Strategy. MPS, Dependent & Independent Demand. Bill Of Materials, Overview of MRP & MRP II	4 + 1
2	Managing SC Inventory & Delivering Perfect Customer Orders-I: Understanding SC Inventory – types of inventory, inventory related costs, Inventory Investment – Asset or Liability? The Right reasons for Investing in Inventory – (support production, operational & customer service requirements, hedge against marketplace uncertainty, opportunity buying). The Wrong reasons for Investing in Inventory – (poor quality & material yield, unreliable supplier delivery, extended order-cycle times, inaccurate demand forecasts, specifying custom items for standard applications, extended material pipelines, inefficient manufacturing processes). Special Applications of EOQ Approaches – adjusting simple EOQ model for modal choice decision, adjusting simple EOQ model for volume transportation rates, adjusting simple EOQ for private carriage	6 + 1
3	Managing SC Inventory & Delivering Perfect Customer Orders-II: Managing Inventory Investment – Three V model of inventory management, achieve perfect record integrity, improve product forecasting, Standardize and Simplify product design, leverage companywide purchase volume, use suppliers for on-site inventory management, develop SC planning systems and support structure, Reduce Supplier-buyer cycle times, Delivering the Perfect Customer Order – MRP, DRP, SC inventory planning, automated inventory tracking system, Inventory at Multiple Locations – The Square Root law, inventory for outbound systems, Demand Pull Approach to manage Inventory	5 + 1

4	Safety & Environmental Aspects of Inventory Management: Environmental Aspects of Storage – identification of land contamination , water and air contamination & monitoring for fugitive emission, spillages, leakages, dumps, & disposables. Explosive Storage - Petroleum act - storage of explosive – precautions during loading, unloading, storage, transportation & usage, Gas Cylinder rules, Fire and other Hazards & precautions for mitigation, Cross contamination & Hygiene precaution in case of chemicals & pharmacy food storage material, Hazardous Waste Storage and Management – Storage and disposal methods and legal compliance	5 + 1
5	Key Operational Aspects in SC: Creating the Lean SC – JIT Purchasing, JIT Transportation and JIT Production. Kanban, VMI	4 + 1

Learning Resources:

1	Text Books	Purchasing & Supply Chain Management by Monczka, Trent, Handfield, Cengage South Western, 3 rd Edition Supply Chain Management Process, System & Practice by N.Chadrsekaran, Oxford, 1 st Edition
2	Reference Books	Purchasing & Supply Chain Management by Dobler, Burt, TMGH, 6 th Edition.
3	Supplementary Reading Material	The Management of Business Logistics by Coyle, Bardi, Langley, CengageLearning, 5th Indian Reprint
4	Websites	www.apics.org/
5	Journals	Sharpening Inventory Management by <i>Armstrong, David J. , Harvard Business Review, Nov/Dec85, Vol. 63 Issue 6</i> Empowering Kanban through TPS - Principles - An Empirical Analysis of the Toyota Production System, <i>Thun, Jorn-Henrik; Druke, Martin; Grubner, Andre, International Journal of Production Research, Dec2010, Vol. 48 Issue 23</i> Kanban, MRP, and Shaping The Manufacturing Environment by <i>Krajewski, Lee J.; King, Barry E.; Ritzman, Larry P; Wong, Danny S., Management Science, Jan1987, Vol. 33 Issue 1</i> Prerequisites to Vendor-managed Inventory by <i>Niranjan, Tarikere T.; Wagner, Stephan M.; Nguyen, Stephanie M., International Journal of Production Research, Feb2012, Vol. 50 Issue 4</i> A Logistics Network Design Model With Vendor Managed Inventory by <i>Shu, Jia; Li, Zhengyi; Shen, Houcai; Wu, Ting; Zhong, Weijun., International Journal of Production Economics, Feb2012, Vol. 135 Issue 2</i>

		<p>Adaptive Fuzzy Vendor Managed Inventory Control For Mitigating The Bullwhip Effect In Supply Chains by Kristianto, Yohanes; Helo, Petri; Jiao, Jianxin (Roger); Sandhu, Maqsood., <i>European Journal of Operational Research</i>, Jan2012, Vol. 216 Issue 2</p> <p>Study of Vendor-Managed Inventory practices in Indian industries by Atul B. Borade; Satish V. Bansod., <i>Journal of Manufacturing Technology Management</i>, Oct2010, Vol. 21 Issue 8</p>
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Semester	III	Specialization	Supply Chain Management
Course Code	309SCM	Type	Subject - Elective
Course Title	Purchasing & Supplier Relationship Management - I		

Course Objectives:	
1	To emphasize the managerial perspective of core tasks and challenges in effectively managing the purchasing function within the context of integrated supply chain.
2	To make the students aware of the different demands placed on the purchasing and supply chain managers by business stakeholders.
3	To help the students understand the impact of purchasing on competitive success and profitability of modern day organizations.
4	To provide an in-depth understanding of the fundamentals surrounding the operational aspects of purchasing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Purchasing Process, Policy & Procedures: Purchasing Objectives, Responsibilities of Purchasing, Types of Purchases, Improving Purchase Process, Purchasing Procedures, Policy Overview – What makes an effective Policy? Advantages & Disadvantages of Policies, Policies defining - Role & conduct of Purchasing, Buyer-Supplier Relationship, Operational Issues, Ethical considerations in Purchasing	5 + 1
2	Organizing the Purchasing Function: Purchase Function Position Within the Organization Structure, Factors affecting Purchasing's Position, Reporting of Purchasing function, Organizing of Purchasing, Separating Operational & Strategic Purchasing, Advantages & disadvantages of centralized, decentralized Purchasing, Hybrid Purchasing Structure	5 + 1
3	Strategic Sourcing – Supplier Evaluation & Selection: Linking Purchasing and Corporate Strategy, Translating Corporate Objectives into Purchasing Goals, Translating Purchasing Objectives into Purchasing Goals, Purchasing Strategy Development Process, Types of Purchasing Strategies, Supply Base Optimization, Critical Role of In-sourcing / Outsourcing, The In-sourcing / Outsourcing Decision Process, Make or Buy, Supplier Evaluation and Selection Process, Need for Supplier Selection, Identifying key sourcing requirements, Evaluation and Selection, Key Supplier Evaluation Criteria	5 + 1
4	Supplier Quality Management: Overview of Supplier Quality Management – What is Supplier Quality? Why be Concerned with Supply Quality? Factors Affecting Purchasing's Role in Managing Supplier Quality, Supplier Quality Management using Total Quality Perspective, Defining Quality in Terms of	5 + 1

	Customers and their Requirements, Pursuing Quality at the Source,	
5	Negotiation & Contracts Management: Objectives of negotiation, when to negotiate, The negotiation Process, Preparation, Establishing the Objectives, Dynamics of Negotiation, Phases in face-to-face negotiation, Negotiation Techniques – traditional, collaborative, price analysis, cost analysis. Types of Contracts – Fixed Price, Cost based / Indexation, Long term, Short term. Consideration when selecting contract types, How to write a Contract. Essential elements of Contract, Purchase Order (P.O), Difference between P.O & Contract	5 + 1

Learning Resources:

1	Text Books	Purchasing & Supply Chain Management by Monczka, Trent, Handfield, Cengage South Western, 3 rd Edition. Purchasing & Supply Chain Management by Lysons and Farrington, Pearson Education, 2010.
2	Reference Books	Purchasing & Supply Chain Management by Dobler, Burt, TMGH, 6 th Edition. New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007 Extending the Supply Chain by Boyer, Forhlich and Hult, PHI, 3 rd Indian Reprint, 2009
3	Supplementary Reading Material	Organizational Buying Behaviour by Webster and Wind, Prentice Hall, 1972 Category Management in Purchasing: A Strategic Approach to maximize business profitability by Jonathan O Brien Kogan Page.
4	Websites	www.cips.org www.eipm.org
5	Journals	Purchasing Competence: A Stakeholder-Based Framework for Chief Purchasing Officers by Kern, Daniel; Moser, Roger; Sundaresan, Naveen; Hartmann, Evi., Journal of Business Logistics, 2011, Vol. 32 Issue 2 Understanding how Formal and Informal Communication Affect Purchasing, Manufacturing and Logistics Integration by Andrea, Furlan; Arnaldo, Camuffo; Romano, Pietro., Advances in Management, Jul2011, Vol. 4 Issue 7 An Empirical Study of the Relationships among Purchasing Skills and Strategic Purchasing, Financial Performance, and Supplier Responsiveness by Carr, Amelia S.; Smeltzer, Larry R., Journal of Supply Chain Management,

		<p>Summer2000, Vol. 36 Issue 3</p> <p>World-Class Purchasing Skills: An Empirical Investigation by Giunipero, Larry C.; Percy, Dawn H., Journal of Supply Chain Management, Fall2000, Vol. 36 Issue 4</p> <p>The Seven Cs of Effective Supplier Evaluation by Carter R, Purchasing and Supply Chain Management, April, 1995.</p>
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Semester	III	Specialization	Supply Chain Management
Course Code	310SCM	Type	Subject - Elective
Course Title	Six Sigma		

Course Objectives:

1	To provide a comprehensive understanding of six sigma
2	To introduce the six sigma methodology and philosophy
3	To learn how to manage change and sustain benefits
4	To learn how to listen and map customer requirements

Syllabus:

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

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

Learning Resources:

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

		Production Research, Dec2008, Vol. 46 Issue 23 Critical analysis of Six Sigma Implementation by Moosa, Kamran; Sajid, Ali. Total Quality Management & Business Excellence, Jul2010, Vol. 21 Issue 7
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Semester	III	Specialization	Supply Chain Management
Course Code	311SCM	Type	Subject - Elective
Course Title	Supply Chain Planning		

Course Objectives:	
1	To understand essentials of Demand Management
2	To get acquainted to Supply Chain Aggregate Planning
3	To understand how to manage predictable variability in Supply Chain
4	To recognize the role of Network Planning and understand basic Network Planning Design Models

Syllabus:

Unit Number	Contents	Number of Sessions
1	Forecasting: Concept and definition of Forecasting & Demand, Role of Forecasting in SC, Traditional Forecasting Methods – Judgment Methods, Market Research Methods, Time Series Methods, Causal Methods. Selection of Appropriate Forecasting technique, Risks in Forecasting – forecasting error	5 + 1
2	Demand Management: Collaborative Planning, Forecasting & Replenishment (CPFR). Order fulfillment & Order Management. Customer Service Level & Expected cost of stock outs (Numericals Expected)	5 + 1
3	Aggregate Planning in SC: Concept of Aggregate Planning & its role in SC. Aggregate Planning Strategies, Aggregate Planning for Services, Aggregate Planning using MS-Excel, Role of IT in Aggregate Planning, Aggregate Planning in Practice	5 + 1
4	Managing Predictable Variability in SC: Decision Environment of SC – external factors responsible for decisions, Concept of Variability, Responding to predictable variability, Managing Supply, Managing Demand, Impact of seasonality	5 + 1
5	Network Decisions: Choices of Network Configurations – direct shipping, distribution through intermediary, customer pick up, Challenges in Network Configuration. Models – Strategic Facility Location Model with Single Capacity Choice, Strategic Facility Location Model with Two Capacity Choices, Demand Allocation Across different Facilities with Fixed Capacities, Gravity Location	5 + 1

	Model, Uncertainty and Application of Probability	
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Learning Resources:		
1	Text Books	<p>Supply Chain Management – Strategy, Planning and Execution by Sunil Chopra, Peter Meindl, D V Kalra, Pearson Education, 3rd Edition</p> <p>Supply Chain Management Process, System & Practice by N.Chadrasedkaran, Oxford, 1st Edition</p>
2	Reference Books	The Management of Business Logistics: A Supply Chain Perspective by Coyle, Bardi and Langley, Cengage Learning – India 7 th Edition.
3	Supplementary Reading Material	<p>Managing the Supply Chain: A Strategic Perspective by Gattorna and Walters, Palgrave.</p> <p>A Logistics Approach to Supply Chain Management by Coyle, Langley, Gibson, Novack, Bardi, Cengage Learning, India Edition, 2009.</p>
4	Websites	http://www.ibf.org/
5	Journals	<p>Mapping the Future of Supply Chain Management: a Delphi study by Melny K, Steven A.; Lummus, Rhonda R.; Vokurka, Robert J.; Burns, Laird J.; Sandor, Joe., International Journal of Production Research, Aug2009, Vol. 47 Issue 16</p> <p>Aligning Demand Management with Business Strategy by Jim R and Langabeer II, Supply Chain Management Review, May/June 2000.</p> <p>ABC of Collaborative Planning Forecasting and Replenishment by Ireland, Ron., Journal of Business Forecasting, Summer2005, Vol. 24 Issue 2</p> <p>Collaborative Planning, Forecasting & Replenishment (CPFR): Realizing the Promise of Efficient by Sherman, Richard J., Journal of Marketing Theory & Practice, Fall 98, Vol. 6 Issue 4</p>

Semester	III	Specialization	Supply Chain Management
Course Code	312SCM	Type	Subject - Elective
Course Title	Supply Chain Coordination		

Course Objectives:

1	To understand role and importance of business functional coordination across the Supply Chain
2	To know the impact of ineffective Supply Chain coordination and its business implications
3	To understand how managerial levers and partnerships aid in achieving Supply Chain coordination

Syllabus:

Unit Number	Contents	Number of Sessions
1	Coordinate the Traditional Business Functions Across the Company and Across the SC: Functional Coordination, Supply Chain Relationships, Failing to coordinate Sales Function with SC Capacity, Failing to coordinate Industrial Service SC, Coordinate Retail Functions for Market Expansion, Coordinating Traditional Retail Functions for SC Economics, Coordinating R&D, Order Processing and Inventory Management	5 + 1
2	SC Coordination & Bull Whip Effect: Challenges in SC Coordination, Concept of Bull Whip Effect – impact on manufacturing cost, inventory cost, replenishment lead time, transportation cost, labour cost for logistics, product availability & relationships across the SC, Obstacles to Coordination in SC – incentive obstacles, Information Processing Obstacles, Operational Obstacles, Pricing Obstacles, Behavioural Obstacles, Role of IT in SC Coordination	5 + 1
3	Managerial Levers to achieve SC Coordination: Aligning of Goals & Incentives, Improving Information Accuracy, Improving Operational Performance, Designing Pricing Strategies to stabilize orders, Building Partnerships & Trust.	5 + 1
4	Building Strategic Partnerships within a SC: Deterrence Based View, Process Based View, Accessing Value of Relationship, Identifying Operational Roles & Decision Rights for each party, Creating Effective Contracts, Designing Effective Conflict Resolution Mechanisms.	5 + 1
5	Collaborative Planning, Forecasting & Replenishment: Retail Event Collaboration, DC Replenishment Collaboration, Store Replenishment Collaboration, Collaborative Assortment Planning, Organizational & Technology Requirements for successful CPFR, Risks & Hurdles for CPFR Implementation	5 + 1

Learning Resources:		
1	Text Books	<p>Fundamentals of Supply Chain Management by John Mentzer, Response Books, 1st Edition</p> <p>Supply Chain Management – Strategy, Planning and Execution by Sunil Chopra, Peter Meindl, D V Kalra, Pearson Education, 3rd Edition</p> <p>Supply Chain Management Process, System & Practice by N. Chadrasedkaran, Oxford, 1st Edition</p>
2	Reference Books	The Management of Business Logistics: A Supply Chain Perspective by Coyle, Bardi and Langley, Cengage Learning – India 7 th Edition
3	Supplementary Reading Material	<p>A Logistics Approach to Supply Chain Management by Coyle, Langley, Gibson, Novack, Bardi, Cengage Learning, India Edition, 2009.</p> <p>Industrial Dynamics by Jay Wright, Forrester, 1961</p>
4	Websites	www.apics.org
5	Journals	<p>The Bullwhip Effect in Supply Chains by Lee, Hau L; Padmanabhan, V. and Whang, Seungjin, Sloan Management Review, 1997 Volume 38 Issue 3</p> <p>Taming the bullwhip by Lee, H.L., Journal of Supply Chain Management 2010, Volume 46, Issue 1</p> <p>Capacity Choice and Allocation: Strategic Behavior and Supply Chain Performance by Cachon, Gérard P.; Lariviere, Martin A., Management Science, Aug1999, Vol. 45 Issue 8</p> <p>Quantifying the Bullwhip Effect in a Simple Supply Chain: The Impact of Forecasting, Lead Times and Information by Chen, Y. F., Z. Drezner, J. K. Ryan and D. Simchi-Levi, Management Science, 2000, Volume 46.</p> <p>Information Sharing and Coordination Mechanisms for Managing Uncertainty in Supply Chains: A Simulation Study by Datta, Partha Priya; Christopher, Martin G., International Journal of Production Research, Feb2011, Vol. 49 Issue 3</p> <p>Coordinating for Flexibility in e-Business Supply Chains by Gosain, Sanjay; Malhotra, Arvind; El Sawy, Omar A., Journal of Management Information Systems, Winter2004/2005, Vol. 21 Issue 3</p>

Semester	III	Specialization	Supply Chain Management
Course Code	313SCM	Type	Subject - Elective
Course Title	Decision Modeling for Supply Chains		

Course Objectives:

1	To know how to model typical Supply Chain Domain Problems
2	To understand use of MS- Excel in solving typical Supply Chain Domain Problems

Syllabus:

Unit Number	Contents	Number of Sessions
1	Overview of MS – Excel Advance Capabilities and Functions	3 + 1
2	Linear Programming Models: Make Buy Decision Problem, Transportation Applications – Vehicle loading Problem, Sensitivity Analysis for Profit Maximization, Cost Minimization	6 + 1
3	Transportation Models: LP Formulation for transportation problem, Transportation involving transshipment, Maximal flow model, Shortest Path Model	5 + 1
4	Integer Programming Model, Goal Programming Model & Nonlinear Programming Model: New factory Decision Problem (IP), Product Mix Problem (Goal), Profit Maximization Problem (NLP)	6 + 1
5	Decision Making Models (based on Decision Trees): Using TreePlan to solve decision tree problems with Excel	5 + 1

Learning Resources:

1	Text Books	Managerial Decision Modeling with Spreadsheets by Balakishnan, Render, Stair, Pearson, 2 nd Edition
2	Reference Books	Excel Models for Business and Operations Management by Barlow, Wiley-India, 2 nd Edition.
3	Supplementary Reading Material	Modeling the Supply Chain by Jeremy Shapiro, Cengage Learning, 2 nd Edition Supply Chain Modeling & Solutions by B.S. Sahay & A.K. Gupta, Macmillan India Ltd., 1 st Edition
4	Websites	http://logistics.about.com/od/supplychainmodels/Modelling_the_Supply_Chain.htm
5	Journals	Overcoming Spreadsheet Risk in Supply Chain Modeling by Galbreth, Michael R.; LeBlanc, Larry J., Journal of Business Logistics. 2010, Vol. 31 Issue 2, p21-33

		<p>Design and Use of Microsoft Excel Solver by Fylstra, Daniel; Lasdon, Leon; Watson, John; Warren, Allen. Interfaces. (Sep-Oct) 1998, Vol. 28, 5, p29-55.</p> <p>Network Modeling Tools: Enhancing Supply Chain Decision Making by Jiminez, S., T.Brown and J.Jordan, Strategic Supply Chain Alignment, 1998, ed. J. Gattorna. Andershot, Eng.: Gower</p>
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Semester	III	Specialization	Supply Chain Management
Course Code	314SCM	Type	Subject - Elective
Course Title	Theory of Constraints		

Course Objectives:

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

Syllabus:

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

Learning Resources:

1	Text Books	Theory of Constraints by S K Mukhopadhyay, Jaico Books. The Goal by E M Goldratt and Cox J, Great Barrington, North River
2	Reference Books	What is the thing called Theory of Constraints? by E M Goldratt, Great Barrington, North River

		<p>The Goal by E M Goldratt and Cox J, Great Barrington, North River</p> <p>It's Not Luck by E M Goldratt, Great Barrington, North River</p>
3	Supplementary Reading Material	<p>Essays on Theory of Constraints by E M Goldratt, Great Barrington, North River</p> <p>Critical Chain by E M Goldratt, Great Barrington, North River</p>
4	Websites	<p>http://www.goldratt.com/</p> <p>http://www.scienceofbusiness.com/home/what-is-theory-of-constraints-toc/</p> <p>http://www.tocico.org/</p>
5	Journals	<p>A Tutorial on Project Management from a Theory of Constraints Perspective by Blackstone, John H.; Cox, James F.; Schleier, John G., <i>International Journal of Production Research</i>, Dec2009, Vol. 47 Issue 24.</p> <p>Theory of Constraints at UniCo: Analyzing The Goal as a fictional case study by Tibben-Lembke, Ronald S., <i>International Journal of Production Research</i>, Apr2009, Vol. 47 Issue 7.</p> <p>Implementing Theory of Constraints in a traditional Japanese Manufacturing Environment: The case of Hitachi Tool Engineering by Umble, M.; Umble, E.; Murakami, S., <i>International Journal of Production Research</i>, 5/15/2006, Vol. 44 Issue 10.</p> <p>Determination of buffer sizes for drum-buffer-rope (DBR)-controlled production systems by Ye, T.; Han, W., <i>International Journal of Production Research</i>, May2008, Vol. 46 Issue 10.</p> <p>Modified drum-buffer-rope scheduling mechanism for a non-identical parallel machine flow shop with processing-time variation by Sirikrai, V.; Yenradee, P., <i>International Journal of Production Research</i>, 2006, Vol. 44 Issue 17.</p> <p>Comparisons between drum-buffer-rope and Material Requirements Planning: a case study by Steele, Daniel C.; Philipoom, Patrick R.; Malhotra, Manoj K.; Fry, Timothy D., <i>International Journal of Production Research</i>, 2005, Vol. 43 Issue 15.</p> <p>Order review/release and lot splitting in drum-buffer-rope by Russell, G. R.; Fry, T. D., <i>International Journal of Production Research</i>, Mar1997, Vol. 35 Issue 3.</p> <p>Scheduling using drum-buffer-rope in a remanufacturing environment by Guide, V.D.R., <i>International Journal of Production Research</i>, Apr96, Vol. 34, Issue 4.</p> <p>Using Drum-Buffer-Rope Scheduling Rather Than Just-In-Time Production by Huff, Patricia. <i>Management Accounting Quarterly</i>, Winter2001, Vol. 2 Issue 2</p>

Semester	III	Specialization	Supply Chain Management
Course Code	315SCM	Type	Subject - Elective
Course Title	Supply Chain Practices - I		

Course Objectives:

1	To give a practical understanding of the practice of supply chain management in various sectors.
2	To give a practical understanding of the peculiarities of supply chain management practices in various sectors.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Supply Chains for Agro Based Products - Food, Milk Products, Poultry, Edible Oil, Flowers, Seeds & Fertilizers, Public Distribution System	NA
2	Supply Chains for Industrial Products - Auto Components, Steel Products, Lubricants, Industrial Paints, Transformers, Gensets	NA
3	Supply Chains for Consumer Products – Bicycles, Tractors, Cola Cans, Cars, Mobile Phones, Furniture, Sports Goods, Pharmaceutical Products, Fabrics & Garments, Books, Mineral Water, Newspapers & Magazines, Toys, Wrist Watches, Home Décor, Decorative Paints, Wine, White goods	NA
4	Supply Chains for Commodities - Coal, Cotton, Cement, Sugar, Rice, Metals, Oil & Gas	NA
5	Supply Chains for Services - Mobile Telephony, Financial Services, Electricity , Internet Services, Food Chains, Hospitality, Medical services, Airlines, Retail	NA

Students should work in groups of two each on any two Companies from the Sectors listed above. The Sectors should be from different groups. Students shall study various aspects of the SCM principles and practices as followed in these sectors. They should identify the peculiarities of the sector, map the supply chain in detail (identify the parties involved and their role in the supply chain), compare the top two players in each of these sectors and identify best practices, Prepare a summary evaluation of each sector studied. Students shall submit a structured detailed report based on the above parameters. The evaluation shall be made by a panel of two examiners. One of the examiners shall be the Internal Faculty.

The other examiner may be an external faculty or a person from the relevant industry. The evaluation shall be based on the following criteria:

Report – 20 Marks

Presentation – 15 Marks

Question & Answer – 15 Marks

* Field/Self Study under Faculty guidance.

Learning Resources:		
1	Text Books	<p>Indian Supply Chain Architecture by B S Sahay and Ramneesh Mohan, Macmillan, 2007.</p> <p>Excellence in Manufacturing : New Approaches by Sabyasachi Chatterjee, ICFAI Books.</p>
2	Reference Books	<p>Financial Supply Chain by Sanjay Dalmia, TMGH, 2008.</p> <p>Logistics and Retail Management: Insights into Current Practice and Trends from leading Experts by Fernie and Sparks, Kogan Page, 2nd Edition.</p>
3	Supplementary Reading Material	Supply Chain Management in the 21st Century Editor by B S Sahay, Macmillan, 2006 reprint.
4	Websites	<p>www.kpmg.com</p> <p>http://www.futuresupplychains.com/aboutus.html</p> <p>http://www.deloitte.com/us/supplychainindia</p>
5	Journals	<p>The Effects Of Digital Trading Platforms On Commodity Prices In Agricultural Supply Chains by Banker, Rajiv; Mitra, Sabyasachi; Sambamurthy, V., MIS Quarterly, Sep2011, Vol. 35 Issue 3</p> <p>Supply Chain: Barriers and Benefits Indian SMEs by Zahedirad, Rouhollah; Shivaraj, B., SCMS Journal of Indian Management, Oct2011, Vol. 8 Issue 4</p> <p>Flexible Strategic Framework for Managing Forces of Continuity and Change: Study of Supply Chain Management of Lighting Industry in India by Gupta, V. K., Global Journal of Flexible Systems Management, Jul-Sep2010, Vol. 11 Issue 3</p> <p>The Impact of Supplier-Selection, Supply Effort Management, Logistics Capabilities and Supply Chain by Sezhiyan, D. M.; Nambirajan, T., Journal of Contemporary Management Research, Mar2011, Vol. 5 Issue 1</p> <p>Supply Chain: A Differentiator in Marketing Fresh Produce by Veena, A.; Babu, K. Nagendra; Venkatesha, H. R., IUP Journal of Supply Chain Management, Mar2011, Vol. 8 Issue 1</p>

MBA SYLLABUS: SEMESTER III
RURAL & AGRIBUSINESS MANAGEMENT SPECIALIZATION

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	305RABM	Type	Subject - Core
Course Title	Agriculture and Indian Economy		

Course Objectives:

1	To expose learners to the environment in which the agri-business is conducted.
2	Focus will be on understanding micro and macro environmental forces and their impact on agri-business.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Indian Agriculture under the Five Year Plans : The Green Revolution, The place of agriculture in the national economy, progress of agriculture under the Five Year Plans, Present position of Indian Agriculture : Looming Crisis, New Thrust Areas in Agriculture, National Commissions of Farmers and Green Revolution, Crop Pattern in India since 1951.	7 + 2
2	Food Security in India: Green Revolution, Second Green Revolution – the future prospects, Concept of Food Security , Food self-sufficiency and food security, Poverty and need for Public Distribution Systems, Policy Options for reforms of PDS, Food Insecurity at Global level, Food Security Act – Salient features and implications.	7 + 2
3	Irrigation and other agricultural inputs: Irrigation, multipurpose river valley project – a controversy, irrigation in the 12 th plan, private sector participation in irrigation, fertilizers and manures, improved seeds, soil conservation and reclamation, livestock and dairy development, mechanization of agriculture	7 + 2
4	Land Reforms: The need and scope for land reforms in a developing economy, the abolition of intermediaries, tenancy reforms, ceiling on land holdings, an appraisal of land reforms Size of Farms and Productive Efficiency: Meaning of economic holding, changing pattern of ownership and operational holdings in India, Farms size, Productivity/ Profitability and farm efficiency, the problem of sub division and fragmentation of holdings, cooperative farming	7 + 2
5	Agriculture Labour: Present position of agricultural Labour in India, Agricultural Labour and Minimum Wages, Abolition of Bonded Labour, Recommendations of National Commissions on Rural Labour (NCRL) Unorganized Sector and Informalisation of the Indian Economy: Unorganized sector and India's Informal economy, size of unorganized sector, poverty, vulnerability and unorganized sector employment – the high degree of correlation, estimate of organized and unorganized workers, self-employed workers in non-agricultural sector, agricultural labourers, bonded labour, working conditions, of	7 + 2

	farmers, action programme for the unorganized sector, assessment of NCEUS recommendations	
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Learning Resources:

1	Text Books	Indian Economy, Datt and Sundharam, S Chand Indian Economy Since Independence, edited by Uma Kapila, Academic Foundation Indian Agriculture - issues and perspectives, Edited by N Janardhana Rao, ICFAI University Press
2	Reference Books	Adhikary M. 1986. <i>Economic Environment of Business</i> . S. Chand & Sons. Aswathappa K. 1997. <i>Essentials of Business Environment</i> . Himalaya Publications Francis Cherunilam 2003. <i>Business Environment</i> . Himalaya Publications
3	Supplementary Reading Material	Food Security in India: Performance, Challenges and Policies (http://www.oxfamindia.org/sites/default/files/VII.%20Food%20Security%20in%20India-Performance,%20Challenges%20and%20Policies.pdf) National Food Security Mission - Operational Guidelines (http://agricoop.nic.in/nfsm/nfsm.pdf)
4	Websites	www.agricoop.nic.in/agristatistics.htm www.indiaseeds.com/ www.apeda.gov.in
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Indian Management Studies Journal Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	306RABM	Type	Subject – Core
Course Title	Rural Marketing – I		

Course Objectives:

1	To objective of this course is to develop understanding of issues in rural markets
2	To provide an overview of marketing environment, consumer behaviour, distribution channels, marketing strategies, etc. in the context of rural markets in India.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Rural Marketing Opportunities: What is a Rural Market?, Taxonomy of the Rural Market, Go Rural Decision, Rural Inhibiting factors, Approach Decision: Rural Marketing Models, Bottom of the Pyramid Approach, Integrated, Innovation and Inclusive – Growth Model, Evolution and Scope, Rural versus Urban Marketing, Becoming a Rural Marketer, Testing rural marketing potential.</p> <p>Understanding the Rural Economy: Rural marketing Environment, social environment, economic environment, technological environment, innovations, political environment and development initiatives, implications on rural marketers</p>	7 + 2
2	Rural marketing experiences: Case of HUL – Project Shakti, Case of CFCL – Uttam Bandhan, Case of ITC – e-Choupal, Case of Colgate – Education, Case of HLL – Social Marketing, lessons from experience	7 + 2
3	Rural Consumer Behavior: Rural consumer on the growth, models of consumer behavior, buying decision process, Opinion Leaders, Environmental factors influencing the decision making process, buyer characteristics, buying behavior patterns, brand loyalty, innovation adoption	7 + 2
4	Rural Marketing Research: Significance of information, sources of information, marketing research – key decisions, approaches and tools – case for innovation, participatory approaches, innovative tools, rural versus urban marketing research, rural research business, challenges in rural marketing research.	7 + 2
5	Selecting and Attracting Markets: Concepts and process, case for segmentation, bases for segmentation, emerging segments – women and youth, guides to effective segmentation, targeting, positioning, Case Study.	7 + 2

Learning Resources:		
1	Text Books	<p>Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson</p> <p>Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH</p> <p>Rural Marketing, Velayudhan, Sage</p> <p>Rural Marketing, Gopalaswamy, Vikas Publishing house</p> <p>Rural Marketing in India, Habeeb - ur – Rahman, Himalaya Publishing House</p> <p>Rural Marketing Text and Cases, S L Gupta, Wisdom Publications</p>
2	Reference Books	<p>Singh AK & Pandey S. 2005. <i>Rural Marketing</i>. New Age.</p> <p>Singh Sukhpal. 2004. <i>Rural Marketing</i>. Vikas Publishing House.</p>
3	Supplementary Reading Material	<p>Rural Marketing, Badi and Badi, Himalaya Publishing House</p> <p>Agricultural Marketing in India, Acharya and Agarwal, Oxford and IBH Publishing</p> <p>Agricultural Marketing – New Trends and Techniques, K K. Tiwari, D.N.D Publications</p> <p>New Perspectives in Rural Agricultural Marketing, Ramkishan, Jaico</p> <p>Rural Agriculture and Marketing, Verma, Jiloka and Mandal, Deep and Deep Publications</p>
4	Websites	<p>www.agmarknet.nic.in/</p> <p>www. market.ap.nic.in/</p> <p>www.bambootech.org/</p>
5	Journals	<p>Agribusiness – An International Journal</p> <p>Decision</p> <p>Indian Journal of Agricultural Marketing</p> <p>Indian Journal of Marketing</p> <p>Indian Management Studies Journal</p> <p>Journal of Agri-business</p> <p>Journal of Marketing Management</p> <p>Journal of Marketing Research</p>

		Journal of Sales Management Management Review Prabandhan Vikalpa
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Semester	III	Specialization	Rural & Agribusiness Management
Course Code	307RABM	Type	Subject – Elective
Course Title	Rural Development – I		

Course Objectives:

1	To motivate students to understand the realities of rural India its economic strength, weaknesses, opportunities and threats in changing global context.
2	To help students to analyze the rural economic condition from two perspectives viz. actor's (the rural people) and outsider's (economists, development professionals) perspectives
3	To assists students to develop conceptual framework for dealing with rural economy.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Concepts and Connotations of Rural Development, Basic Elements of Rural Development, Growth versus Development, Some Dilemmas in Development Concepts and Connotations of Rural Development, Basic Elements of Rural Development, Growth versus Development, Why Rural Development,	5 + 1
2	Measures of Development: Measures of Level of Rural Development, Income Distribution, Development Simplified, Concepts and Measures of Rural Poverty. Paradigm of Rural Development: The modernization theory, the dependency theory of the Marxist school, The Gandhian Model of Rural Development, Development Theories from other social sciences and their relevance.	5 + 1
3	Determinants of Rural Development: Changes in Output, Natural Resources, Human Resources, Capital, Technology, Organizational and Institutional Framework, Relation between Rural Development and Its Determinants.	5 + 1
4	Strategies for Sustainable Development: The concepts of sustainability and sustainable development, some indicators of non-sustainable development, a critical review of India's strategies of rural development, some elements of a new strategy for sustainable development.	5 + 1
5	Rural Development Project: Students to be divided in groups of 5 each and assign to study and present rural development measures and outcomes of a selected rural area.	5 + 1

Learning Resources:

1	Text Books	Rural Development, Katar Singh, Sage
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		Rural Transformation - Infrastructure and Micro Finance, Bhargava and Deepak Kumar, ICFAI University Press Agriculture and Rural Development in India, Smita Patel, Paradise Publishers
2	Reference Books	Mishra,J. My Vision for India's Rural Development, New Delhi, Vikas Publishing
3	Supplementary Reading Material	Dhubashi PR. 1986. <i>Policy and Performance - Agricultural and Rural Development in Post Independent India</i> . Sage Publications
4	Websites	www.indiabudget.nic.in/ www.fao.org/index_en.htm www.icar.org.in/
5	Journals	Journal of Rural Development

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	308RABM	Type	Subject – Elective
Course Title	Special Areas in Rural Marketing		

Course Objectives:	
1	To explore the students to the Special Areas in Rural Marketing Environment
2	To help students to understand opportunities and emerging challenges in the upcoming rural markets .

Syllabus:

Unit Number	Contents	Number of Sessions
1	Rural Marketing in FMCG – FMCG :An Introduction, Characteristics of FMCG for rural markets, Challenges to FMCG Industry from a rural perspective, Adopting marketing strategies to rural markets.	5 + 1
2	Rural Market in Consumer durables – Consumer durables : An Introduction, Marketing of consumer durables vs. FMCGs, Issues related to marketing of consumer durables in rural market.	5 + 1
3	Rural Market in Financial Services – Marketing of banking services in rural market, evolution of rural banking after independence, key reasons for poor performance of banks in nationalization period, challenges in marketing of banking services in rural market, opportunities for banking in rural areas, marketing strategies for banking services. Marketing of Mutual Funds in rural markets, Micro SIPs, etc.	5 + 1

4	Rural Market in Agricultural inputs – Indian tractor industry : A brief overview, fertilizer industry in India: An Introduction, Indian Agrochemical market: An Introduction, Global Agrochemical Market: A brief Overview.	5 + 1
5	Rural Market in Cottage Industries –Characteristics of Indian Handicraft industry, Nature of Indian Handicrafts, selected cottage industries clusters identified for enhanced exports, Challenges for rural cottage industries.	5 + 1

Learning Resources:		
1	Text Books	Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH Rural Marketing in India, Habeeb - ur – Rahman, Himalaya Publishing House
2	Reference Books	Singh Sukhpal 2004. <i>Rural Marketing- Focus on Agricultural Inputs</i> . Vikas Publishing House.
3	Supplementary Reading Material	Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson Rural Marketing, Velayudhan, Sage Rural Marketing, Gopalaswamy, Vikas Publishing house
4	Websites	www.nhb.gov.in/ www.dcsi.gov.np/ www.fert.nic.in/
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Marketing Journal of Agri-business Journal of Marketing Management Journal of Marketing Research Journal of Sales Management

		Vikalpa
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Semester	III	Specialization	Rural & Agribusiness Management
Course Code	309RABM	Type	Subject – Elective
Course Title	Commodity Markets – I		

Course Objectives:

1	To help students understand what commodity means and how commodities are traded
2	To make students identify significant areas of risk associated with buying and selling commodities
3	To update students about the regulatory framework for commodity markets in India

Syllabus:

Unit Number	Contents	Number of Sessions
1	Commodity Markets: An Overview – What is a Commodity?, Commodity Markets, Marketing of agricultural commodities, physical market operations.	5 + 1
2	Commodity Risk – Understanding risk, managing risk, evolution of commodity derivatives, evolution of commodity derivatives in India.	5 + 1
3	Commodity Derivatives – What is Derivatives? , types of derivatives, other classification of derivatives, Pricing derivatives, derivatives markets and participants, economic importance.	5 + 1
4	Commodity exchanges – What is commodity exchanges?, commodity exchanges around the world, commodity exchanges in India, electronic spot exchanges regulation of commodity markets.	5 + 1
5	Variety in commodity markets – designing commodity contracts, weather derivatives, freight derivatives, electricity derivatives, catastrophe derivatives, carbon derivatives, currency derivatives, property derivatives.	5 + 1

Learning Resources:

1	Text Books	Purcell WD. 1991. <i>Agricultural Futures and Options: Principles and Strategies</i> . Macmillan Publications
2	Reference Books	Kaufman PJ. 1986. <i>The Concise Handbook of Futures Markets</i> . John Wiley & Sons. Wasendorf RR & McCafferty 1993. <i>All about Commodities from the Inside Out</i> . McGraw-Hill.
3	Supplementary Reading Material	Understanding Agricultural Commodity Markets – EPW - December 29, 2012, Vol xlvil no 52

		<p>Leuthold RM, Junkus JC & Cordier JE. 1989. <i>The Theory and Practice of Futures Markets</i>. Lexington Books.</p> <p>Lofton T. 1993. <i>Getting Started in Futures</i>. 3rd Ed. John Wiley & Sons, 1993.</p>
4	Websites	<p>www.indiabudget.nic.in/</p> <p>www.commodityonline.com/</p> <p>in.reuters.com/finance/commodities</p>
5	Journals	<p>Agribusiness – An International Journal</p> <p>Decision</p> <p>Indian Journal of Agricultural Economics</p> <p>Indian Journal of Agricultural Marketing</p> <p>Indian Journal of Finance</p> <p>Journal of Agri-business</p> <p>Management Review</p> <p>Prabandhan</p> <p>Vikalpa</p>

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	310RABM	Type	Subject – Elective
Course Title	Agricultural Marketing & Price Analysis – I		

Course Objectives:

1	To impart adequate knowledge and analytical skills in the field of agricultural marketing issues
2	To enhance expertise in improving the performance of the marketing institutions and the players in marketing of agricultural commodities.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Concepts in Agricultural Marketing: Characteristic of Agricultural product and Production – Problems in Agricultural Marketing from Demand and Supply and Institutions sides. Market intermediaries and their role - Need for regulation in the present context - Marketable & Marketed surplus estimation. Marketing Efficiency - Structure Conduct and Performance analysis - Vertical and Horizontal integration - Integration over space, time and form-Vertical coordination.	5 + 1
2	Marketing Co-operatives: APMC Regulated Markets - Direct marketing, Contract farming and Retailing - Supply Chain Management - State trading, Warehousing and other Government agencies– Market infrastructure needs, performance and Government role - Value Chain Finance.	5 + 1
3	Role of Information Technology and telecommunication in marketing of agricultural commodities: Market research-Market information service - electronic auctions (e-bay), e-Chaupals, Agrimarket and Domestic and Export market Intelligence Cell (DEMIC) – Market extension.	5 + 1
4	Spatial and temporal price relationship: Price forecasting – time series analysis – time series models – spectral analysis. Price policy and economic development – non-price instruments.	5 + 1
5	Project: Students should collect prices of one commodity per group from APMC for a fixed period and analyze the price trends and forecast future prices.	5 + 1

Learning Resources:		
1	Text Books	Singhal AK. 1986. <i>Agricultural Marketing in India</i> . Annual Publ., New Delhi.
2	Reference Books	Purecell WD & Koontz SR. 1999. <i>Agricultural Futures and Options: Principles and Strategies</i> . 2nd Ed. Prentice-Hall.
3	Supplementary Reading Material	Rhodes VJ. 1978. <i>The Agricultural Marketing System</i> . Grid Publ., Ohio. Shepherd SG & Gene AF. 1982. <i>Marketing Farm Products</i> . Iowa State Univ. Press.
4	Websites	www.market.ap.nic.in/ www.ncdc.in/ www.agricoop.nic.in/agristatistics.htm
5	Journals	Agribusiness – An International Journal Decision Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Finance Journal of Agri-business Prabandhan Vikalpa

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	311RABM	Type	Subject – Elective
Course Title	Microfinance		

Course Objectives:

1	To Appraise the state of microfinance in Indian Economy
2	To make students understand the concept and principles of microfinance
3	To help students to identify issues, linkages and role of technology that hinder the success of microfinance

Syllabus:

Unit Number	Contents	Number of Sessions
1	Overview of Microfinance: What is Microfinance ? , Economically active poor, Microfinance Institutions, Trends in Poverty in India, Can Poverty be eradicated, Microfinance as a development tool: The India Experience	5 + 1
2	Subsidized credit to Microcredit: Progress of rural banking, growth of microcredit, RRBs and micro credit, sustainable micro credit, Microfinance delivery methodologies.	5 + 1
3	Microfinance Institutions: Why is credit microcredit booming?, credit delivery, four tier apparatus. NGO –SHG-Bank Linkage – Lending through NGOs, scalability – the new mantra of NGOs; State Sponsored Microfinance	5 + 1
4	Outreach and Viability: Impact assessment study of microfinance, innovative and creative microfinance models	5 + 1
5	Role of Technology: Technology as an Enabler – Case study	5 + 1

Learning Resources:

1	Text Books	Microfinance - Redefining the Future, Somanath, Excel books
2	Reference Books	Microfinance: Concepts, Systems, Perceptions, and Impact: A Review of Sgsy Operations in India, Soumitra Sarkar, Samirendra Nath, Readworthy Publications Microfinance: Emerging Trends and Challenges, Suresh Sundaresan, Edward Elgar Publishing Limited The Microfinance Revolution: Sustainable Finance for the Poor, Volume 1, Marguerite S. Robinson, The World Bank, Washington, D. C. Open Society

		<p>Institute, New York</p> <p>The Economics of Microfinance Armendáriz, Beatriz, Morduch, Jonathan, PHI</p> <p>Microfinance, V S Somanath, Excel Books</p>
3	Supplementary Reading Material	Microfinance in India: A New Regulatory Structure (http://www.centre-for-microfinance.org/wp-content/uploads/attachments/csy/1602/IIM%20Regulation%20V11.pdf)
4	Websites	<p>http://www.centre-for-microfinance.org/</p> <p>http://www.microfinanceindia.org/</p> <p>http://www.emfil.org/</p>
5	Journals	<p>Agribusiness – An International Journal</p> <p>Decision</p> <p>Indian Cooperative Review</p> <p>Indian Journal of Agricultural Economics</p> <p>Journal of Agri-business</p> <p>Prabandhan</p> <p>Vikalpa</p>

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	312RABM	Type	Subject – Elective
Course Title	Agricultural Marketing		

Course Objectives:

1	To make students understand the functions performed by the agricultural marketing system.
2	To make students aware of current issues and trends in agricultural markets
3	To help students identify basic market problems and assess the effect of market imperfections on the performance of the marketing

Syllabus:

Unit Number	Contents	Number of Sessions
1	Agricultural market in India: Methods of Sale : Hatha system, private negotiations, quotation on samples, dara and moghum sale methods, open auction method. Marketed and Marketable surplus : Relationship between marketed and marketable surplus, relationship between price and marketable surplus. Limitations of Agricultural marketing: post-harvest immediate sales by farmers or distress sales, need and inadequacy of institutional marketing infrastructure.	5 + 1
2	Grading and Standardization: Meaning of grading and standardization, purpose of grading, advantages of grading, inspection and quality control, analysis of rural produce, inspection and testing of Agmark Grade, Indian standards, India's progress in grade specifications, consumer perception, producer's problems in grading, Population of grading, Motivation for grading, enactments in support of grade, ISO, CAC (International Standards)	5 + 1
3	Transportation of farm products: Functions of transportation, advantages of these functions, transportation methods, details, cost of transportation, transportation problem, suggestions for improvements.	5 + 1
4	Storage and Warehousing: Storage, storage practices in India, Risks in storage, storage structures, essentials of storage structures, cost of storage, returns of storage structures, cost of storage, returns of storage cost, warehousing, types of warehouses, warehousing in India, CWC, SWC, functioning of warehouses, growth of warehouses, FCI, warehouse capacity utilization, improvement suggestions, cold storage, advantages, capacity.	5 + 1
5	New trends in Indian Agriculture: Agro Processing Sector in India, The present state of agro processing and marketing, agencies involved in agro marketing, food processing and value addition are the keys to the future. Global demand for Indian Agriproduce– project on agricommodity and global prices.	5 + 1

Learning Resources:		
1	Text Books	Agricultural Marketing in India, Acharya and Agarwal, Oxford and IBH Publishing Agricultural Marketing – New Trends and Techniques, K K.Tiwari , D.N.D Publications
2	Reference Books	New Perspectives in Rural Agricultural Marketing, Ramkishen, Jaico Rural Agriculture and Marketing, Verma, Jiloka and Mandal, Deep and Deep Publications
3	Supplementary Reading Material	India's Domestic Agricultural Markets - Centre for Civil Society (http://www.ccsindia.org/ccsindia/interns2004/22.%20agriculture_Mark&Shalini.pdf)
4	Websites	www.dahd.nic.in/dahd/default.aspx www.coconutboard.nic.in/ www.mofpi.nic.in/ www.market.ap.nic.in/
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Marketing Journal of Agri-business Journal of Marketing Management Journal of Marketing Research Journal of Sales Management Management Review Prabandhan Vikalpa

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	313RABM	Type	Subject – Elective
Course Title	Rural Research Methods		

Course Objectives:

1	To equip the students with basic elements of research methodology
2	To assist students to analyze the rural issues in the setting of rural environment.
3	To enhance students' understanding of various approaches in research

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Significance of information, sources of information, Marketing Research – Key Decisions, Approaches and Tools – Case for Innovation, Approaches to Agricultural Marketing – Problem, research areas, research institutions, Data Sources in Agricultural marketing – Coverage, agencies, Publication and Dissemination of Market information.	5 + 1
2	Rural Market Mapping: Market mapping tools, Indian market demographics, Business Intelligence unit.	5 + 1
3	Various Methods of Research Applied to Rural Development: Historical method and rural development; survey method and rural development research, case study and rural development research, unique features of case study for rural development research.	5 + 1
4	Participatory Farmers' Research: Meaning of participation, farmers' organizations and participation, the dimension of rural organizations and the emergence of participation.	5 + 1
5	Participatory Rural Appraisal (PRA): Meaning, advantages of PRA, disadvantages of PRA, scope of PRA, methods and techniques of PRA, menu of PRA, ranking, preference, ranking, steps of preference ranking, pairwise ranking, drawing maps transact, time line, seasonal calendar, venn diagrams, livelihood analysis, flow of diagram, analysis group discussion, sustainability analysis.	5 + 1

Learning Resources:

1	Text Books	Research Methods in Rural Development, Nakkiran and Ramesh, Deep and Deep Publications Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH
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		Rural Marketing, Badi and Badi, Himalaya Publishing House
2	Reference Books	Gaode and Hall, Methods of Social Research. Selling And Jahodia, Research Methods In Social Relations. Paulin Young, Scientific Research and Social Survey.
3	Supplementary Reading Material	Supermarkets and rural livelihoods : A research method, United States Agency for International Development, November 2007
4	Websites	www.rbi.org.in/home.aspx www.icrisat.org/ www.icar.org.in/ dare.nic.in/
5	Journals	--

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	314RABM	Type	Subject – Elective
Course Title	Rural Banking		

Course Objectives:

1	To enable students to understand the structure and importance of rural banking in Indian Economy
2	To help the students to gain a deeper understanding of rural banking and to explore emerging trends in rural banking

Syllabus:

Unit Number	Contents	Number of Sessions
1	Regulation of Rural Financial Services: Regulatory framework of RFI Reserve Bank of India and its policy and functions in Rural Banking - National Bank for Agriculture and Rural Development (NABARD) and its role in Rural Development Impact of Economic Liberalization.	5 + 1
2	Regional Rural Banks: Genesis and need Historical Background Problems of RRBs Structural and other weaknesses Dantwala Committee Working Group of RRBs (KELKAR Committee Report) Recommendations of committee of financial sector reforms Recent policy changes policy relating to RRBs deregulations of interest rates and prudential norms Turnaround strategies DAP/MOU for revamping and restructuring.	5 + 1
3	Commercial Banks and Rural Banking: Rural lending by Commercial Banks, Problems of rural branches of Commercial Banks, Transaction cost and risk cost of rural financing, Rural branches as profit center, Impact of recent policy changes Prudential norms.	5 + 1
4	Local Area Banks/Other Financial Institutions Emerging Trends – Genesis, RBI Guidelines on Rural Local Area Banks, Other financial institutions like private banks, non-banking financial companies, Linkages with informal money markets, Some experience Alternative credit arrangements.	5 + 1
5	Emerging trends in Rural Banking: Financing poor as bankable opportunities, Micro credit: Summit declaration and follow up, SHG/Linkage with banking, Alternative financial institutions, NGO involvement , Reforms in rural credit system, Deregularisation, Prudential norms DAP/IMOU, turnaround strategies.	5 + 1

Learning Resources:		
1	Text Books	R.M. Srivastava: Management of Financial Institutions in India.
2	Reference Books	<p>Vasant Desai: Nature and problems of Commercial Banking in India.</p> <p>Vasant Desai: Development Banks: Issues and Options</p> <p>Banking Regulation Act.</p> <p>Basu. A.K. Fundamentals of Banking Theory and Practice.</p> <p>Chatterjee, A., Bank Credit Management.</p> <p>Choubay, B.N., Principles and Practice of Co-operative Banking.</p> <p>Tanan, M.L. Banking Law and Practice in Negotiable Instrument India Act.</p> <p>Banking Books Evidence Act.</p> <p>RBI. Manual for UCB</p>
3	Supplementary Reading Material	<p>Future of Rural Banking – Y V Ready (http://rbidocs.rbi.org.in/rdocs/Bulletin/PDFs/10991.pdf)</p> <p>Regional Rural Banks: The Past and the Present Debate, Sukanya Bose (http://www.macrosan.net/pdfs/rrb_debate.pdf)</p>
4	Websites	<p>www.eximbankagro.com/</p> <p>www.eands.dacnet.nic.in/latest_2006.htm</p> <p>www.mospi.nic.in/fod.htm</p> <p>www.nabard.org/</p> <p>www.rbi.org.in/home.aspx</p>
5	Journals	<p>Indian Cooperative Review</p> <p>Indian Journal of Agricultural Economics</p> <p>Indian Journal of Finance</p> <p>Journal of Agri-business</p> <p>Management Review</p> <p>Prabandhan</p> <p>Vikalpa</p>

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	315RABM	Type	Subject – Elective
Course Title	AgriSupply Chains Management		

Course Objectives:

1	To introduce students to the concepts and processes of agricultural supply chain management
2	To provide a framework for structuring supply chain drivers; network designs,
3	To develop an understanding of demand forecasting, inventory planning, sourcing decisions and IT enablement of supply chain.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.	5 + 1
2	Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management.	5 + 1
3	Procurement Management in Agriculture Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory (VMI).	5 + 1
4	Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.	5 + 1
5	Information Technology in SCM: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management- Benchmarking: introduction, concept and forms of Benchmarking.	5 + 1

Learning Resources:

1	Text Books	Altekar RV. 2006. <i>Supply Chain Management: Concepts and Cases</i> . Prentice Hall of India. Monczka R, Trent R & Handfield R. 2002. <i>Purchasing and Supply Chain</i>
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		<i>Management</i> . Cengage Asia.
2	Reference Books	van Weele AJ. 2000. <i>Purchasing and Supply Chain Management Analysis, Planning and Practice</i> . Vikas Publ. House
3	Supplementary Reading Material	Building Agri Supply Chains: Issues and Guidelines – World Bank
4	Websites	http://indiagovernance.gov.in/bestpractices.php?id=627 planningcommission.nic.in/reports/genrep/rep_logis.pdf
5	Journals	Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Marketing Journal of Agri-business Journal of Marketing Management Journal of Supply Chain Management Vikalpa

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	316RABM	Type	Subject – Elective
Course Title	ICT for Agriculture Management		

Course Objectives:

1	To Acquire A Clear Understanding Of Theory And Application Of Information & Communications Technology In Various Fields Of Agriculture Management.
2	To help students in developing the linkage across various technological fields of agriculture management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction : Basic terminology , Recent history of adoption of ICT in developing countries , Leapfrogging technology – the mobile phone , ICT and its ramifications for rural economies , Introduction to various ICT enabled rural services related to land, education, health, insurance, micro-credit, marketing etc. Village Resource Centre (VRC), Common resource Centre (CRC), Tele-education, community radio etc. Potential impact	5 + 1

2	ICT for production systems management : Types of ICT information service , Short-term productivity information services , Crisis management information services , Long-term productivity information services , Risk management information services , Common ICT platforms for information services , Collection and analysis , Delivery , Issues and challenges for ICT information services , Advantages of and opportunities for ICT information services	5 + 1
3	ICT for market access: Types of market access ICT service, Pricing services , Virtual trading floors , Holistic trading services, Downstream (and upstream) administration , Issues and challenges for market access ICT services , Advantages of and opportunities for market access ICT services	5 + 1
4	ICT for financial inclusion: Types of financial inclusion, ICT services , Transfers and payments , Agricultural credit , Savings for agricultural needs , Insurance , Common ICT platforms for financial inclusion services , Issues and challenges for ICT financial inclusion services , Advantages of and opportunities for ICT financial inclusion services.	5 + 1
5	Overview of Geographical Information Systems (GIS): Remote Sensing and Image Processing, GPS, GIS Data Modeling, Geographical Information Systems, Issues and Concerns in Land and Water Management, The GIS Approach. Planning and Implementing a GIS; Case studies on GIS; GIS and Precision farming; GIS Applications in micro resource mapping, principles in micro planning, modeling in resource mapping GIS Technology trend and next generation Systems.	5 + 1

Learning Resources:

1	Text Books	<p>Sustainable Agriculture, edited by A. Bandyopadhyay, Bhoovigyan Vikas Foundation</p> <p>Concepts and Techniques of Geographic Information Systems , Lo, C.P. and Yeung, A.K.W. (2002)., Prentice Hall.</p> <p>E- Governance Concepts and case Studies- C.S.R Prabhu , Prentice Hall of India</p>
2	Reference Books	<p>Cases on Developing Countries and ICT Integration: Rural Community Development ,edited by Rebecca Nthogo Lekoko, Ladislaus M. Semali, IGI</p> <p>Fundamentals of Geographic Information Systems. DeMers, M.N. (1999) 2nd Ed., Wiley Press.</p> <p>Principles of Geographical Information Systems Burrough, P.A. and R.A. McDonald (1998), Oxford University Press.</p>
3	Supplementary	The Relevance of Content in ICT Initiatives in Indian Agriculture – International Food Policy Research Institute

	Reading Material	(http://www.ifpri.org/sites/default/files/publications/ifpridp01180.pdf) Developing a Rural Market e-hub: The Case Study of e-Choupal Experience of ITC www.planningcommission.nic.in/reports/sereport/ser/stdy_ict/4_e-choupal%20.pdf .
4	Websites	www.deity.gov.in www.nasscom.org/
5	Journals	ASCI Journal of Management Agricultural Extension

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	317RABM	Type	Subject – Elective
Course Title	Tourism Marketing - I		

Course Objectives:

1	To provide a global and local perspective on tourism
2	To build theoretical knowledge of the tourism industry and related sectors
3	To develop critical awareness of the physical, social and economic environments

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Tourism: Background, Tourism: Concept, Tourist: Concept, Motives Behind Travel, Tourism: Typology, Tourism: An Industry, Effect of Tourism, Tourist Organizations, Market Potential of Tourism.	5 + 1
2	Tourism Marketing: The Perception, Why Tourism Marketing? Purpose of Tourism Marketing, Significance of Tourism Marketing, Tourism Marketing in the Developed Countries, Tourism Marketing in Indian Environment.	5 + 1
3	User's Behavioural Profile: Background, Users- A General Description, Users' Behaviour, Behavioural Influence, Users' Behaviour and Life Style, Typology of Users' Behaviour, Behaviour Determinants Model, Understanding the Behaviour of Tourism, Psycholocomotion of Tourists.	5 + 1
4	Tourism Product Planning and Development: Background, Product- the Concept, A View of the Tourism Product, Tourism Product- The Salient Features, Tourism Product Planning, Why Product Planning? Planning Process, Environment and Planning, Regional Planning, Appraisal of Project and Tourism Planning, Tourism Product Planning in India.	5 + 1
5	Tourism Market Segmentation: Background, Concept of Tourism Market, Concept of Market Segmentation, Justification For Segmenting the Market, Importance of Market Segmentation, Bases of Market Segmentation, Life Style: An Importance Base, Effective Market Segmentation, Decision Processes for Segmentation.	5 + 1

Learning Resources:		
1	Text Books	Tourism Management, Anil Sharma, Essential Books, New Delhi Tourism and Travel Management, Biswanath Ghosh, Vikas Publishing House Pvt. Ltd. New Delhi Basic of Tourism Management, Suddhendu Mishra, Excel Books, New Delhi Starting a Tourism Company, Monika Prakash and Nimit Chowdhary, Matrix Publishers, New Delhi
2	Reference Books	Tourism Development Revisited: Concepts, Issues and Paradigms , Sutteeshna Babu. S, Sitikantha Mishra, Biraj Bhusan Parida, Response Books New Delhi Tourism Management , Stephen J Page, Butterworth-Hienemann Oxford
3	Supplementary Reading Material	Foundations For Tourism Development, Jagmohan Negi, Galgotia Publishing Company, New Delhi Tourism Marketing, Tapan K Panda and Sitikantha Mishra, The ICFAI University Press, Hyderabad
4	Websites	www.agritourism.in/ www.agritourismworld.com www.tourism.gov.in/
5	Journals	Decision Indian Journal of Marketing Journal of Marketing Management Management Review Vikalpa

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	318RABM	Type	Subject – Elective
Course Title	Millennium Development Goals		

Course Objectives:

1	To make students understand the importance of millennium development goals and its applicability to rural economy
2	To highlight the contribution of agrarian economy and its role towards millennium development goals
3	To make students aware about the varied approaches towards the achievement of millennium development goals

Syllabus:

Unit Number	Contents	Number of Sessions
1	Millennium Development Goals – Origin and Concept, Strong international commitment, eight millennium development goals, Issues in Indian Agriculture	5 + 1
2	Role of Agriculture in Meeting the Millennium Development Goals – The Marginalization of Agriculture, Growth and poverty under structural adjustment, Prospects of reducing poverty by 2015. Agricultural growth is pro poor growth, Improving market access to encourage pro-poor growth, Agriculture and MDG 1, Perspectives on the role of Agriculture in meeting the Millennium Development Goals	5 + 1
3	Agriculture's Contribution to Food and Nutrition Security – The current growth path and increase in poverty, Growth in staples and poverty reduction, Assessing investment options and poverty reduction, Poverty Reduction through Agriculture led Economic Growth	5 + 1
4	Global trends and emerging issues in meeting MDGs – Policy Actions and impact on MDG, Trade Policies, Policies for Developing countries, Policies in Development Assistance - the case of Food aid, Macroeconomic Reforms and National Government Infrastructure Investments, Importance of Rural Infrastructure, Public Investment and Infrastructure	5 + 1
5	Private Sector & Millennium Development Goals – Role of Private sector in supporting agriculture to meet the MDGs, The rural nonfarm private sector, Private-Public Partnerships and Investment Synergies, The Role of Governance Structures in Agriculture for Achieving the MDGs, The Role of Foreign Direct Private Investment in Agriculture for Achieving the MDGs	5 + 1

Learning Resources:		
1	Text Books	Rural India: Achieving Millennium Development Goals and Grassroots Development, edited by Madaswamy Mon, Concept Publishing Company
2	Reference Books	Agriculture, Food Security, Nutrition and the Millennium Development Goals, Joachim Von Braun, Mark W Rosegrant, International Food Policy Research Institute Attaining the Millennium Development Goals in India: Reducing Infant Mortality, Child Malnutrition, Gender Disparities and Hunger-Poverty and Increasing School Enrollment and Completion, Anil B. Deolalikar, Oxford University Press India Attaining the Millennium Development Goals in India: Role of Public Policy & Service Delivery, , World Bank. South Asia Regional Office. Human Development Unit, World Bank Development Communication in Practice: India and the Millennium Development Goals, J V Vilanilam, Sage Publications
3	Supplementary Reading Material	Millennium Development Goals: India Country Report 2011
4	Websites	www.un.org/millenniumgoals www.undp.org/mdg/ www.un.org.in/_layouts/UNDP/MDG.aspx
5	Journals	Food Policy American Journal of Agricultural Economics

MBA SYLLABUS: SEMESTER III
FAMILY BUSINESS MANAGEMENT SPECIALIZATION

Semester	III	Specialization	Family Business Management
Course Code	305FBM	Type	Subject – Core
Course Title	Essentials of Family Business Management – I		

Course Objectives:

1	To motivate the entrepreneurial instinct of students and expose them to family owned business challenges and issues.
2	To develop and strengthen entrepreneurial quality and motivation especially towards Family owned business.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Family businesses Uniqueness:</p> <p>Definitions of Family business, What constitutes a family business? Succession and Continuity, Economic impact, What Makes it Unique - The Nature, Importance, and Uniqueness of Family Business - Special strengths - family business culture and values, predictable problem resolution, commitment, Knowledge, Flexibility in work, time and money, Long-range thinking, A stable culture, Speedy decisions, Reliability and pride. Dilemmas and challenges for family businesses- Resistance to change, Business challenges, Succession, Emotional issues, Leadership. A competitive edge and outperformance? Successful sectors for family businesses. The system theory perspective, Blurred System Boundaries, The Alternative to Blurred system boundaries: joint optimization, The agency theory perspective, The strategic perspective: competitive challenges faced by family businesses, Competitive advantage: the resource based view, The stewardship perspective.</p>	7 + 2
2	<p>Family business dynamics: People, system and growing complexity:</p> <p>Family culture, organizational culture, and cultural blur in family firms, A system perspective on continuity resulting from generational conflict and culture change, Family business people – Founders, Women in family businesses, Husband and wife teams, In-laws, Multifamily ownership, Non-family employees, Managing conflicts in family firms. Family unity and a positive family –business interaction as a resource in the creation of inimitable competitive advantages. Family business systems - Seeking a balanced approach, Introducing the ownership dimensions. Family business life cycles: a story of growing complexity - Life-cycle stages, A customer-active paradigm, continuous evolution-not revolution-and family business continuity, Ownership transitions. Erosion of the future entrepreneurial culture. The need to preserve the entrepreneurial spirit and promote a positive-sum dynamic in later generation. Great Family Businesses.</p>	7 + 2
3	<p>The family's relationship with business: developing a strategic vision and building teamwork:</p>	7 + 2

	Articulating values and shared vision, Effective business families, How families add value: the family-business interaction factor, Ingredients of successful planning - Family emotional intelligence, Establishing open communication, Family Communication: Family Meetings, The benefits of family meetings, Family Councils, and Family Offices, Family retreats, Family constitutions Family Meetings, The use of facilitators and advisors, The family employment policy, Ownership and family policy making, Guidelines for policy making, The family contribution, Creative versus destructive conflict, Building family teamwork. Unifying plans, processes and structures - Designing family governance.	
4	The next generation: human resource management and leadership perspective: To join or not to join? The importance of outside experience - Self-esteem and confidence -Wider business experience, Credibility with non-family employees. Systems overlap and human resource management issues – Recruitment, Training and development, Remuneration, Performance appraisal and promotion. Working in the business - Seek out a mentor, Gain the respect of employees, Tread carefully, Beware sibling rivalry, Work at establishing personal identity, Relationship with the senior generation	7 + 2
5	Getting help: making the most of outside resources: The Perspective of nonfamily managers, Career opportunities for nonfamily managers, Non-family managers - Relationship with the family, Introducing external executives, Motivation and rewards, Incentive design and delivery. Extending the family culture to nonfamily managers, Motivating and retaining nonfamily managers, Non-executive directors -Selecting the right candidate, Board practices. Professional advisers and consultants - Are your advisers keeping pace with your needs? Consultants, Family business consultants, Beware conflicts of interest, Relationships underpinning an advisory role, A nonfamily manager as a bridging president or CEO, Outsider advisors: the family business consultant.	7 + 2

Learning Resources:

1	Text Books	Family business: The essentials by Peter Leach, Profile books Ltd. Family Business by Ernesto J. Poza
2	Reference Books	Entrepreneurs: Talent, Temperament, Technique 2 nd Edition. By – Bolton, Bill and John, Thompson. Butterworth-Heinemann, MA. 2004. ISBN: 978-81-312-1366-7 Unleashing your Entrepreneurial Potential. By – Raghu Nanadan. Response Business Book from Sage, New Delhi. 2009. ISBN: 978-81-7829-908-2 Peter Drucker: Innovation and Entrepreneurship – Practice and Principles, Affiliated East West Press, 1986 Robert Hisrich and Michael Peters: Entrepreneurship, Tata McGraw Hill, 2002

		<p>Jack Kaplan: Patterns of Entrepreneurship, Wiley, 2004</p> <p>John Mullins: New Business Road Test, Prentice Hall, 2004</p>
3	Supplementary Reading Material	<p>Management of Succession in Family-Owned Business. Edited by Pramod Verma. The ICFAI University Press, Hyderabad. 2007. ISBN: 978-81-314-1185-8</p> <p>Family Wars: Classic Conflicts In Family Business and How to Deal With Them. By - Grant Gordon and Nigel Nicholson. Kogan Page, London. 2008. ISBN: 978-0-7494-5457-9</p>
4	Websites	-
5	Journals	<p>The Role of the Founder in Creating Organizational Culture, Edgar H. Schein, Organizational Dynamics, Summer 1983.</p> <p>Milestones for Successful Venture Planning, Z. Block and I. C. Macmillan (1985), HBR</p>

Semester	III	Elective	Family Business Management
Course Code	306FBM	Type	Subject – Core
Course Title	Managing Innovation – I		

Course Objectives:

1	To develop innovative approach to business related skills of marketing, quality management production, distribution and human resource management etc.
2	To develop aptitude towards innovative approaches by empowering them with necessary tools.

Syllabus:

Unit Number	Contents	Number of Sessions
1	The Innovation Imperative - Why innovate? The changing world of business, Key Definitions – Creativity, Invention, Innovation, Business Design, Innovation to Energize, Innovate for Growth, Profit, Innovate for Survival, Managing Change, Creativity & innovation. Myths Surrounding Creativity, Difference between innovation and creativity.	7 + 2
2	Models of Innovation – Static Models : Incremental versus Radical Innovation, Abernathy –Clark Model, Henderson – Clark Model, Disruptive Technological Change Model, Innovation Value – Added Chain, Strategic Leadership View, Familiarity Matrix, Imitability & Complementary Assets – Teece Model. Dynamic Models: Utterback – Abernathy Model, Tushman – Rosenkopf technology Life Cycle Model, Foster's S Curve.	7 + 2
3	Competencies, Assets and Knowledge: Profit Chain, Value Configurations – Value Chain, Value Network, Value Shop. Assets and Competencies. Assets – Coreness, Imitability, Profits. Competencies – Coreness, Imitability, Profits. Relationship between Competencies and Assets. Knowledge – Newness, Quantity, Tacitness. Sources of Assets and Competencies. Implications for Competition. Innovation and Competencies.	7 + 2
4	The Innovation Portfolio – What to innovate? Vision – Portfolios and Feelings, What is the right question. Identifying Feelings and Needs, Innovating Experiences, Battling Commoditization, Technology & Psychology, Innovation, Feelings, Needs: Creating Emotional Appeal, Searching for Innovation Opportunities. Process Innovation, Innovation Portfolios for Established Organizations. Pioneers, Migrators & Settlers.	7 + 2
5	Sources of Innovation: Functional Sources of Innovation – Internal Value Chain, Spillovers from Competitors, Suppliers, Customers and Complimentary Innovators, University, Government & Private Laboratories, International Sources. Circumstantial Sources of Innovation – Planned Firm Activities, Unexpected Occurrences, Creative Destruction.	7 + 2

Learning Resources:		
1	Text Books	Innovation Management, Allan Afuah, Oxford Indian Edition. Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi. Innovation: the attacker's advantage, Foster, Richard N., London, Macmillan, 1986.
2	Reference Books	Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books.
3	Supplementary Reading Material	Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition. Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press. The Innovator's ToolKit , Harvard Business Press. Fastrack to Success Innovation , Andy Bruce and David Birchall, Prentice Hall - Financial Times. Getting to Innovation, Arthur B VanGundy, PHI – Eastern Economy Edition.
4	Websites	-
5	Journals	-

Semester	III	Specialization	Family Business Management
Course Code	307FBM	Type	Subject – Elective
Course Title	Business Plan		

Course Objectives:

1	To help students appreciate the purposes and audiences for business plans.
2	To help students understand the structure and content of a business plan, including the reasons for the structure and content.
3	To guide students in preparing a first draft of their own business plan
4	To train students in critical evaluation of business plans

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Business Plan: Business Plan – Concept, need, use. Business planning overview - Business planning as a change agent - Idea brainstorming session - Understanding your motivations for preparing a plan - Raising money , Clarifying the company's future , Launching a new venture , Searching for partners , Plotting against the competition, Recruiting.	5 + 1
2	Key elements of a Business Plan: Executive summary - Business description - Industry analysis and trends - Competitive analysis - Target market - strategic position – risk assessment - Market strategies - Design and development plan - Technology plan -management and organization - Financial factors - Financial features - sales, profits, cash flows and return on investment - Financial requirements - loan , equity source of collateral - Current business position- Relevant information about the company, its legal form of operation, when it was formed, the principal owners and key personnel - Major achievements - developments within the company that are essential to the success of the business.	5 + 1
3	Writing a Business plan: Decide why you're writing your plan - Research other business plans - Collect Information - press releases, related articles, Trade and industries associations - industry journals, Internet, government sources and statistics - offline research resources - library - historical financials, important web sites. Evaluating data- benefits of market study -coverage of market study. Put it down on paper - brainstorming - Prepare your rough draft - Compile information and research to support the claims and assertions you make in your plan - Start thinking about the numbers- Write a final draft and finish the numbers - Set a deadline.	5 + 1
4	Evaluating a B Plan from the Investor's Perspective: (O) Opportunity: Is this a positive present value opportunity?	5 + 1

	<p>(I) What is the idea / industry?</p> <p>(M) Is the target market large enough to support substantial growth / valuation?</p> <p>(P) Why does the opportunity generate a positive present value? What is unique?</p> <p>(A) Acceptance: Will customers in that market accept / buy this new product / service?</p> <p>(C) Why won't the value be competed away?</p> <p>(T) Why is this a good time to enter?</p> <p>(S) Speed? How quickly can this be implemented?</p>	
5	<p>Risk Assessment: Possible uncertainties: Market size, Customer acceptance, Customer approach, Competition, Management team, Potential real options, Which uncertainties can be managed so that outcome is more likely to be favorable? Choice of initial customers? Choice of investors?</p> <p>Team Evaluation: Can management team implement opportunity? How does previous experience relate to opportunity? How “hungry” is the management team? If management pieces are missing: What pieces are missing? What type of person will you look for to fill them? How will you find that person? Importance of a good team and a good opportunity are for VCs.</p> <p>Strategy: Is strategy consistent with opportunity, uncertainty, team, and exit?</p> <p>Investment requirements / cash flows: Is the amount of money required reasonable? Do the cash flows / forecasts make sense? Bottom-up, Top-down.</p> <p>Deal: Does deal structure provide appropriate incentives? Is the deal priced attractively? Do key individuals have incentives to do deal? Do key individuals have incentives to make deal work? Does deal structure provide / ensure appropriate governance? Does deal structure help manage the uncertainties?</p> <p>Exit: Is the deal excitable? How?</p>	5 + 1

Learning Resources:

1	Text Books	<p>Entrepreneurial Small Business, Katz J A , Green II R P, McGraw Hill/Irwin, New York, NY, 2008. 3rd Ed.</p> <p>Getting to Plan B, Mullins J and Komisar R, Harvard Business Press, Boston, Massachusetts, 2009.</p> <p>Business Planning: A guide to Business Start-up. By – David Butler. Thompson. Butterworth-Heinemann, MA. 2008. ISBN: 978-81-312-1432-9</p>
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2	Reference Books	The Successful business Plan Secret Strategies by Rhonda Abrams PH The business plan in a day by Rhonda Abrams , PH. Business plan preparation - Entrepreneurship Development Institute of India
3	Supplementary Reading Material	How Much Money Does Your New Venture Need?, James M. Stancill, HBR, 1986.
4	Websites	-
5	Journals	Business Plans: Two Major Types; Fry, Fred L., Stoner, Charles R.;Journal of Small Business Management. Milwaukee: Jan 1985. Vol. 23, Issue. 1; p. 1 How to Write a Great Business Plan, William A. Sahlman, HBR, July 01, 1997, 11 pgs. How to Write a Winning Business Plan, S. R. Rich and D. E. Gumpert (1985), HBR, May-June, 1985 (Reprint No. 85314)

Semester	III	Specialization	Family Business Management
Course Code	308FBM	Type	Subject – Elective
Course Title	Private Equity		

Course Objectives:

1	To lay the foundations of a career in private investment activity in countries with transitional or developing economies, either as part of a corporate development effort, or through venture capital or buyout fund activity.
2	To develop an understanding of the fundamental dynamics of venture funding as a way of building a company, or considerations for buying a company amongst students who expect to engage in entrepreneurial activity.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: The structure of the VC industry , Company formation: structures, ownership and issues , Capitalization Tables and Valuation , Governance, Value Add and Exits; corporate venture capital funds. Issues in Private Equity in Emerging Markets (PEEM) and Development of Fund Strategy and Managing Crisis, History and trends , Contrasts with US/Europe , Hierarchy of risks , Risk mitigation strategies , Role of PE/VC in economic development.	5 + 1
2	Deal Sourcing, Due Diligence and Company Strategy in PEEM - I: Evolution of fund development in selected emerging markets , Contrasts in India, China and Brazil , Role of governments in the building of a venture capital base in emerging markets , Approaches to inventorying base of opportunities , Understanding the point of view and expectations of entrepreneurs, families and existing owners, Identifying and navigating relationships with corporate partners.	5 + 1
3	Deal Sourcing, Due Diligence and Company Strategy in PEEM - II: Working with international financial institutions, e.g., the IFC, World Bank and other regional development banks, Approaches to building deal flow in emerging markets, Special issues in setting up a system for deal processing , General transactional path , Special diligence factors in emerging markets and approaches to analyzing these , Challenges of deal origination , “Concept arbitrage” , Building companies around products or technologies transferred from other countries , The dangerous allure of “roll-up” strategies in emerging markets , Laying the groundwork for value added activity in the emerging market circumstances.	5 + 1
4	PE and VC Valuation Challenges in PEEM : Basic universal PE/VC valuation methods , Special considerations in emerging market PE , Special considerations in emerging market VC . Special considerations in term sheet provisions in PEEM - IFC’s “quasi-equity structures”, Country limitations in VC deal structure , PE and buyout considerations in deal structuring and contrast with US , Structuring PE deals without leverage.	5 + 1

5	Exit Planning, Alternatives and Execution in Emerging Markets : Alignment with entrepreneurs' expectations and goals , Role and risks of local listing , Information resources for offshore listing , Inherent problems of illiquidity in emerging markets , Strategies for domestic and off-shore trade sales.	5 + 1
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Learning Resources:		
1	Text Books	Poza, E. (2010). Family Business, 3rd Edition. Mason, OH: South-Western Cengage Learning. [ISBN : 0470998105] Tom Copeland et al: Valuation – Measuring and Managing the Value of Companies, Wiley 1996
2	Reference Books	Udayan Gupta (Editor), Done Deals: Venture Capitalists Tell Their Stories.
3	Supplementary Reading Material	Paul A. Gompers and Josh Lerner, The Money of Invention: How Venture Capital Creates New Wealth.
4	Websites	-
5	Journals	Zider, Bob “How Venture Capital Works” Harvard Business Review Roberts, Michael J. and Lauren Barley, “How Venture Capitalists Evaluate Potential Venture Opportunities” (HBSP 9-805-019) Amar Bhidé: Bootstrap Finance – The Art of Start-ups, Harvard Business Review, November 1992, pp. 109-117

Semester	III	Specialization	Family Business Management
Course Code	309FBM	Type	Subject – Elective
Course Title	Franchising		

Course Objectives:

1	To introduce franchising as the most efficient form of entrepreneurship, a marketing tool, a distribution technique, the ultimate capital leverage device, a real estate platform, a combination of some or all of the above.
2	To learn how to evaluate franchise management opportunities - Ability to identify opportunities to expand local businesses through franchising.
3	To develop an ability to work out details needed to establish and develop a franchise network.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Franchising: What is Franchising? - Franchising: History and Overview, Types of Franchises, Threshold Business Issues, Advantages and Disadvantages to Franchisor, Advantages and Disadvantages to Franchisee, Elements of a Successful System, Growth of Franchising, Key Learning	7 + 2
2	How to become a Franchisor? Basic business concept, pilot operation, Developing the operational manual, Developing the franchise package, Marketing the franchise package, Selecting franchisees, Developing the Franchisor's organization, Gross Revenues, Profit and Loss Statement, Capital Expenditure, Franchisee Sales, Marketing the product or service, Operations (including innovation), initial services, ongoing services.	6 + 2
3	How to become a Franchisee? How does being a franchisee differ from running your own non-franchisee business, Self-examination, Type of business, Assessing the Franchisor, Assessing the business proposition, What happens if the Franchisor fails,	6 + 2
4	Financial Aspects of Franchising: Initial Franchisee Fee, Sale of the franchise package, Leasing of premises, Continuing fees, Advertising funds, Role of Banks. Financial analysis and comparison of two franchise cases: This analysis should include: <ol style="list-style-type: none"> 1. Demographic analysis of the area 2. Traffic counts 3. Estimated start-up cost and ongoing fees (franchise fees and start-up expenses) 4. Assessment of the overall competitiveness of the franchise, considering 	10 + 2

	<p>the demographic and market potential.</p> <ol style="list-style-type: none"> 5. Break even analysis to recover franchise fees, royalties and start-up costs 6. Selected ratio analysis based on industry selection (Using RMA data) 7. A pro forma income statement for the first three years of operations for the two franchises 8. A recommendation on the best franchise (with data support) 9. All market or location assumptions must be clearly stated in the analysis and supported by facts. 	
5	Franchisor Franchisee Relations: Foundations, Parties responsible, Continuing relationship, Channels of communication – personal contacts, written communication, Franchisee Meetings, Franchisee Associations, Contractual Issues, Structure of Franchisee Agreements ,	6 + 2

Learning Resources:

1	Text Books	<p>Martin Mendelsohn , Guide to Franchising 7th Ed, Cengage Learning</p> <p>Judd, R., & Justis, R. (2008). Franchising: An Entrepreneur's Guide, 4th ed. Mason, OH: Cengage</p>
2	Reference Books	Hoy, F and Stanworth, J (2003), Franchising : An International Perspective, Routledge
3	Supplementary Reading Material	<p>Bradach, J.L. (1998) Franchise Organizations, Harvard Business School Press</p> <p>Carter, S. & Jones-Evans, D (eds) (2000): Enterprise and Small Business, FT/Prentice Hall. Chapter 12</p> <p>Felstead,A, (1993) The Corporate Paradox: Power and control in the Business Franchise International Thompson Business Press</p> <p>Lashley, C. & Morrison, A (eds) (2000) Franchising Hospitality Services, Butterworth Heinemann</p> <p>Perdy, D., Stanworth, J. and Hatcliffe, M., (1996) Franchising in Figures, University of Westminster Press</p> <p>Price,S., (1997)The Franchise Paradox, Cassell</p> <p>Toplis, N, Marsh, G (2004) The 60 Minute Guide to Franchising, 60 Minute Book Company, England</p> <p>Love, J.F.(1995) McDonald's: Behind the Arches, Bantam</p> <p>Ritzer, G (1993) The McDonaldisation of Society, Pine Forge Press</p>
4	Websites	<p>www.whichfranchise.com</p> <p>www.thefranchisemagazine.net</p>

5	Journals	<p>Castrogiovanni, G. (1998). Universal business brokers. <i>Entrepreneurship Theory & Practice</i>, 22 (2), 75-86.</p> <p>Ciavarella, M., & Amason, A. (2001). Nawkaw, Inc.: Changing the color of masonry. <i>Entrepreneurship: Theory & Practice</i>, 26 (2): 77-91.</p> <p>Finkle, T. (1998). Beano's Ice Cream Shop. <i>Entrepreneurship Theory & Practice</i>, 23 (1): 87-99.</p> <p>Elango, B. and Fried, V. H. (1997) Franchising research: A literature review and synthesis, <i>Journal of Small Business Management</i>, 35, 3, pp68-81</p> <p>Fulop, C. and Forward, J. (1997) Insights into franchising: A review of empirical and theoretical perspectives, <i>The Service Industries Journal</i>, 17, 4, pp603-625</p> <p>Stanworth, J and Curran, J (1999) Colas, Burgers, Shakes and Shirkers: Towards a sociological model of franchising in the market economy, <i>Journal of Business Venturing</i>, 14, 4, pp. 323-344</p> <p>Peterson, A and Dant, RP (1990) Perceived advantages of the franchise option from the franchisee perspective: Empirical insights from a service franchise, <i>Journal of Small Business Management</i>, July, pp. 46-61</p> <p>Withane, S (1991) Franchising and the Franchisee Behaviour: An examination of Opinions, Personal Characteristics and Motives of Canadian Franchisee Entrepreneurs, <i>Journal of Small Business Management</i>, January, pp. 22-29</p> <p>Kaufmann, PJ (1999) Franchising and the Choice of Self-Employment, <i>Journal of Business Venturing</i>, 14, pp. 345-362</p> <p>Guilloux, V; Gauzente, C; Kalika, M and Dubost, N (2004) How France's Potential Franchisees Reach Their Decisions: A Comparison with Franchisers' Perspectives, <i>Journal of Small Business Management</i>, 42, 2, pp. 218-224</p> <p>Kaufmann, PJ; Eroglu, S (1998) Standardization and adaptation in business format franchising, <i>Journal of Business Venturing</i>, 14, pp. 69-85</p> <p>Stanworth, J., Price, S., Purdy, D., Zafiris, N. and Gandolfo, A. (1996) , Business Format Franchising: Innovation and Creativity or Replication and Conformity', <i>Franchising Research: An International Journal</i> 1(2): 29 -39</p> <p>Pizanta, I and Lerner, M (2003) Examining control and autonomy in the franchisor-franchisee relationship, <i>International Small Business Journal</i>, 21, 2, pp. 131-159</p> <p>Dant, RP and Gundlach, GT (1999) The Challenge of Autonomy and Dependence in Franchised Channels of Distribution, <i>Journal of Business Venturing</i>, 14, pp. 35-67</p>
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Semester	III	Specialization	Family Business Management
Course Code	310FBM	Type	Subject – Elective
Course Title	Social Entrepreneurship		

Course Objectives:

1	Build appreciation of the nature of poverty, the needs of the poor and the obstacles to development in emerging markets.
2	Enhance capacity to analyze the challenges, opportunities and potential of social entrepreneurs and social organizations that are addressing global problems
3	Develop business strategies and operational plans that are tailored to the reality of emerging markets and that will help social entrepreneurs increase their impact and sustainability.
4	Build empathy, teamwork and leadership skills
5	To introduce students to the broad spectrum of emerging global social (including environmental and socially responsible) ventures - Laying the ground work for students' own potential career paths in social entrepreneurship.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Social Entrepreneurship & Social Enterprises: What is a social business? How is it different from social entrepreneurship? Definition of Social Entrepreneurship, Why social enterprises, Situating social enterprises, Defining social enterprises, Broad and Narrow Definitions, Recognizing Opportunities, The Idea of Social innovation, Social enterprises as hybrid organizations, Characteristics of social enterprises, Emergence of social enterprises, Influence of policy on emergence of social enterprises, Market influence on the development of social enterprises, Future & sustainability of social enterprises.	5 + 1
2	Skills for Social Entrepreneurship: Identifying and Defining Community need, Skills required for Identifying and Defining Community need, Stakeholder participation and involvement – Social policy context, Where do social enterprises fit within the changing landscape, Financing the social enterprise, funding gap. Income forecast, income statement, cash flow forecast, Managing financial risk.	5 + 1
3	Challenges and Risk of Innovation in Social Entrepreneurship – Conceptualizing innovation and its ethics, Analyzing for innovation system skills, Implementing innovation – mind set shifts. Distinctive leadership and management tasks in social enterprises.	5 + 1
4	BoP markets – definition, examples, the impact of culture, the poor as consumers, business models at the BoP, designing products that will create	5 + 1

	value for the BoP. Providing access to credit, Providing access to information and financial services through technology, Providing access to health care, education.	
5	Newer business models at the BoP – Social Entrepreneurs, Challenges for social entrepreneurs – creating a successful business model and finding funding, generating income, scaling and replicating to increase impact , social entrepreneur's point of view, New opportunities for collaborative ventures at the BoP. Evaluating the social impact of BoP ventures.	5 + 1

Learning Resources:

1	Text Books	Bornstein, David, How to Change the World: Social Entrepreneurs and the Power of New Ideas, 2007, Oxford University Press Social Entrepreneurship: A Skills Approach, By Robert Gunn, Chris Durkin
2	Reference Books	F. Perrini (Ed.) The New Social Entrepreneurship: What Awaits Social Entrepreneurship Ventures? Cheltenham and Northampton, MA: Edward Elgar, 2006 Carlo Borzaga and Jacques Defourny (eds.), The Emergence of Social Enterprise, Routledge, London, 2001, 400 pp. Social enterprise : at the crossroads of market, public policies and civil society by Nyssens, Marthe.; Adam, Sophie, London ; New York : Routledge, 2006.
3	Supplementary Reading Material	Nicholls, Alex. 2006. Social Entrepreneurship: New Models of Sustainable Social Change. Oxford University Press.
4	Websites	http://www.gsb.stanford.edu/csi/ http://www.fuqua.duke.edu/centers/case/ http://www4.gsb.columbia.edu/socialenterprise/
5	Journals	The World of the social entrepreneur, John L Thompson, (2002), The International Journal of Public Sector Management. Bradford. Vol.15, iss.4/5; Pg. 412. Journal of Nonprofit & Public Sector Marketing International Journal of Nonprofit and Voluntary Sector Marketing Nonprofit Management and Leadership

Semester	III	Specialization	Family Business Management
Course Code	311FBM	Type	Subject – Elective
Course Title	Intrapreneurship		

Course Objectives:

1	To understand what an intrapreneur is, what the benefits are, the risks, and the responsibilities.
2	To learn how to manage a startup business or service within an existing company in ways that allows it to succeed, to make a profit and to continue to grow.
3	To understand the mechanics of putting together a business plan and presenting it for a new company.
4	To see how it is possible to overcome various financial, economic and political barriers and succeed with a new idea in an existing corporate environment.

Syllabus:

Unit Number	Contents	Number of Sessions
1	The concept of Intrapreneurship: Defining an intrapreneur, characteristics of people within an organization who are likely to become Intrapreneurs, Why Intrapreneurship is important now - Decentralization of ideas, Empowering the frontlines, User Driven innovation, The Digital Generation. Realizing the Promise of Intrapreneurship, Lens and Perspective of Intrapreneurship.	5 + 1
2	Ideas, Roles and Processes: Ideas – Scaling Ideas, Scope of Ideas, Degree of Change of Ideas, Orientation of Ideas, Navigating the idea space. Roles – The Intrapreneur, The Manager, The Observers, The Owner and/or the organization, The Process. Idea Generation and Mobilization: Organizational Perspective – Idea Generation, Idea Mobilization, Design Considerations for Idea Generation and Mobilization. Employee Perspective – Idea creation, Idea Mobilization.	5 + 1
3	Advocating & Screening: Organizational Perspective – Idea Advocacy, Idea Screening, Design Considerations for Idea Advocacy and Screening. Employee Perspective - Idea Advocacy, Idea Screening. Idea Experimentation: Organizational Perspective – Looking beyond R & D Labs for experimentation, Valuing an Experimentation Culture, Developing an Experimentation process to test the feasibility of ideas, Refining the Experimentation process of the organization. Design Considerations in Experimentation. Employee Perspective – Methods for Experimentation, Experimentation Simplified, and Getting help from friends, Experimenting Outside the Organization.	5 + 1
4	Idea Commercialization: Organizational Perspective – Creating the Commercialization Team, Conversation with the Idea creators, Identifying Resources and Assets, Markets, Packaging, pricing and Promotion. Implementation Plans. Performance Measurement. Employee Perspective – Appreciate the Commercialization Process, Working with the Commercialization team, Negotiating Compensation for Idea and Effort. Diffusion and Implementation of ideas: Organizational Perspective – Diffusing Ideas, Implementing ideas. Employee Perspective – Diffusing Ideas, Implementing ideas.	5 + 1
5	Intrapreneurship – from concept to sustained Competitive Advantage: Open up a dialogue, Take a Community approach, Lean Unlearn and Relearn, Build Multiple Avenues, Keep feedback mechanisms simple, Collect feedback	5 + 1

	with a plan in mind, Communicating Feedback, Technology doesn't drive the process, The Human Factor, Importance of Measurement, tracing the Maturity of Intrapreneurship Processes and linking them to business value.	
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Learning Resources:		
1	Text Books	Intrapreneurship: Managing Ideas Within Your Organization By Kevin C. DeSouza
2	Reference Books	<p>Managing Corporate Culture, Innovation and Intrapreneurship by Howard W. Oden</p> <p>Creating the Intrapreneur: The Search for Leadership Excellence by Victoria C. DePaul</p> <p>Corporate Entrepreneurship: Top Managers and New Business Creation. By – Vijay Sathe. Cambridge University Press, New York. 2003. ISBN: 978-0-521-61392-7</p> <p>Morris, M.H. and Kuratko, D., Corporate Entrepreneurship, Ft. Worth, TX: Harcourt, 2002.</p>
3	Supplementary Reading Material	<p>Intrapreneuring in Action, by Gifford Pinchot and Ron Pellman, Barrett Koehler, San Francisco, 1999, ISBN 978-1-57675-061-2</p> <p>Essentials of Entrepreneurship and Small Business Management by Thomas W. Zimmerer and Norman M. Scarborough, Pearson Prentice Hall, 4th edition, 2005, ISBN 0-13-149178-4</p> <p>Crossing the Chasm, by Geoffrey Moore, Harper Collins, 1999, ISBN 0-06662-002-3</p> <p>Payback: Reaping the Rewards of Innovation by James P. Andrew, Harold L. Sirkin, John Butman, Harvard Business School Press; 1st edition, 2007, ISBN: 978-1422103135</p> <p>Intrapreneuring: Why You Don't Have to Leave the Corporation to Become an Intrapreneur by Gifford Pinchot, Harpercollins, 1986, ISBN: 978-0060913359</p>
4	Websites	-
5	Journals	<p>Internal entrepreneurship: strategy for growth, Roberts EB and Frohman A., Business Quarterly, 1972</p> <p>The Four Models of Corporate Intrapreneurship by Robert C. Wolcott and Michael J. Lippitz, Reprint 49115; Fall 2007, Vol. 49, No. 1, pp. 75-82</p> <p>Entrepreneurs and Intrapreneurs in Corporations by Teltumbde, Anand. Vikalpa: The Journal for Decision Makers, Jan-Mar2006, Vol. 31 Issue 1, p129,132, 4p; (AN 20500312)</p> <p>On the way to creativity: Engineers as intrapreneurs in organizations; Hanns C. Menzela, Iiris Aaltob, Jan M. Ulijna; Technovation 27 (2007), Pp 732–743</p> <p>Connect and Develop Inside Procter & Gamble's New Model for Innovation; Larry Huston, Nabil Sakkab; Harvard Bus. Rev., March 2006</p> <p>The Ten Commandments of Intrapreneurs, Mark Robinson, Management, Dec 2001, Pp 95-98</p> <p>Managing in the Whitespace, Maletz, M.C., Nohria, N., Harvard Bus. Rev., Feb. 2001, 11p</p> <p>DuPont Tyvek(R): Commercializing a Disruptive Innovation, Jeffery, Mark;</p>

	<p>Cooper, Robert; Buchanan, Scott, 01/01/2006 HBS Number: KEL194 The 12 Different Ways for Companies to Innovate, Mohanbir Sawhney, Robert C. Wolcott and Inigo Arroniz, MIT Sloan Management Review, SPRING 2006 VOL.47 NO.3 The Middle Manager as Innovator (HBR Classic), Rosabeth Moss Kanter, HBR # R0407M</p> <p>Joline Godfrey and the Polaroid Corporation, Nancy A Kamprath, Melinda B. Conrad, HBSP 9-492-037, Rev April 4, 2000 The relationship between corporate entrepreneurship and strategic management, Barringer, B., and Harrison, J. (1999), Strategic Management Journal, 20: 421-444. Emerging Business Opportunities at IBM (A); DAVID A. GARVIN, LYNNE C. LEVESQUE, Harvard Bus. Sch. Pub. 9-304-075, Rev Feb 28, 2005</p>
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Semester	III	Specialization	Family Business Management
Course Code	312FBM	Type	Subject – Elective
Course Title	Trends in Entrepreneurship		

Course Objectives:

1	To develop necessary knowledge and Entrepreneurial skills among the Students
2	To sensitize the potential entrepreneur towards environment.
3	To make the potential entrepreneurs know about the possible risks and failures of the project and make them learn how to overcome these problems

Syllabus:

Unit Number	Contents	Number of Sessions
1	Women and Entrepreneurship: Role of women in Society, Women: Historical Context in India , Challenges to Women Entrepreneurs, Increasing trends of Women in Business, Emerging Eco-system for Women Entrepreneurship, Benefits of Women Entrepreneurship	5 + 1
2	Rural Entrepreneurship: What is Rural Entrepreneurship? Need of Rural Entrepreneurship, Problems in Rural Entrepreneurship, Challenges to Rural Entrepreneurship, Government and Rural Entrepreneurship, Rural Entrepreneurship Opportunities, Benefits of Rural Entrepreneurship.	5 + 1
3	Globalization and Virtual Enterprises: Introduction to Globalization, Factors Motivating Globalization, Challenges due to Globalization, Trend towards Globalization, The fading 'Ship and Sell Approach', The new 'Borrow-Blend-Bill' Model, Why is Globalization important? Challenges in International Trade, Virtual Enterprises	5 + 1
4	Technology Driven Entrepreneurship: Technology in Perspective, Technology is an Enabler, Types of Technology Ventures, Profile of 'Technopreneur', Why Technology-based Enterprises fail, Challenges faced by Technology based Enterprises, Technology Application Strategies - Diffusion of Innovation, Right Timing	5 + 1
5	Sustainability, Climate Change And Entrepreneurship: Understanding Climate Change, Impact of Global Warming, What is Sustainability? Need for Sustainability in Business, Creating buy-in to Practice Sustainable Business,	5 + 1

	Entrepreneurship and Sustainability.	
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Learning Resources:		
1	Text Books	<p>Entrepreneurship - Theory and Practice , Raj Shankar, TMGH.</p> <p>Technology Ventures: From Idea to Enterprise - Dorf, R. and Thomas Byers,</p> <p>Technology Entrepreneurship: Creating, Capturing, and Protecting Value by Thomas N. Duening, Robert A. Hisrich, Michael A. Lechter</p> <p>High Technology Entrepreneurship by Ray Oakey</p> <p>Cases on Information Technology Entrepreneurship by José Aurelio Medina Garrido, Salustiano Martinez-Fierro, José Ruiz Navarro</p> <p>Idea Makers and Idea Brokers in High-Technology Entrepreneurship by Elias G. Carayannis, Todd L. Juneau</p> <p>Information Technology Entrepreneurship and Innovation by Fang Zhao</p> <p>Small Business And Entrepreneurship by S. Anil Kumar</p> <p>Managing Technology Entrepreneurship and Innovation by Paul Trott, Dap Hartmann, Victor Scholten</p>
2	Reference Books	<p>Hisrich, R. D. (2010). International Entrepreneurship. Thousand Oaks, CA: Sage [ISBN: 978-1- 4129-5798-4]</p> <p>Handbook of research on high technology entrepreneurs by Ayala Malakh-Pines, Mustafa F. Ozbilgin</p> <p>Entrepreneurs in High Technology : Lessons from MIT and Beyond by Massachusetts Institute of Technology Edward B. Roberts David Sarnoff</p> <p>Betting It All: The Entrepreneurs of Technology by Michael S. Malone</p>
3	Supplementary Reading Material	<p>Handbook of research on techno entrepreneurship by François Thérin</p> <p>Handbook of Research on Entrepreneurship Policy by David B. Audretsch, Isabel Grilo, A. A. Roy Thurik</p> <p>Cases in Technological Entrepreneurship: Converting Ideas Into Value by Claudio Petti</p> <p>From Entrepreneurs to Leaders: Building Billion Dollar Software Product Companies from India. By – Shirish Deodhar. Tata McGraw Hill Education Private Limited, New Delhi.2010.ISBN: 978-0-07-068070-8</p>
4	Websites	-
5	Journals	-

Semester	III	Specialization	Family Business Management
Course Code	313FBM	Type	Subject – Elective
Course Title	Small Scale Industries Management		

Course Objectives:

1	To provide an overview of Small Scale Industry in the Indian context.
2	To highlight the role of institutional support to Small Industries.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Small Industry: Introduction, Concept of small industry, Position in India, Role of small industries in economic development. Definition of Small scale Industries, Undertakings, SSI Policy Statement, Procedure for SSI Registration, The Strengths and Weakness of Small Business. Reasons for the significance of small sector, various forms of small scale enterprises, Policy Support to Small Sector in India: Industrial Policy Resolution 1948, 1956, 1977, 1980, 1990, 1991, Small Industries during various five year Plans, Policies and measures for promoting small industries, Ancillarisation and its role, Conclusions and suggestions.	5 + 1
2	Institutional Support to Small Industries: Institutional Infrastructure set up by Central Government and at the state level- SIDO, DCSSI, SISIs, NSIC, PDMCs Specialized Corporations, DICs, Specialized Corporations DICs, and Addresses of SISIs etc. Finance for Small Industries: Financing by commercial banks, Assistance by other agencies NSIC; IDBI - Refinance assistance, Bills rediscounting scheme, Special Capital/Seed Capital Scheme, Export Finance; Non-traditional methods of financing, common problems in raising finances.	5 + 1
3	Sickness in SSI, Status and Dimensions of SSIs and Industrial Sickness: Definition of 'Sickness' in SSI, SSI in India: An Overview. Symptoms for Detecting Sickness in Small-Scale Industries – Detecting Sickness , Ratio Analysis, Fund Flow Analysis Causes of Sickness in Small-scale Industries – Mismanagement, Marketing , Implementation Lacunae, Poor Information System, Energy Problem, Improper Technology , Overtrading , Psychological Melodrama, Lack of Financial Control, Competition and Cost of Production and Raw Material, Improper Human Resource Management , Problems of Entrepreneurs in SSIs, Other Constraints Causing Sickness , In-Built Unfavourable Policies of Government/ Institutions Leading to Sickness. Assessment of Viability of Sick Industries and their Rehabilitation: Viability Study, Rehabilitation of Small-scale Industries, Government Policy - An effort to Strengthen the Small-scale Industries in India , Taxation Benefits: Boon for the Growth of SSI.	5 + 1
4	Legal Requirements Concerning Business: Factories Act, 1948; Employment of Children Act, 1938; ESIC Act, 1948, Employees Provident Fund Act, 1952, Industrial Disputes Act, 1947, Workmen's Compensation Act, 1923;	5 + 1

	Trade Union Act, 1948; Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959; Apprentices Act, 1961; Indian Boilers Act, 1923; Payment of Bonus Act, 1965; Payment of Gratuity Act, 1972.	
5	Taxation Benefits to Small Industry: Depreciation, Investment Allowances & Investment Deposit Account, Expenditure on Scientific Research, Acquisition of patents & copyright, Know how; Amortization of Certain preliminary expenses; Deductions from Gross Total Income.	5 + 1

Learning Resources:

1	Text Books	Entrepreneurship and Small Business Management by Dr. C L Bansal, Har Anand Publications Pvt. Ltd. New Delhi, 2012
2	Reference Books	Entrepreneurship by Lall, Madhurima. Sahai, Shikha. Excel Books, New Delhi, 2008, 2nd Edition
3	Supplementary Reading Material	-
4	Websites	http://niesbud.nic.in/ http://msme.gov.in/ http://ssi.nic.in/
5	Journals	P erformance of small scale industries in India in the post-liberalization ERA, Dr. Palaniappan A, International Journal of Business Economics and Management Research, 2010, Volume : 1, Issue : 2

Semester	III	Specialization	Family Business Management
Course Code	314FBM	Type	Subject – Elective
Course Title	Entrepreneurial Case Study		

Course Objectives:

1	To provide learning through interaction and analysis of a real life entrepreneurial venture.
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Syllabus:

Study visit by students to TWO entrepreneurs of their own choice. With the help of an interview schedule / questionnaire, students will gather information about:

1. Background of entrepreneur – Family, Social, Educational, Financial, etc.
2. History of the enterprise
3. Reasons / Motivations for selecting the entrepreneurial career
4. Process of starting the enterprise
5. Type of enterprise
6. Products / Services
7. Production Process
8. Marketing policies and plans
9. Investments
10. Institutional Finance
11. Financial Monitoring and controls
12. People management – Core team
13. Profit or loss, BEP
14. Managerial Process and Systems
15. Growth and Development of the Enterprise
16. Problems faced
17. Family support or opposition
18. Formal / informal training in Entrepreneurship
19. Future Plans

Students will map the Life Cycle of the Enterprise and carry out a SWOT analysis of the Enterprise as well as the Entrepreneur. The student shall also document the learning through the above activity.

They shall submit a spiral bound report in two copies and a soft copy of the above information. They shall seek a certificate from the Entrepreneurs to the effect that the information has been collected by the student from the entrepreneurs. Reports can both the entrepreneurs can be submitted in the same spiral bound copy.

Students shall present the details in an open house viva which shall be evaluated by a faculty. To the extent possible an entrepreneur should be involved in the evaluation process.

Learning Resources:

1	Text Books	NA
2	Reference Books	NA
3	Supplementary Reading Material	NA
4	Websites	NA
5	Journals	NA

MBA SYLLABUS: SEMESTER III
TECHNOLOGY MANAGEMENT SPECIALIZATION

Semester	III	Specialization	Technology Management
Course Code	305TM	Type	Subject – Core
Course Title	Fundamentals of Technology Management		

Course Objectives:

1	To provide students with a broad perspective on the key issues involved in the effective management of technology and innovation, including market, technological, and organizational factors, in today's fast-changing, competitive, global environment
2	To stress technology's crucial role in creating wealth and achieving competitiveness
3	To describe technology product life cycle linkages.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Technology Management: Definition of Technology, Characteristics of Technology. Levels of Development of Technology. Technology & Society, Technology as Socially Constructed. Relation of Knowledge and Technology, Technology and Business. Levels of technology Development – Ideas, Theories, Perspectives, Tacit Knowledge, Physical embodiment in products, services of procedures. Management of Technology (MOT), MOT at the level of the firm, National and Government Level. Need for MOT in the present Global context. Firm as a Value Chain, Industries as Competitive Domain, Value Creation and Competitive Advantage. Market Based views and Resource Based views in Management. General Manager's Perspective on Managing Technology.	7 + 2
2	Technology & Wealth Creation: Role of Technology in wealth creation, Historical perspective, Creation of wealth, Long Wave Cycle, Evolution of Production Technology, Product Technology, Technology & the National Economy.	7 + 2
3	Critical Factors in Managing Technology: Creativity – Invention – Innovation. Link between Science and Technology. Types of Innovation. Creativity & Innovation. Bringing Innovation to Market. Technology – Price Relationship. The Timing Factor. The Vision to Change Strategy. Productivity, Effectiveness and Competitiveness. Leaders versus Followers.	7 + 2
4	Management of Technology - The New Paradigms: Technology Trends, Resources and the Business Environment, The Structure and Management of Organizations, Project Planning & Management, Management of Human Resources, MOT guiding principles for Managing Enterprises, Changes in the Business Environment – Communication, Integration, Collaboration, Strategic Directions of the Industry, Changes in Organizational forms and structures, Financial Sector Structure.	7 + 2

5	Management of Technology & Competitiveness: Definitions and Indicators of Competitiveness, Investment, Productivity, Trade, Standard of Living, Management of Technology & Global Competitiveness, Case of Japan, Singapore, Various Indices on Competitiveness - Standard of Living Indexes, Trade Indexes, Productivity Indexes, Investment Indexes, Patents Index. Emergence of the Tigers, Competitiveness – The Game of Nations, Competitiveness of Firms – The Micro Level. Competitiveness of India and China – a comparative analysis.	7 + 2
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Learning Resources:		
1	Text Books	Management of Technology – The Key to Competitiveness and Wealth Creation, Tarek Khalil and Ravi Shankar, TMGH, New Delhi, 2 nd Edition.
2	Reference Books	Managing Technology and Innovation for Competitive Advantage, V K Narayanan, Pearson Education, 2009 Edition. Strategic Management of Technology & Innovation, Robert A Burgelman, Modesto A Maidique, Steven C Wheelwright, MGH International Edition.
3	Supplementary Reading Material	Technology, Management & Society – Peter Drucker, Harvard Business Review Press. Technology Management – Text and International Cases, Norma Harrison and Danny Samson, MGH. Managing Strategic Innovation and Change – A Collection of Readings, Michael L Tushman and Philip Anderson, Oxford University Press. 2 nd Edition. Management of Technology and Innovation – Competing through Technological Excellence, P N Rastogi, Response Books, 2 nd Edition.
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Cattani, G. & Simone Ferriani. 2008. A Core/Periphery Perspective on Individual Creative Performance, in Organization Science , 19(6): 824-844.

Semester	III	Elective	Technology Management
Course Code	306TM	Type	Subject – Core
Course Title	Managing Innovation – I		

Course Objectives:

1	To highlight the importance of innovation in competitive world of business
2	To describe various models of innovation and corresponding assets & knowledge requirements
3	To highlight the threat of disruptive technologies and its managerial implications

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>The Innovation Imperative: Why innovate? The changing world of business, Key Definitions – Creativity, Invention, Innovation, Business Design, Innovation to Energize, Innovate for Growth, Profit, Innovate for Survival, Managing Change, Creativity & innovation. Myths Surrounding Creativity, Difference between innovation and creativity.</p> <p>Sources of Innovation: Functional Sources of Innovation – Internal Value Chain, Spillovers from Competitors, Suppliers, Customers and Complimentary Innovators, University, Government & Private Laboratories, International Sources. Circumstantial Sources of Innovation – Planned Firm Activities, Unexpected Occurrences, Creative Destruction.</p>	7 + 2
2	<p>Models of Innovation: Static Models : Incremental versus Radical Innovation, Abernathy –Clark Model, Henderson – Clark Model, Disruptive Technological Change Model, Innovation Value – Added Chain, Strategic Leadership View, Familiarity Matrix, Imitability & Complementary Assets – Teece Model. Dynamic Models: Utterback – Abernathy Model, Tushman – Rosenkopf technology Life Cycle Model, Foster's S Curve.</p>	7 + 2
3	<p>Competencies, Assets and Knowledge: Profit Chain, Value Configurations – Value Chain, Value Network, Value Shop. Assets and Competencies. Assets – Coreness, Imitability, Profits. Competencies – Coreness, Imitability, Profits. Relationship between Competencies and Assets. Knowledge – Newness, Quantity, Tacitness. Sources of Assets and Competencies. Implications for Competition. Innovation and Competencies.</p>	7 + 2
4	<p>The Innovation Portfolio:What to innovate?Vision – Portfolios and Feelings, What is the right question? Identifying Feelings and Needs, Innovating Experiences, Battling Commoditization, Technology & Psychology, Innovation, Feelings, Needs: Creating Emotional Appeal, Searching for Innovation Opportunities. Process Innovation, Innovation Portfolios for Established</p>	7 + 2

	Organizations. Pioneers, Migrators & Settlers.	
5	Innovator's Dilemma: Sustaining versus disruptive technologies, trajectories of market need versus technology improvement, Value Networks, Implications of the Value Network for Innovation, Managerial Decision Making & Disruptive Technological Change, Value Networks and Characteristic Cost Structures, Resource Allocation & Upward Migration, Case Studies on Management of Disruptive Technological Change	7 + 2

Learning Resources:

1	Text Books	<p>Innovation Management , Allan Afuah, Oxford Indian Edition.</p> <p>Innovation Management ,ShlomoMaital and D V R Seshadri, Response Books, Sage Publications, New Delhi.</p> <p>Moore, G. Crossing the Chasm. Revised ed. New York, NY: Harper Collins, 1999. ISBN: 9780066620022.</p> <p>Iansiti, M., Levien, R.: The Keystone Advantage – What the New Dynamics of Business Ecosystems Mean for Strategy, Innovation, and Sustainability, Harvard Business School Press, Boston, 2004</p> <p>Miller, W.L., Morris, L.: 4th Generation R&D: Managing Knowledge, Technology, and Innovation, John Wiley, New York, 1999</p> <p>Matheson, D., Matheson,J.: The Smart Organization: Creating Value Through Smart R&D, Harvard Business School Press, Cambridge, 1998</p>
2	Reference Books	<p>The Innovator's Dilemma. Cambridge, MA: Harvard Business School Press, 1997, pp. 3-28.</p> <p>Diffusion of innovations Rogers, E. M. New York: The Free Press. 1995, 4th ed.</p> <p>Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books.</p> <p>The Innovator's Dilemma, Clayton M. Christensen, Harper Business Essentials</p>
3	Supplementary Reading Material	<p>Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition.</p> <p>Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press.</p> <p>The Innovator's ToolKit , Harvard Business Press.</p> <p>Fastrack to Success Innovation , Andy Bruce and David Birchall, Prentice Hall - Financial Times.</p> <p>Getting to Innovation, Arthur B VanGundy, PHI – Eastern Economy Edition.</p> <p>Teaching with technology. Hooper, S., &Rieber, L.P. (1995). In A. Ornstein (Ed.), <i>Teaching: Theory into practice</i>. Boston, MA: Allyn and Bacon.</p>
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/

		http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	<p>Eisenhardt, Kathleen, and Charles Galunic. "Coevolving: At Last, A Way to Make Synergies Work." <i>Harvard Business Review</i>, January 1, 2000.</p> <p>Eisenhardt, Kathleen, and Shona Brown. "Patching: Restitching Business Portfolios in Dynamic Markets." <i>Harvard Business Review</i>, May 1, 1999.</p> <p>Brown, Shona, and Kathleen Eisenhardt. "The Art of Continuous Change: Linking Complexity Theory and Time-paced Evolution in Relentlessly Shifting Organizations." Administrative Science Quarterly 42 (1997): 1-34.</p> <p>Eisenhardt, Kathleen and Shona Brown. "Time Pacing: Competing in Markets that Won't Stand Still." <i>Harvard Business Review</i>, March 1, 1998.</p>

Semester	III	Elective	Technology Management
Course Code	307TM	Type	Subject – Elective
Course Title	Technology Forecasting		

Course Objectives:

1	To understand the purpose of technology forecasting and techniques used for technology forecasting.
2	To appreciate the strengths and weaknesses of technology forecasting techniques.
3	To underline the need for different technology forecasting techniques for different purposes.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Technology Forecasting Methods – I: Expert Opinion Methods: Delphi (iterative survey), Focus Groups [panels, workshops], Interviews, Participatory Techniques Trend Analysis: Trend Extrapolation [Growth Curve Fitting], Trend Impact Analysis, Precursor Analysis, Long Wave Analysis Monitoring and Intelligence Methods: Monitoring [environmental scanning, technology watch], Bibliometrics [research profiling; patent analysis, text mining]	5 + 1
2	Technology Forecasting Methods – II: Creativity: Brainstorming [brainwriting; nominal group process (NGP)], Creativity Workshops [future workshops], TRIZ, Vision Generation, Science Fiction Analysis Scenarios: Scenarios [scenarios with consistency checks; scenario management], Scenario-simulation [gaming; interactive scenarios], Field Anomaly Relaxation Method [FAR]	5 + 1
3	Technology Forecasting Methods – III: Statistical Methods: Correlation Analysis, Demographics, Cross Impact Analysis, Risk Analysis. Modeling and Simulation: Agent Modeling, Cross Impact Analysis, Sustainability Analysis [life cycle analysis], Causal Models, Diffusion Modeling, Complex Adaptive System Modeling (CAS) [Chaos], Systems Simulation [System Dynamics, KSIM], Technological Substitution, Scenario-simulation [gaming; interactive scenarios], Economic base modeling [input-output]	5 + 1

	analysis], Technology Assessment.	
4	Technology Forecasting Methods – IV: Valuing/Decision/Economics Methods: Relevance Trees [futures wheel], Action [options] Analysis, Cost-benefit analysis, Decision analysis [utility analyses], Economic base modeling [input-output analysis]	5 + 1
5	Technology Forecasting Methods – V: Descriptive and Matrices Methods: Analogies, Backcasting, Checklist for Impact Identification, Innovation System Modeling, Institutional Analysis, Mitigation Analysis, Morphological Analysis, Road mapping [product-technology roadmapping], Social Impact Assessment, Multiple perspectives assessment, Organizational analysis, Requirements Analysis [needs analysis]	5 + 1

Learning Resources:

1	Text Books	<p>A brief introduction to technology forecasting: concepts and exercises by James Rieser Bright</p> <p>Foster, R. "The S-curve: A New Forecasting Tool." Chapter 4 in <i>Innovation, The Attacker's Advantage</i>. New York, NY: Summit Books, Simon and Schuster, 1986, pp. 88-111. ISBN: 9780671622503.</p> <p>Technological forecasting: a practical approach, Marvin J. Cetron</p> <p>Business Forecasting, Holton Wilson and Barry Keating, TMGH, New Delhi, 2010 Edition.</p> <p>Martino, J. P. (1983). <i>Technological Forecasting for Decision Making</i>, 2 ed., North-Holland, New York NY.</p>
2	Reference Books	<p>Bright, J. R. (1972). <i>A Brief Introduction to Technology Forecasting</i>, 2nd. ed., The Permaquid Press, Austin TX.</p> <p>Bright, J. R. and M. E. F. Schoeman (1973). <i>A Guide to Practical Technological Forecasting</i>, Prentice Hall Inc., Englewood Cliffs NJ.</p> <p>Hickman, L. A., ed. (1990). <i>Technology as a Human Affair</i>, McGraw-Hill Publishing Company, New York NY.</p>
3	Supplementary Reading Material	<p>Steele, L. W. (1989). <i>Managing Technology: The Strategic View</i>, McGraw-Hill Book Company, New York NY.</p> <p>Committee on Forecasting Future Disruptive Technologies; National Research Council. (2010). <i>Persistent forecasting of disruptive technologies</i>. National</p>

		Academies Press.
4	Websites	Coates, J. (2001). A 21st Century agenda for technology assessment. <i>Technological Forecasting and Social Change</i> 67, 303-308. Retrieved January, 22, 2007, from http://josephcoates.com/pdf_files/252_21st_Century_TA_Agenda.pdf
5	Journals	<p>Technological Forecasting and Social Change (Journal)</p> <p>Lienhard, J. H. (1985). "Some Ideas About Growth and Quality in Technology," <i>Technological Forecasting and Social Change</i>, Vol. 27, pp. 265-281.</p> <p>Martino, J. P. (1985). "Measurement of Technology Using Tradeoff Surfaces," <i>Technological Forecasting and Social Change</i>, Vol. 27, pp. 147-160.</p> <p>Martino, J. P. (1992). "Probabilistic Technological Forecasts Using Precursor Events," <i>Technological Forecasting and Social Change</i>, Vol. 42, pp.121-131.</p> <p>Martino, J. P. (1993a). "Baysian Updates Using Precursor Events," <i>Technological Forecasting and Social Change</i>, Vol. 43, pp.169-176.</p> <p>Martino, J. P. (1993b). "A Comparison of Two Composite Measures of Technology," <i>Technological Forecasting and Social Change</i>, Vol. 44, pp.147-159.</p> <p>Triplett, J. E. (1985). "Measuring Technological Change with Characteristics-Space Techniques," <i>Technological Forecasting and Social Change</i>, Vol. 27, pp. 283-307.</p>

Semester	III	Elective	Technology Management
Course Code	308TM	Type	Subject – Elective
Course Title	Strategies for Information Goods and Network Economies – I		

Course Objectives:

1	To learn about the characteristic features of network and information goods (and related products).
2	To understand the distinctive impact of network and information goods on competitive strategies in these industries, and how to manage them.
3	To highlight distinctive role of pricing in case of information goods.
4	To highlight importance of network effects & strategies to exploit network effect.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Introduction to information and network goods. Cost structures, network effects, product complements, two-sided networks, standards, compatibility, product and price differentiation, Platforms and two-sided networks	5 + 1
2	Methods for Pricing and Price Discrimination: Demand, supply, price elasticity, price optimization, variety of pricing schemes, price discrimination, Pricing information goods, Characteristics of information goods, and how they affect product differentiation, price discrimination, versioning.	5 + 1
3	Game theory and competition: Introduction to the concept of Game theory. Competitive dSPPUoly pricing and product decisions. Price Discrimination through Versioning and Bundling. Product bundling. The design and pricing of product bundles	5 + 1
4	Network Effects: Product Design, Launch, and Pricing Strategies, Multiple Dimensions of Value – Technology's standalone value, Networks Externality value. Markets/products as networks, positive feedback, compatibility. Adoption dynamics for network goods. Managing network goods. Competing for Design Dominance in Markets with Network Externalities. Dynamic pricing, product complements and bundles, versioning, product launch strategy	5 + 1
5	Strategies for Platforms and Two-Sided Markets: Determining which side to charge, how to balance growth across both networks. Determining firm structure in platform market.	5 + 1

Learning Resources:

1	Text Books	<p>Carl Shapiro and Hal R. Varian. Information rules: a strategic guide to the network economy. Boston, MA, USA: Harvard Business School Press, 1998</p> <p>Economics of Information Technology: An Introduction , Hal R. Varian, Joseph Farrell, and Carl Shapiro. Cambridge University Press, 2005.</p>
2	Reference Books	<p>Competition, Regulation and Strategy: The Information Technology Industry, Morris</p> <p>Game Theory and Business Strategy , Oberholzer-Gee and Yao</p>
3	Supplementary Reading Material	The Economics of Network Industries. Oz Shy , Cambridge University Press, 2002.
4	Websites	<p>The Information Economy and Network Economics (at UC Berkeley): lots of pointers to research resources http://www2.sims.berkeley.edu/resources/infoecon/Networks.html and data http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/</p>
5	Journals	<p>DeLong, J. B. and Froomkin, A. M. (2000). "Speculative Microeconomics for Tomorrow's Economy". Vol 5 No. 2, February 2000</p> <p>Nagle, T. (1984). Economic Foundations for Pricing. <i>Journal of Business</i>, 57</p> <p>Sahay, A. (2007), "How to Reap Higher Profits with Dynamic Pricing", <i>Sloan Management Review</i>, 48(4/Summer): 53-60.</p> <p>Lancaster, K. (1966). A New Approach to Consumer Theory. <i>Journal of Political Economy</i>, 74(2), 132-157.</p> <p>Brooks, Christopher H., Robert S. Gazzale, Rajarshi Das, Jeffrey O. Kephart, Jeffrey K. MacKie-Mason, and Edmund H. Durfee (2002). "Model Selection in an Information Economy: Choosing What to Learn," <i>Computational Intelligence</i>, vol. 18, no. 4 (Nov.): 566-582.</p> <p>Shapiro, Carl, and Hal Varian. "The Art of Standards Wars." <i>California Management Review</i> 41, no. 2 (1999): 8-32.</p> <p>Hamel, Gary, Yves L. Doz, and C. K. Prahalad. "Collaborate With Your Competitors — And Win." Harvard Business Review, January 1, 1989.</p> <p>Katz, M.L., Shapiro, C.: Network Externalities, Competition, and Compatibility, <i>American Economic Review</i> vol. 75, 1985, pp. 424 – 440</p>

Semester	III	Elective	Technology Management
Course Code	309TM	Type	Subject – Elective
Course Title	Advanced Manufacturing Technology		

Course Objectives:

1	To provide students with an understanding of the key concepts of advanced manufacturing technology used in modern manufacturing facility
2	To develop an understanding of the principles of operation and characteristics of specific technologies and processes.
3	To appreciate the effect of technologies on global manufacturing and competitiveness.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Advance Manufacturing Technology: Introduction to Advanced Manufacturing Technologies, Production System facilities, Manufacturing Support Systems, Automation in Production System, Manufacturing Operations, Product/Production Relationships, Cost of Manufacturing Operations.	5 + 1
2	Material Handling and Identification Technologies: Introduction to Material Handling, Considerations in Material Handling System Design, Material Transport Systems, Automated Guided Vehicle Systems, Cranes and Hoists, Storage Systems, Automated Storage Systems, Engineering Analysis of Storage Systems, Automatic Data Capture, Bar Code Technology.	5 + 1
3	Manufacturing Systems: Introduction to Manufacturing Systems, Components of a Manufacturing System, Conventional Manufacturing System, and Manufacturing Progress Functions. Single Station Manufacturing Cells: Single Station Manned Workstations, Single Station Automated Cells, Applications, Analysis of Single Station Cells.	5 + 1
4	Group Technology and Cellular Manufacturing: Part Families, Parts Classification and Coding, Production Flow Analysis, Cellular Manufacturing, Application Considerations in Group Technology, Quantitative Analysis in Cellular Manufacturing, Flexible Manufacturing Systems. Why consider FMS? What are FMS advantages over conventional manufacturing? FMS Management & Control Functions & Performance Statistics, FMS applications.	5 + 1
5	Rapid Manufacturing Processes: Classification of Rapid Manufacturing (RM) Processes- Additive/Subtractive/Formative Principles of various rapid manufacturing process, Typical Process Chain; Materials for RM; Operating principles, and characteristics of R M processes; Introduction of alternative	5 + 1

	technologies like Laminated Object Manufacturing , Shaped Deposition, Stereo-lithography , 3D printing, Selection of RM processes based on the product requirements; Process selection, Applications and Case studies.	
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Learning Resources:		
1	Text Books	Automation, Production Systems and Computer-Integrated Manufacturing, Mikell P. Groover, Prentice Hall. Flexible Automation and Intelligent Manufacturing, Begell House, 1998
2	Reference Books	Manufacturing Engineering and Technology, S.Kalpajian, S.Schmid, Prentice Hall, 2006, 5th Edition.
3	Supplementary Reading Material	Computer Integrated Manufacturing and Engineering, Rembold, Nnaji, Storr, Addison Wesley, 1994 Computer-Aided Manufacturing, Tien-Chien Chang, Richard A. Wysk, Hsu-Pin Wang, Prentice Hall Gibson, I, Rosen, D W., and Stucker, B., Additive Manufacturing Methodologies: Rapid Prototyping to Direct Digital Manufacturing, Springer, 2010. Hopkinson, N, Haque, R., and Dickens, P., Rapid Manufacturing: An Industrial Revolution for a Digital Age: An Industrial Revolution for the Digital Age, Wiley, 2005.
4	Websites	http://www.wohlersassociates.com http://www.materialise.com/materialise/view/en/449917-Rapid+Manufacturing.html http://www.ifm.eng.cam.ac.uk/research/ctm/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	International Journal of Technology Management Journal of Technology, Management and Applied Engineering Journal of Manufacturing Science and Engineering, Transactions of the ASME

Semester	III	Elective	Technology Management
Course Code	310TM	Type	Subject – Elective
Course Title	Product Strategy for High Technology Companies – I		

Course Objectives:

1	To increase student's awareness of the forces driving the competition among technology-based companies & need for strategic approach to product management in high technology companies.
2	To provide an understanding of decision making frameworks for managing products in high technology companies.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Strategy & Vision: Impaired Vision - Tunnel Vision, Blindness, Shortsightedness, Hallucination. Exceptional Vision – 20/20 Vision, Peripheral Vision, Foresighted Vision. Core Strategic Vision – Focus, Clarity, Completeness, Feasibility. Change in Vision – Need for Clarification, Evolution, Obsolescence. Vision Guides Strategy.</p> <p>Aligning Vision and Strategy: CSV Boundary Framework, Aligning Financial Plans/Economic Model. Aligning Market Trends. Aligning Technology Trends/Strategy. Aligning Product Strategy. Aligning the Business Charter. Aligning Core Competencies / Value Chain.</p>	5 + 1
2	<p>Product Platform Strategy: Ingredients of Product Platform Strategy. Benefits of Platform Strategy. Product Platform of Microsoft, Apple, AT & T, Walt Disney, Amazon, etc. Product Platform Management.</p> <p>Product Line Strategy: Ingredients of Product Line Strategy. Product Line Strategy of Amazon, HP Color, Dell, Walt Disney, etc. , Product Line Management.</p>	5 + 1
3	The MPP framework: Product Structure Strategy. The Market Platform Plan (MPP) Framework – Markets & Market Segments, Economic and Business Case, Product Offerings and Product lines, Product Platforms, Value Chain Strategies and Ongoing MPP Management. Managing the Technology Elements.	5 + 1
4	Successful Expansion Paths: Leveraging Product or Technical Competencies. Leveraged Expansion framework. Leveraged Expansion Paths.	5 + 1
5	Strategic Balance and Portfolio Management: Strategic Balance Tradeoffs - Focus versus Diversification, Short Term versus Long Term, Current Platforms versus New Platforms, One Business Unit versus Another, Research versus Development. High versus Low Risk, Financial Return. Setting priorities.	5 + 1

	Beyond Portfolio Management.	
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Learning Resources:		
1	Text Books	Product Strategy for High Technology Companies, Michael McGrath, MGH, 2nd Edition.
2	Reference Books	Marketing of High-Technology Products and Innovations by Jakki Mohr, SanjitSengupta, Stanley Slater, 2nd Edition
3	Supplementary Reading Material	Marketing High Technology by William H. Davidow Product Marketing for Technology Companies by Mark Butje, Elsevier
4	Websites	http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/ http://www.ifm.eng.cam.ac.uk/research/ctm/
5	Journals	International Journal of Technology Management International Journal of Technology Intelligence and Planning

Semester	III	Elective	Technology Management
Course Code	311TM	Course Type	Subject – Elective
Course Title	Foundations of Knowledge Management		

Course Objectives:

1	To familiarize the participants with basic concepts of data, information & knowledge
2	To highlight importance of knowledge management in complex environments.
3	To provide an overview of systems, technologies & infrastructure required for knowledge management

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction to Knowledge</p> <p>1.1 Meaning of data, information, knowledge and expertise</p> <p>1.2 Meaning of epistemology, Types of Knowledge - Subjective & Objective views of knowledge, procedural Vs. declarative, tacit Vs. explicit, general Vs. specific.</p> <p>1.3 Types of expertise – associational, motor skill, theoretical</p> <p>1.4 Characteristics of knowledge – explicitness, codifiability, teachability, specificity</p> <p>1.5 Reservoirs of knowledge</p>	5 + 1
2	<p>Introduction to Knowledge Management (KM)</p> <p>2.1 Meaning of Knowledge Management, Forces Driving</p> <p>2.2 Organizational issues in KM</p> <p>2.3 KM Systems & their role</p> <p>2.4 Relevance of KM in today's dynamic & complex environment</p> <p>2.5 Future of Knowledge Management</p>	5 + 1
3	<p>KM Solutions for capture, sharing & applications</p> <p>3.1 KM Processes,</p> <p>3.2 KM Systems,</p> <p>3.3 Mechanisms & Technologies</p>	5 + 1
4	KM Infrastructure	5 + 1

	4.1 Organizational Structure 4.2 Organizational Culture 4.3 Communities of Practice 4.4 Information Technology Infrastructure 4.5 Common Knowledge	
5	KM Impact 5.1 Dimensions of KM Impact – People, Processes, Products &Organizational Performance 5.2 Factors influencing impact – universalistic & contingency views 5.3 Assessment of KM Impact – Qualitative & quantitative measures 5.4 Identification of appropriate KM solutions	5 + 1

Learning Resources:

1	Text Book	Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). <i>Knowledge Management Challenges, Solutions, and Technologies</i> . Prentice Hall. ISBN: 0-13-109931-0.
2	Reference Books	Elias M. Awad, Hassan M. Ghaziri (2004). Knowledge Management. Prentice Hall. ISBN: 0-13-034820-1. Donald Hislop, Knowledge Management in Organizations, Oxford 2nd Edition. Ian Watson (2002). Applying Knowledge Management: Techniques for Building Corporate Memories. Morgan Kaufmann. ISBN: 1558607609. Madanmohan Rao (2004). Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann. ISBN: 0750678186. Stuart Barnes (Ed.) (2002). Knowledge Management Systems Theory and Practice. Cengage Learning. KimizDalkir, Knowledge Management in Theory and Practice, Elsevier, Butterworth-Hinemann. SheldaDebowski, Knowledge Management, Wiley India Edition.
3	Supplementary	Chris Collison, Geoff Parcell (2001). Learning to Fly: Practical Lessons from one of the World's Leading Knowledge Companies. Capstone. ISBN: 1-84112-124-

	Reading Material	<p>X.</p> <p>Helen N Rothberg and G Scott Erickson, From Knowledge to Intelligence – Creating Competitive Advantage in the Next Economy, Elsevier, Butterworth-Hinemann.</p> <p>Peter F. Drucker, David Garvin, Leonard Dorothy, Straus Susan, John Seely Brown (1998). Harvard Business Review on Knowledge Management. Harvard Business School Press. ISBN: 0875848818.</p> <p>Madanmohan Rao, Leading with Knowledge – Knowledge Management Practices in Global Infotech Companies, TMGH.</p>
4	Websites	<p>http://www.research.ibm.com/journal</p> <p>http://www.ifm.eng.cam.ac.uk/research/ctm/</p> <p>http://hbswk.hbs.edu/</p> <p>http://knowledge.wharton.upenn.edu/</p> <p>http://www.technologymanagementchicago.org/</p>
5	Journals	<p>Dueck, G. (2001) Views of knowledge are human views. IBM Systems Journal, 40(4), 885-888. http://www.research.ibm.com/journal/sj/404/dueck.html.</p> <p>Lesser, E.L. & Storck, J. (2001) Communities of practice and organizational performance. IBM Systems Journal, 40(4), 831-841.</p> <p>http://www.research.ibm.com/journal/sj/404/lesser.html.</p> <p>Prusak, L. (2001) Where did knowledge management come from? IBM Systems Journal, 40(4), 1002-1007.</p> <p>http://www.research.ibm.com/journal/sj/404/prusak.html.</p> <p>Avram, G (2006). "At the Crossroads of Knowledge Management and Social Software" The Electronic Journal of Knowledge Management 4 (1), 1-10. http://www.ejkm.com/volume-4/v4-i1/Avram.pdf.</p> <p>Marwick, A.D. (2001) Knowledge management technology. IBM Systems Journal, 40(4), 814-830.</p> <p>http://www.research.ibm.com/journal/sj/404/marwick.html.</p> <p>Gongla, P. & Rizzuto, C.R. (2001) Evolving communities of practice: IBM Global Services experience. IBM Systems Journal, 40(4), 831-841.</p> <p>http://www.research.ibm.com/journal/sj/404/gongla.html.</p> <p>Thomas, J.C., Kellogg, W.A. & Erickson, T. (2001) The knowledge management puzzle: human and social factors in knowledgemanagement. IBM Systems Journal, 40(4), 863-884.</p>

		http://www.research.ibm.com/journal/sj/404/thomas.html .
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Semester	III	Elective	Technology Management
Course Code	312TM	Type	Subject - Elective
Course Title	Business Intelligence and Analytics		

Course Objectives:

1	To understand principles of BI and Analytics at conceptual level
2	To understand application areas for implementing BI and Analytics
3	To develop skills to design BI and Analytics projects

Syllabus:

Unit Number	Contents	Number of Sessions
1	Business Intelligence: definition , concept and need for Business Intelligence, Case studies BI Basics : Data, information and knowledge, Role of Mathematical models	5+1
2	Business Analytics at the strategic level: Strategy and BA , Link between strategy and Business Analytics, BA supporting strategy at functional level, dialogue between strategy and BA functions, information as strategic resource Business Analytics at Analytical level : Statistical data mining, descriptive Statistical methods, lists, reports, automated reports, hypothesis driven methods, data mining with target variables, cluster analysis, Discriminate analysis, logistic regression, principal component analysis.	5+1
3	Business Analytics at Data Warehouse Level Designing physical database , Deploying and supporting DW/BI system	5+1
4	Business Intelligence Architectures: Cycle of Business Intelligence Analysis, Development of Business Intelligence System, spread sheets, concept of dashboard, OLAP, SOA, decision engineering. BI Tools: Concept of dashboard.	5+1
5	BI Applications in different domains- CRM, HR, Production	5+1

Learning Resources:		
1	Text Books	Decision Support and Business Intelligence Systems, Turban, Sharda, Delen, Pearson
2	Reference Books	<p>Business Intelligence Success Factors Tools for aligning your business in the global economy by Olivia Parr Rud, John Wiley and sons , 2009</p> <p>The Profit impact of Business Intelligence by Steve Williams and Nancy Williams , Morgan Kauffman Publishers/ Elsevier, 2007</p> <p>Business Intelligence: Practices, Technologies, and Management- Rajiv Sabherwal, Irma Becerra-Fernandez</p> <p>Business Analytics for Managers : Taking Business Intelligence beyond reporting by GERT H.N. Laursen, JesperThorlund, Wiley and SAS Business Series, 2010</p>
3	Supplementary Reading Material	The Great Mind Challenge for Business, Vol. 1 and 2, IBM (I) Pvt. Ltd, Bangalore
4	Websites	<p>www.sas.com</p> <p>www.smartdatacollection.com</p> <p>http://hbswk.hbs.edu/</p> <p>http://www.ifm.eng.cam.ac.uk/research/ctm/</p>
5	Journals	International Journal of Business Intelligence Research ,

Semester	III	Elective	Technology Management
Course Code	313TM	Type	Subject – Elective
Course Title	Designing Organizations for Uncertain Environment		

Course Objectives:

1	To develop and acquire cognitive framework to understand and analyze the hyper-turbulent international business environment in the era of technological discontinuity.
2	To gain insights into strategic models that successful organizations deploy to develop their strategies.
3	To learn designing principles to create organizations capable of performing in uncertainty and hyper-turbulence.
4	To appreciate the HR/People systems and processes required for emergent organizational forms

Syllabus:

Unit Number	Contents	Number of Sessions
1	Understanding Emerging Environment: Emergence of Vertical/Type-5 Environment, Understanding Hyper-turbulence, Networks and Business Eco-Systems, Role of Information Technology in Shaping Business Environment, Understanding Impact of Technological Discontinuities, Law of Increasing Returns in Networked, Knowledge-Based Economy	5 + 1
2	Changing Models of Strategy: Strategy-Making under Uncertainty, Application of Complexity/Chaos Theory to Strategy, Strategy as “Sense-Making”, Shaping and Adapting to Networks	5 + 1
3	New Forms of Organization: Organizations as Networks, Types of Network Organizations / Clusters, Self-Organizing Systems, Organizational Designs for Change and Innovation, Designing Principle for New Forms of Organizations	5 + 1
4	People and Process issues in Emerging Organizational Forms: Systems for Team-Based Functioning, High Performance Work Systems, Managing Empowerment and Accountability, Designing Roles and Systems for Flat,	5 + 1

	Networked Organization, Developing Competencies for New Organizational Forms	
5	Case Studies	5 + 1

Learning Resources:

1	Text Books	<p>Adler, Nancy J., International Dimensions of organizational Behaviour, 4th Ed., South western College Publishing Company, Singapore, 2001.</p> <p>Bartlett, C.A. and S. Ghoshal, Managing Across Borders: The Transnational Solution, Century Business London, 1989.</p>
2	Reference Books	<p>Beamish, Paul w., Allen J. Morrison, Phillip M. Rosenzweig and Andrew C. Inkpen, International Management: Text and Cases, Irwin McGraw Hill, Boston, 2000.</p> <p>Fowler, Alam, Negotiation Skills: Skills and strategies, University Press Hyderabad, 1990.</p>
3	Supplementary Reading Material	<p>Helen, D., Management: Managing Across Borders and Cultures, Prentice - Hall, Upper Saddle River, New Jersey, 2000</p> <p>Pucik, C.A. and Y. Doz and G. Healund, Managing the Global Firm , Routledge, London, 1990.</p> <p>Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.</p>
4	Websites	<p>http://hbswk.hbs.edu/</p> <p>http://knowledge.wharton.upenn.edu/</p> <p>http://www.technologymanagementchicago.org/</p> <p>http://www.ifm.eng.cam.ac.uk/research/ctm/</p>
5	Journals	<p>Indian Journal of International Business and Finances</p> <p>Asian Journal of Management Cases</p> <p>Global Journal of International Business Research</p> <p>Harvard Business Review</p> <p>International Business and Management</p> <p>Journal of International Business</p> <p>Journal of International Business and Economy</p>

Semester	III	Elective	Technology Management
Course Code	314TM	Type	Subject – Elective
Course Title	Technology Transfer & Commercialization		

Course Objectives:

1	To understand the key concepts and options in technology transfer and commercialization
2	To provide the students with working knowledge and skills to plan and implement technology assessment, market assessment, alignment of technology in technology transfer and transmission process.
3	To provide the students with understanding on issues concerning roles of various intellectual property rights, patent search, sustainability and competitive advantage, science and technology policy, start-up, and licensing and spin-off companies.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Technology Entrepreneurship and Innovation; Technology Transfer & Transmission Process; Technology Commercialization Process; Role of Intellectual Property in Protecting Innovation	5 + 1
2	Technology and Market Assessment: Customer Needs Driven Product Specifications; Negotiating the Deal and Marketing the Innovation; Financial Plan and Selection of Innovation Projects; Innovation and Risk Management; Technology Valuation and Impact Analysis; Market Assessment and Alignment of Technology.	5 + 1
3	Business Plan: Executive summary - Business description - Industry analysis and trends - Competitive analysis - Target market - strategic position – risk assessment - Market strategies - Design and development plan - Technology plan -management and organization - Financial factors - Financial features - sales, profits, cash flows and return on investment - Financial requirements - loan , equity source of collateral - Current business position- Relevant information about the company, its legal form of operation, when it was formed, the principal owners and key personnel - Major achievements - developments within the company that are essential to the success of the business.	5 + 1
4	Commercialization Strategy: Coming Full Circle in the Commercialization Loop; Business Plan Science and Technology Policy; Negotiating and Monitoring the Licensing Agreement; Start-Up and Spin-Off Companies; Joint Venture.	5 + 1
5	Case Studies: Case studies drawn from commercial, industrial and research applications.	5 + 1

Learning Resources:		
1	Text Books	<p>Cooke, I. and Mayes, P. (1996), Introduction to Innovation and Technology Transfer, Norwood: Artech House.</p> <p>Jolly, Vijay. 1997. Commercializing New Technologies, Getting From Mind to Market. Harvard Business School Press.</p> <p>Eskelin, A. (2001), Technology Acquisition: Buying the Future of your Business, Boston, Mass.: Addison-Wesley.</p> <p>Jolly, V.K (1997), Commercialization of New Technologies, Greeting from Mind to Market, Boston, Mass.: Harvard Business School Press.</p> <p>K. Allen, Bringing New Technology to Market, Upper Saddle River, NJ: Prentice-Hall, 2003.</p> <p>Braun, Ernest. 1998. Principles of technology assessment in Technology in Context: Technology Assessment for Managers. New York: Routledge.</p>
2	Reference Books	<p>Dorf, R.C. (1999), The Technology Management Handbook, Boca Raton, Fla.: CRC Press.</p> <p>Inzelt, A. and Hilton, J. (1999), Technology Transfer: From Invention to Innovation, Kluwer Academic, Norwell.</p> <p>Melissa, A. Schilling (2008), Strategic Management of Technology Innovation, McGraw-Hill International Edition, 2nd Edition, Singapore.</p> <p>Muir, A.E. (1997), The Technology Transfer System, New York: Latham Book Publishing.</p> <p>Parr, R.L. and Sullivan, P.H. (1996), Technology Licensing: Corporate Strategies for Maximizing Value, New York: John Wiley & Sons.</p>
3	Supplementary Reading Material	<p>Clifford, M. Gross and Joseph P. Allen, (2003) "Technology Transfer for Entrepreneurs – A Guide to Commercializing Federal Laboratory Innovation", Praeger Publishers, USA.</p> <p>Iansiti, M. (1998), Technology Integration: Making Critical Choices in a Dynamic World, Mass.: Harvard Business School.</p> <p>Paulson, E. (2001), The Technology M&A Guidebook, New York: John Wiley & Sons.</p> <p>Megantz, R.C. (2002), Technology Management: Developing and Implementing Effective Licensing Programs, New York: John Wiley & Sons.</p> <p>Spencer, R.H. (2003), Technology Best Practices, New York: John Wiley & Sons.</p>

		Timmons, J.A. (2003), <i>New Venture Creation</i> , Sixth edition, Chicago: Irwin.
4	Websites	<p>Protecting Innovations by Utility Models (http://www.wipo.int/sme/en/ip_business/utility_models/utility_models.htm).</p> <p>Ramsey, W.S., "Financing a New Venture", http://www.williamramseylaw.com/pages/Pfinancing.html</p>
5	Journals	<p>Cohen, M. W., "Patents and Appropriation_ Concerns and Evidence", <i>Journal of Technology Transfer</i>, 30(1&2): 57-71, 2005.</p> <p>Farris, G.F., "Research in Innovation Management and Technology Transfer in China", <i>The Journal of Technology Transfer</i>, 32(1-2) 123-126, April 2007.</p> <p>Johnson, S.D., Gatz, E.F., & Hicks, D. (1997). Expanding the content base of technology education: Technology transfer as a topic of study. <i>Journal of Technology Education</i>, 8(2).</p>

Semester	III	Elective	Technology Management
Course Code	315TM	Type	Subject – Elective
Course Title	Digital Marketing		

Course Objectives:

1	To confront students with discussions about the implications of an increasingly technological society.
2	To provide insights on how to implement marketing in a digital world.
3	To make students understand the traditional and new communication/marketing approaches to create competitive advantage in the Digital world.
4	To understand how the emergence of the technology will affect marketing, value creation, and consumer perceptions.

Syllabus:

Unit Number	Contents	Number of Sessions
1	The Technological Society: Introduction to internet and WWW technology including security. Introduction to digital marketing and e-commerce: Business models, Business Models on the Web. Public policy: social, legal, ethical, political issues for e-commerce. Mobile e-commerce, Killer apps for strategic goals. Retailing (e-tailing) , Disintermediation , Channel conflict. Pricing Strategies in 'fluid e-retail markets.' Services online : Online content & digital media , B2B e-commerce , Global opportunities and issues.	5 + 1
2	Marketing in the Age of Fragmentation: Mapping Digital Marketing Media, The Long Tail , The Economics of the Attention Economy , Goldhaber's Attention Economy. Know your customer - Buyer behavior, segmentation, targeting. The customer experience - Web design, customer service, Quality of the online experience. Characteristics of E Marketing: Addressability, Interactivity, Accessibility, Connectivity, Control.	5 + 1
3	Digital Marketing Tools: Overview, the website, branding, banner ads, affiliate marketing. Paid search, search engine optimization (SEO), comparison shopping engines. Email, RSS, podcasting,Blogs, Viral, Wikis, CRM. Auctions, Portals. Online Branding: When they talk back... Communication and Branding in the Networked Economy. Search Engine Marketing. Online Communities and Innovation Communities, Mass Collaboration and Crowd-sourcing: How does the Internet help Innovate? Social networks, Value Creation through Social Networking.	5 + 1
4	Web analytics & marketing metrics: Marketing research. The New Rules of Customer Intelligence: Laboratory Marketing and Customer Branding. Understanding Digital Analytics, Acquisition, Engagement and Conversion,	5 + 1

	Measuring Social Impact, Multi-Touch Analytics, Mobile Analytics, The Future of Digital Analytics: Big Data.	
	<p>Project on web marketing: Each student shall undertake a project on web marketing and submit it as a document (Word or PDF) or PowerPoint or other interactive presentation.</p> <p>Student shall apply basic principles learned in this course. Student is expected to develop a web marketing plan for any organization – real or imaginary (proposed).</p> <p>The project shall include the following:</p> <ol style="list-style-type: none"> 1. Company Overview 2. Product and/or Service Description 3. Web Sales and Marketing Goals (traffic, sales, leads, brand awareness, etc.) 4. Website Purpose 5. Target Customer 6. Market Description/Competitive Analysis 7. SWOT Analysis 8. Unique Selling Proposition or Value Proposition 9. Revenue Generation 10. Web Marketing Medium Suggestion(s) (How will you get there?) 11. New Website/Web Redesign 12. Search Engine Marketing 13. E-mail 14. Online Advertising 15. Social Media 16. Affiliate Marketing 17. Website optimization/analytics 18. Viral Marketing 19. Traditional Media 20. Online Networking 21. Marketing Execution Plan 22. Budget 23. Tracking and Analysis (how can you tell when you're there, or what's working?) 	5 + 1

Learning Resources:		
1	Text Books	<p>Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation by Damian Ryan, Calvin Jone. Kogan Page.</p> <p>Marketing 2012 by William M. Pride, O. C. Ferrell, Cengage Learning.</p> <p>Integrated Marketing Communications: Asia Pacific Edition by William Chitty, Nigel Barker, Michael Valos, Terence A. Shim, Cengage Learning.</p> <p>DigiMarketing: The Essential Guide to New Media and Digital Marketing by Kent Wertime, Ian Fenwick</p> <p>Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity by Avinash Kaushik</p>
2	Reference Books	<p>Wiki Brands – Reinventing Your Company In A Customer Driven Market Place, Sean Moffitt and Mike Dover, TMGH.</p> <p>Advanced Web Metrics with Google Analytics by Brian Clifton.</p> <p>Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know Mark Jeffery</p>
3	Supplementary Reading Material	Direct and Digital Marketing in Practice by Brian Thomas, Matthew Housden
4	Websites	<p>http://knowledge.wharton.upenn.edu/</p> <p>http://www.technologymanagementchicago.org/</p> <p>http://www.ifm.eng.cam.ac.uk/research/ctm/</p>
5	Journals	-

MBA SYLLABUS: SEMESTER III
BANKING & INSURANCE MANAGEMENT – SPECIALIZATION

Semester	III	Specialization	Banking & Insurance Management
Course Code	305 BIM	Type	Specialization – Core
Course Title	Banking Concepts and Operations		

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

Unit Number	Contents	Number of Sessions
1	1.1: Banking Basic Concepts , Emergence of Banks – Global and Indian Perspective, Journey of Banking in India, Role of Banks as important Aids to Trade, Functions of Banks, Contribution in GDP and effect on Indian Economy, Role Banking in India pre and post-independence, Banking in post 1991 Reforms, Role of foreign players in Indian Banking. 1.2: Types of Banks & Banking: Nationalized & Co- Operative Banks, Regional Rural Banks, Scheduled Banks, Private Banks, Foreign Banks, Wholesale and Retail Banking.	7 + 2
2	2.1: Regulatory Framework: Banking Regulation Act, RBI Act, SEBI, IRDA, RBI regulations with regard to Nationalized & Cooperative Banks, Private Banks, Foreign Banks, Commercial Laws with reference to Indian Banks, Security Norms, Core Banking Environment. Standard Books and registers to be maintained for different accounts. 2.2: Funding & Recovery: Sector Specific funding, short term and long term loans, MSME funding, Mortgage, Pledge & Hypothecation, Recovery of loans, Non- Performing Assets, Effect of NPA on bank's profitability, Provision for NPAs.	7 + 2
3	Concepts in Banking and Accounting of transactions: Accounting in banks, Electronic Banking, RTGS, ATM, MICR, OCR, OMR, DATANET Bank Reconciliation Statement - Need for Bank Reconciliation; Causes of Differences; Preparation of Bank Reconciliation Statement; How to prepare a Bank Reconciliation Statement when Extracts of Cash Book and Pass Book are given; Bills of Exchange - Types of Instruments of Credit; Term and Due Date of a Bill; Certain Important Terms.	7 + 2
4	Final Accounts of Banking Companies: Requirements of Banking Companies as to Accounts and Audit; Principal Books of Accounts; Preparation of Vouchers, Cash receipt and payment entries, Preparation and Presentation of Financial Statements of Banks according to schedules in prescribed format. KYC, Different documents to satisfy KYC.	7 + 2
5	Calculation of Simple Interest and Compound Interest -Fixed and Floating interest rates - Calculation of EMIs - Calculation of front end and back end interest - Calculation of Annuities - Interest calculation using products /balances, Amortization and Sinking Funds Bonds - Calculation of YTM - Duration - Bond Pricing - Premium and Discount - Bond valuation rules preliminary method, definition of debt, rules on compounding in respect of loan accounts, penal interest etc.	7 + 2

Note:	
1	Weightage of theory and numerical problems shall be 60:40
2	Numerical shall be asked on Bank reconciliation statement and preparation of Final Accounts of Banks, Calculation of simple interest and compound interest, Calculation of EMI, Calculation of YTM, Bond valuation.

Learning Resources:		
1	Text Books	Banking Concepts & Operations by Dr. E B Khedkar & Dr. D. B. Bharati Himalaya The Indian Financial System and Development – Vasant Desai – Himalaya Publishing House Banking - E. Dharmaraj – SciTech Publications Management of Banking & Financial Services, 3e, Padmalatha Suresh, Pearson Publication Fundamentals of Banking & Finance- Dr. K. M. Bhattacharya- Himalaya Publications Development Banking & Financial Intermediaries –Dr Vasant Desai- Himalaya Publications
	Reference Books	Indian Financial System – M Y Khan – Tata McGraw Hill Accounting and Finance for Bankers – Indian Institute of Banking & Finance – Macmillan Mudra Banking evamlok with (Money banking & Public Finance)1/e –Dr. S. N. Singh Indian Financial System-A A Avadhani
3	Supplementary Reading Material	Reserve Bank Bulletins Economic Times Business Standard Companies Act Banking Regulation Act
4	Websites	www.bankingandfinancereview.com
5	Journals	Journal of banking and finance International Journal of Banking Accounting and Finance

Semester	III	Specialization	Banking & Insurance Management
Course Code	306 BIM	Type	Specialization – Core
Course Title	Principles and Practices of Insurance		

Course Objectives	
1	To provide a basic understanding of the insurance mechanism and principle of insurance
2	To provide a overview of Indian insurance industry

Unit Number	Contents	Number of Sessions
1	Insurance: Meaning of insurance, Evolution and nature of insurance Meaning of risk and types of risk, management of risks – loss minimization techniques. Scope of insurance, Benefits of insurance, management of risk with insurance different classes of insurance – importance of insurance.	7+2
2	Insurance Terminology: Common terms used in insurance – terms common to both life and non – life insurance –Basic terminology used in Insurance, Various types of Insurance (Life, General, Health).Difference between Life insurance and General insurance.	5+4
3	Principles of insurance: Meaning, importance and applicability of the principle of insurable interest – the principle of indemnity – the principle of subrogation – the principle of contribution – principle of utmost good faith – the relevance of proximate cause – the insurance contract. Disclosure principle.	7+2
4	4.1: Role and Functions of IRDA, Introduction to underwriting, Meaning and Process of Claim management. 4.2: Introduction to Reinsurance and meaning and type of reinsurance.	6+3
5	Overview of Indian Insurance market, Key players of insurance industry, Scope of insurance business in India, Key challenges of Indian Insurance Industry, role of insurance in economic development of India.	6+3

Learning Resources		
1	Text Books & Reference Books	<p>Principles & Practices of Insurance by Dr. E B Khedkar & Dr. D. B. Bharati Himalaya</p> <p>1. Life and health insurance handbook— Davis W. Gregg</p> <p>2. M. N. Srinivasan: Principles of Insurance Law, Wadhwa & Co.</p> <p>3. Rajiv Jain : Insurance Law and Practice, Vidhi Publication Private Limited</p> <p>4. Taxmann : Insurance Manual, Taxmann Publication Private Limited</p> <p>5. Bharat : Manual of insurance Laws, Bharat Publication Private limited</p> <p>6. Dr. Avtar Singh : Law of Insurance, Universal Publication Pvt. Limited</p> <p>7. George E. Rejda : Principles of Risk Management and Insurance</p> <p>8. Principals & Practice of Insurance – Periasamy Himalaya Publications</p> <p>9. Fundamental so Insurance by P K Gupta Himalaya Publications</p>
2	Websites	www.irda.gov.in
3	Journal	<p>Journal of risk and insurance</p> <p>IRDAI-Handbook on Insurance</p>

Semester	III	Specialization	Banking & Insurance Management
Course code	307 BIM	Type	Elective Courses
Course Title	Treasury Management		

Course Objectives:

1. To make students conversant with operational dimensions of monetary and treasury management practices in India.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	Monetary Policy: Objectives-A macroeconomic view-Central Bank Tools to regulate Money Supply-The Impact of Open Market Operations on other Tools of Monetary Policy-the Monetary Ratios-Other Factors that impact Monetary Base and Bank Reserves	5+1
Unit – 2	Credit Policy: Objectives, Theory and Practice, Instruments; Fiscal Policy: Importance of Budgets, Union Budget, State Budget, Finances of Union and State Governments, Finance Commission-Striking balance between inflation and growth Through monetary and fiscal policies.	5+1
Unit – 3	Treasury Management: Objectives of Treasury, Structure and organization, Functions of a Treasurer, Responsibility of a Treasurer	2+1
Unit – 4	Treasury operations: Treasury Instruments- Liquidity Management- CRR/CCIL/RTGS-Objectives, sources and deployment, internal control, Netting- Cost centre/Profit centre, integrated treasury, Planning & control, Risk analysis	3+1
Unit – 5	Treasury and investment policy-Role of IT in treasury management-Regulation and compliance-Internal & External Audit	4+1
	Note : Case Studies are compulsory	

Learning Resources:		
1	Text Books	<p>Treasury Management in India - Avadhani, VA., Himalaya Publishing House, Mumbai</p> <p>Financial Markets & Services - Vasanth Desai, Himalaya Publishing House, Mumbai</p> <p>Indian Financial System, Khan, M.Y., Tata McGraw Hill Publishing Company Ltd., New Delhi</p> <p>Monetary Theory Vaish, MC Vikas Publications, Mumbai</p>
2	Reference Books	<p>1.The Indian Institute of Bankers, Treasury, Investment and Risk Management, Mumbai</p> <p>2. Indian Institute of Banking & Finance, Treasury Management, Mumbai</p> <p>3. Bagchi, Treasury Risk Management, Jaico Publishing House, Mumbai</p> <p>4. Bragg, Treasury Management-The Practitioners Guide, John Willey & Sons, New Delhi</p>
3	Supplementary Reading Material	<p>Reserve Bank Bulletins</p> <p>Economic Times Business Standard</p> <p>Companies Act</p>
4	Websites	www.bankingandfinancereview.com
5	Journals	<p>Journal of banking and finance</p> <p>International Journal of Banking Accounting and Finance</p>

Semester	III	Specialization	Banking & Insurance Management
Course code	308 BIM	Type	Elective Courses
Course Title	Practice of Life Insurance		

Course Objectives:

1. To know the basics of Life Insurance.
2. To understand the different types of life insurance plans & products, and its variations.
3. To learn the method of premium calculation and bonus, the different types of annuity plans.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	PRACTICE OF LIFE INSURANCE: Overview of the Indian Insurance Market – Growth of Insurance business in India – Organizational structure of the Life Insurance Corporation of India (LIC) – Postal Life Insurance – Organizational structure of Postal Life Insurance – Appointment of life insurance agents and their functions – Need of an agent in life insurance selling – Appointment of agents – Remuneration to agents – Trends in life insurance distribution channels	5+1
Unit – 2	PREMIUMS AND BONUSES: Concept of premium – Different types of premium – Different factors considered in calculating premium – Bonus in policies – Different types of bonus in life insurance policies.	4+1
Unit – 3	PLANS OF LIFE INSURANCE: Different types of life insurance plans – Term Plan – Endowment Plan – Money Back Insurance Plan – Whole-Life Insurance Plan – Unit Linked Insurance Plans (ULIPs) – Joint Life Insurance Plans – Child Insurance Plans – Rider benefits – Industrial life insurance – MWP Policies – Keyman insurance – Health insurance and its types.	5+1
Unit – 4	ANNUITIES, GROUP INSURANCE: Understand the concept of annuity – Different types of annuity plans – Advantages and disadvantages of annuity – Annuity Vs Life Insurance – Important terms used in annuity, Importance of group insurance schemes – Main features of group insurance schemes – Eligibility conditions in group insurance – Different types of group insurance schemes – Concept of Unit-linked policies,	4+1
Unit – 5	APPLICATIONS AND ACCEPTANCE: Fundamentals of life insurance contracts – Principles of utmost good faith – Insurable interest – Life insurance policy application and process – Proposal form and related documents.	4+1

Learning Resources:

1	Text Books	<p>A text book on principles and practice of life insurance by G. Krishnaswami.</p> <p>Elements of Banking and Insurance, by Sethi, Jyotsna, Bhatia</p> <p>Principles and Practices of Banking and Insurance by V. S. Gopal and Sumati Gopal</p> <p>Life Insurance Today by Sashi Publications</p>
2	Reference Books	<p>Life and health insurance handbook— Davis W. Gregg</p> <p>Life Insurance: Principles and Practice- Mr. C. S. Kumar & Dr. K. C. Mishra</p> <p>M. N. Mishra & S. B. Mishra (2010)- Insurance – Principles and Practice (17th edition)</p> <p>Legal & Regulatory aspects of Business- Mrs. M V Bakshi & Dr K C Mishra</p>
3	Supplementary Reading Material	<p>Reserve Bank Bulletins</p> <p>Economic Times Business</p> <p>Standard</p> <p>Companies Act</p>
4	Websites	www.bankingandfinancereview.com
5	Journals	<p>Journal of banking and finance</p> <p>International Journal of Banking</p> <p>Accounting and Finance</p>

Semester	III	Specialization	Banking & Insurance Management
Course code	309 BIM	Type	Elective Courses
Course Title	Retail & Universal Banking		

Course Objectives:

1. To enable the students familiarizing with operational aspects of retail Banking products and developing suitable strategies to broaden the retail client base.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	Concept of Retail Banking-Distinction between Retail and Corporate/Wholesale Banking; Retail Products Overview: Customer requirements, products development process, Liabilities and Assets Products, Approval process for retail loans, credit scoring	(Hours: 6+1)
Unit – 2	Important Retail asset products: Home loans, Auto/vehicle loans, Personal loans, Educational loans -Study of these products in terms of Eligibility, Purpose, Amounts, Margin, Security, Disbursement, Moratorium, Prepayment issues, Repayments/Collection; Credit/Debit Cards-Eligibility, Purpose, Amounts, Margin, Security, Process of using the cards, Billing Cycle, Credit Points; Other Products / Remittances/Funds Transfer	(Hours: 5+1)
Unit – 3	Retail Strategies: Tie-up with institutions for retail loans; Delivery Channels- Branch, Extension counters, ATMs, POS, Internet Banking-Banking; Selling process in retail products; Customer Relationship Management-Role and impact of customer relationship management, stages in CRM process; Technology for retail banking	(Hours: 5+1)
Unit – 4	Trends in Retailing-New products like insurance, Demat services, online/phone banking, property services, investment advisory/wealth management, Reverse Mortgage-Growth of e-banking, Cross selling opportunities	(Hours: 5+1)
Unit – 5	Recovery of Retail Loans-Defaults, Rescheduling, recovery process-SARAFESI Act, DRT Act, use of Lok Adalat forum, Recovery Agents-RBI guidelines	(Hours: 4+1)
	Note : Case Studies are compulsory	

Learning Resources:		
1	Text Books	<p>Fundamentals of Retail Banking Agarwal, O.P., Himalaya Publishing House, Mumbai.</p> <p>Banking Marketing Jha, SM, Himalaya Publishing House, Mumbai</p> <p>Indian Financial System, Khan, MY, Tata McGraw Hill Publishing Company Ltd., New Delhi</p> <p>Modern Banking in India, Uppal;, RK,& Bishnupriya N, New Century Publications, New Delhi</p>
2	Reference Books	<p>Indian Institute of Banking & Finance, Retail Banking, Mumbai</p> <p>Banking Services and IT, Uppal, RK, New Century Publications, New Delhi</p> <p>Introduction to financial Planning by Taxmann</p> <p>Elements of Banking and Insurance, by Sethi, Jyotsna, Bhatia</p>
3	Supplementary Reading Material	<p>Reserve Bank Bulletins</p> <p>Economic Times</p> <p>Business Standard</p> <p>Companies Act</p>
4	Websites	www.bankingandfinancereview.com
5	Journals	<p>Journal of banking and finance</p> <p>International Journal of Banking</p> <p>Accounting and Finance</p>

Semester	III	Specialization	Banking & Insurance Management
Course code	310 BIM	Type	Elective Course
Course Title	Practice of General Insurance		

Course Objectives:

1. This course primarily deals with practical aspects of General insurance within the framework of prevailing legislation.
2. It aims at familiarizing the reader with the market structure, procedures and practices, coverage's under various insurance policies, underwriting practices, claims management, accounting, investments and customer service.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	INSURANCE LEGISLATION: The Insurance Act 1938 – Insurance Regulatory & Development Authority (IRDAI) Act 1999 – General Insurance Councils – Amendments to Life Insurance Corporation Act 1956 – Amendments to General Insurance Business (Nationalization) Act regulations issued by IRDAI – Motor Vehicles Act 1988 – Other Acts – Exchange Control Regulations – Consumer Protection Act 1986 – Insurance Ombudsman, Market – Statutes & Regulations that affect conduct of business in India,	5+1
Unit – 2	INSURANCE MARKET: Historical – Present scenario – Agents – Corporate Agents – Brokers – Third Party Administrators (TPA) – Surveyors / loss Assessors – Overseas Markets – U K – U S A,	4+1
Unit – 3	INSURANCE FORMS: Proposal Forms – Cover Notes – Certificate of Insurance – Policy Forms – Endorsements – Interpretation of policies – Co-insurance – Standard policies.	3+1
Unit – 4	FIRE & MARINE INSURANCE COVERAGES: Fire insurance Coverage's – Marine insurance Coverage's – Types of Marine insurance policies – Duty & increased value insurance.	4+1
Unit – 5	MISCELLANEOUS COVERAGES: Motor insurance – Liability only policy – Package policy – Personal Accident insurance – health insurance – Burglary insurance – Baggage insurance – Legal Liability insurance – Public & Product Liability insurances – Professional Indemnity insurance – Workmen's Compensation insurance – Fidelity Guarantee insurance – Banker's Indemnity insurance – Carrier's Legal Liability insurance – Jewelers' Block insurance – Composite policies – Aviation insurance – Engineering insurance – Rural insurances – Micro insurance. Industrial All Risks insurance – Advance Loss of Profits	5+1

	insurance – Oil & Energy Risks insurance – Satellite insurance	
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Learning Resources:		
1	Text Books	<p>General Insurance: Business Operations in executing: Dr. K C Mishra</p> <p>B. D. Bhargav (2008)- Insurance Theory And Practice (First edition)</p> <p>M. N. Mishra & S. B. Mishra (2010)- Insurance – Principles and Practice (17th edition)</p> <p>Principle & Prctice of Non Life Insurance- P K Gupta Himalaya Publications</p>
2	Reference Books	<p>1. General Insurance, John Magee & David Bicklhaupt</p> <p>2. Operational Transformation of General Insurance Industry during the period 1950 to 1990 & Beyond, R. D.Samarth</p> <p>3. Study on Distribution Functions in General Insurance & Role of Intermediaries, Arun Agarwal / P R Rao</p> <p>4. General Insurance for Information Technology Professionals, Martin Frappoli.</p>
3	Supplementary Reading Material	<p>Economic Times</p> <p>Business Standard</p> <p>The Hindu</p> <p>IRDAI Publication</p>
4	Websites	<p>www.irda.gov.in</p>
5	Journals	<p>Journal of risk and insurance</p> <p>IRDAI-Handbook on Insurance</p>

Semester	III	Specialization	Banking Insurance Management
Course code	311 BIM	Type	Elective Course
Course Title	E-Banking		

Course Objectives:

1. To make the students conversant with e-banking products in terms of delivery, security and controls with reference to India

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	Introduction to E-Banking-Impact of Information Technology on Banking- Changing Financial Environment and IT as a strategic response Hardware and Software.	5+1
Unit – 2	Applications in Banking-Centralized Banking System/Core Banking System/System Administration, Database Administration, Application Server and Application Administration, Network Administration, Domains, Data Downloads/Uploads, Band widths, Data Centre, Data Storage Devices, Data Backups/Restoration;	5+1
Unit – 3	Delivery Channels-ATM, EFTPOS, Phone Banking, Internet Banking, SMS Banking, Mobile Banking, Credit/Debit Cards, Smart Cards, E-Commerce-Secure Electronic Transfer(SET), Payment Gateways (Credit card/Debitcards), Authentication of payments, etc.	4+1
Unit – 4	Security, Controls and Guidelines- Threats to Information System: i)Physical (Insiders/outside) ii) Viruses, Worms, Trojan horse, Malwares, Software bombs, Phishing, Spoofing, Spamming, denial of service attacks, etc., Information System Security Measures, policy, controls	4+1
Unit – 5	Basel guidelines for E-Banking, various RBI Committee Reports on Information	3+1

	Systems.	
	Note : Case Studies are compulsory	

Learning Resources:		
1	Text Books	<p>Internet Banking & Shopping by G Chapman</p> <p>E Banking & emerging multidisciplinary processes – Mohommad Ali Sarlak</p> <p>Indian Banking-Nature and Problems, Vasantha Desai, Himalaya Publishing House, Mumbai.</p>
2	Reference Books	<p>Banking with Technology, Uppal RK, New Century Publications, New Delhi</p> <p>Information System for Modern Management Murdick RG, Ross JHE and Clagget JR Prentice Hall of India, New Delhi</p>
3	Supplementary Reading Material	<p>Reserve Bank Bulletins</p> <p>Economic Times Business Standard</p> <p>Companies Act</p>
4	Websites	www.bankingandfinancereview.com
5	Journals	<p>Journal of banking and finance</p> <p>International Journal of Banking Accounting and Finance</p>

Semester	III	Specialization	Banking & Insurance Management
Course code	312 BIM	Type	Elective Course
Course Title	Financial Inclusion		

Course Objectives:

1. To know about the details of Financial Inclusion.
2. To have an idea about the working of NGOs / SHGs.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	Financial inclusion: Concept and its role in inclusive growth- Micro credit, micro insurance scheme - Business Facilitators	4+1
Unit – 2	Business Correspondents in rural financing- SHGs/NGOs, linkages with banking, latest guidelines of GOI and RBI	4+1
Unit – 3	Priority Sector Financing and Govt. initiatives: Components of priority sector- RBI Guidelines; Government initiatives: Poverty alleviation programmes/Employment programmes/Production oriented programmes-	3+1
Unit – 4	Rural housing and Urban housing schemes under priority sector-Educational loans	3+1
Unit – 5	V-Problems and prospects of Rural Banking: Problems of rural branches of Commercial banks and regional rural banks-emerging trends in rural banking-financing poor as bankable opportunity.	4+1
	Note : Case Studies are compulsory	

Learning Resources:

1	Text Books	Financial Inclusion And Poverty Alleviation In India: Ajay Kumar Tomar Financial Inclusion In India Issues And Challenges by Ramesh
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		Financial Inclusion For Inclusive Growth Indian Institute of Banking & Finance, Rural Banking, Mumbai
2	Reference Books	Banking in the New Millenium, Guruswamy, S., New Century Publications, New Delhi Banking Sector Reforms in India, Uppal RK, & Rimpi Kaur, New Century Publications, New Delhi New Dimensions of Bank Management, Shyam Ji Mehrotra, Skylark Publications, New Delhi
3	Supplementary Reading Material	RBI Publication Economic Times Business Standard
4	Websites	www.bankingandfinancereview.com
5	Journals	Journal of banking and finance International Journal of Banking Accounting and Finance

Semester	III	Specialization	Banking & Insurance Management
Course code	313 BIM	Type	Elective Course
Course Title	Corporate Insurance Management		

Course Objectives:

1. The course is framed to create an appreciation of the importance of the Regulatory Environment necessary for the orderly and smooth functioning of the Insurance Business in India.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	The Concept of Corporate Insurance and its Evolution: The basics and nature of corporate insurance – evolution and nature of corporate insurance – how insurance operates today – different classes of insurance – importance of corporate insurance – how insurance takes care of unexpected eventualities	4+1
Unit – 2	IRDA Functions and Insurance Councils: Mission and Composition of IRDA –Duties and powers and Functions of IRDA –Regulations issued –Motor Vehicle Act 1988 – Salient features – No Fault liability – Hit and Run Accidents – Marine Insurance Act – The Bill of Lading Act – Indian Railways Act – Carriage of Goods by Sea act and various other acts – Workmen's compensation Act – Employee State Insurance Act – Public Liability act – General and Life Insurance Councils – Formation, duration and dissolution of Executive committee – Functions and Powers of the executive committee.	6+1
Unit – 3	Regulations on Conduct of Business: IRDA regulations on Obligation of Insurers for rural and Social sector – Classification of Rural – Obligations for Rural and social sector before and Sixth financial Plan onwards – Micro Insurance –concept and origin – Govt. recommendations on Micro Insurance – Conditions for Micro Insurance Agents – Life and Non-life Micro Insurers Product parameters – Regulation and working of ULIPs – IRDA guidelines	5+1
Unit – 4	Risk Management and Reinsurance: Economics of insurance; Managerial aspects of risk management; Reinsurance-legal principles and methods of reinsurance	3+1
Unit – 5	International Trends In Corporate Insurance Regulation: Purpose and area of focus of regulations – Regulatory systems of other countries.	3+1

Learning Resources:

1	Text Books	<p>General Insurance, John Magee & David Bickelhaupt B. D. Bhargav (2008)- Insurance Theory And Practice (First edition)</p> <p>M. N. Mishra & S. B. Mishra (2010)- Insurance – Principles and Practice (17th edition)</p>
2	Reference Books	<p>1. Agarwal, OP, Banking & Insurance, Himalaya Publishing House, Mumbai</p> <p>2. George E Rejda, Principles of Risk Management & Insurance, Pearson Education, New Delhi</p> <p>3. Balachandran S., General Insurance, Insurance Institute of India, Mumbai</p> <p>4. Arthur C., William Jr., Michael Smith, Peter Young, Risk Management and Insurance, Tata McGraw Hill Publishing Company, New Delhi</p> <p>5. Tripathy Nalini Prava & Prabir Pal, Insurance Theory & Practice, Prentice Hall of India Pvt. Ltd., New Delhi</p> <p>6. Balachandran S., Life Insurance, Insurance Institute of India, Mumbai</p>
3	Supplementary Reading Material	<p>Right to Information Act Guidelines for Grievance Redressal by Insurance Companies</p>
4	Websites	IRDAI
5	Journals	<p>Journal of risk and insurance</p> <p>IRDAI-Handbook on Insurance</p>

Semester	III	Specialization	Banking & Insurance Management
Course code	314 BIM	Type	Elective Course
Course Title	Marketing of Financial Services		

Course Objectives:

1. To know financial services.
2. To understand marketing of financial services.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	Evolution of Financial Services – Meaning of Financial Services – Various types of Financial Services, Fund based and Non-fund based – Significance of Financial Services – Growth of Financial Services in India – Emerging Trends in Financial Services – Constraints to the growth of Financial Services.	5+1
Unit – 2	Mutual Funds Concept – History of Mutual fund Industry in India – Different Schemes – Fund Accounting and Valuation – Advantages – UTI: Objective – Functions – Regulation– Performance Measurement and Evaluation of Mutual Fund Schemes – Unit holder's Protection.	4+1
Unit – 3	Merchant Banking – Facets of Merchant Banking - Functions – Legal and Regulatory Frameworks – Relevant Provisions of Companies Act – SEBI Guidelines – Role in Issue Management, Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing.	5+1
Unit – 4	Other Financial Services – Leasing and Hire Purchase – Factoring and Forfeiting – consumer Finance – Securitization – Venture Capital – Loan Syndication –	4+1

	Custodial and Depository Services – Credit rating.	
Unit – 5	Marketing of Financial Services – Categories of Financial Products – Insurance, Banks, Stocks, Mutual Funds, Pension Plans, other Savings Products – Financial Services Marketing Environment – Micro and Macro Environmental Forces – Marketing Mix for Financial Services – Promotional Strategies – Customer Relations and Servicing.	4+1

Learning Resources:		
1	Text Books	Financial Services, M. Y. Khan Tata McGraw Hill. Indian Financial System Machiraju, Vikas Publishing House Emerging Scenario of Financial Services E. Gordon and K. Natarajan Himalaya Publishing House, Mumbai.
2	Reference Books	Merchant banking and Financial Services S. Gurusamy Cengage South – Western. Mutual Funds in India, Sadhale H., Sage, New Delhi Financial Markets and financial services, Vasant Desai Himalaya Publishing house
3	Supplementary Reading Material	Right to Information Act Guidelines for Grievance Redressal by Insurance Companies
4	Websites	IRDAI
5	Journals	Journal of risk and insurance IRDAI-Handbook on Insurance

Semester	III	Specialization	Banking & Insurance Management
Course code	315 BIM	Type	Elective Course
Course Title	Marketing of Insurance Services		

Course Objectives:

1. To familiarize the students with the concept & tools of marketing
2. To provide skills for evaluating competition and develop strategies of marketing

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	Concept- scope of marketing – marketing orientations, production, product, selling, marketing and societal – concepts – emergence and growth of services – understanding the marketing environment- Marketing mix for services – Developing marketing plan	5+1
Unit – 2	Consumer Behaviour – factors influencing purchase decisions – Purchase process – Marketing research – Definition- Steps Research approaches and techniques – forecasting Market demand	5+1
Unit – 3	Market Segmentation – Factors influencing segmentation – Segmentation approaches targeting- Differentiated and undifferentiated marketing – positioning ; concept and approaches – Repositioning	4+1
Unit – 4	Developing insurance services mix- service product – service pricing – promotion- distribution – physical evidence – People – Service delivery process – product / service life cycle – New service product planning and development – understanding power of branding – brand equity – insurance salesmanship	5+1
Unit – 5	Service quality for Competitive advantage – Customer relationship management – Marketing strategies for different insurance services and businesses – e-selling of insurance and other advancements.	4+1

Learning Resources:		
1	Text Books	Lovelock, Christopher et al Service Marketing, Pearson Education New Delhi
2	Reference Books	<ol style="list-style-type: none"> 1. Harsh V Verma, Services Marketing- Pearson Education New Delhi 2. Vinnie Jauhari, Services Marketing & Management, Oxford University Press, Mumbai 3. Course Book . IC-31, Insurance Salesmanship, Insurance Institute of India ; Mumbai 4. S.M.Jha, Services Marketing, Himalaya Publishing House
3	Supplementary Reading Material	Economic Times Business Standard The Hindu IRDAI Publication
4	Websites	www.icmrindia.org , www.gremler.nets , www.wiley.com , www.palgrave.com www.emeraldinsight.com
5	Journals	Emerald- Journal of Services marketing, Sage- Journal of Marketing & Services Journal of financial services Marketing, Market logy Journal of marketing

Semester	III	Specialization	Banking & Insurance Management
Course code	316 BIM	Type	Elective Course
Course Title	Rural Banking & Micro Finance		

Course Objectives:

1. To understand the concept of Rural Banking.
2. To know about Micro Finance.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	Rural India: Demographic features-Economic features-Rural poverty-main causes and methods of measuring rural poverty-Rural Infrastructure-Rural Development Policy-Govt. policies and programmes-Economic Reforms and its impact on rural economy	5+1
Unit – 2	Financing Rural Development: Functions and policies of RBI and NABARD ;Rural Credit Institutions-Role and functions -Role of Information and Communication Technologies in rural banking- Regulation of Rural Financial Services;	4+1
Unit – 3	Genesis and evolution of microfinance: different models of microfinance operating in India; study of the Self Help Group-Bank Linkage Programme (SBLP) as an innovative strategy of microfinance evolved in India.	5+1
Unit – 4	Outline of subsidy-linked credit programmes of the Government like PMRY, SGSY, SJSRY & SLRS, etc. Initiatives of the Government (without subsidy-link) like Kisan Credit Card (KCC) scheme, Financing of Agriclincs/Agribusiness Centres etc. and the	5+1

	DifferentialRate of Interest (DRI) scheme.	
Unit – 5	Overview of Lead Bank Scheme (LBS) and Service Area Approach (SAA) and the framework envisaged under LBS and SAA for achieving co-ordination at various levels -aimed at facilitating effective implementation of the social banking initiative. Reference in this context will be made to the functioning of forums of coordination like DCC, SC & DLRC at the district-level and SLBC at the State-level (all constituted under LBS) and BLBC (constituted under SAA).	4+1

Learning Resources:		
1	Text Books	Indian Banking-Nature and Problems, Vasantha Desai, Himalaya Publishing House, Mumbai Rural Banking, Pai Panandikar & NC Mehra, National Institute of Bank Management, Pune Indian Financial System, Khan, M.Y., Tata McGraw Hill Publishing Company Ltd., New Delhi
2	Reference Books	Rural Banking by S C Bandyopadhyay
3	Supplementary Reading Material	Bankers Handbook by Taxmann Publication
4	Websites	www.icmrindia.org , www.gremler.nets , www.wiley.com , www.palgrave.com www.emeraldinsight.com
5	Journals	Journal of financial services Marketing, Market logy Journal of marketing

Semester	III	Specialization	Banking & Insurance Management
Course code	317 BIM	Type	Elective Course
Course Title	Personal Financial Planning		

Course Objectives:

1. To Know basics of financial planning.
2. To understand the concept of tax planning.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	BASICS OF FINANCIAL PLANNING: What is Financial Planning – Needs for Financial Planning – Disintegration of the Joint Family System – Multiple Investment Options – Changing Lifestyles – Inflation – Increased longevity – Other Contingencies – Right time to start Financial Planning – Financial Advisory Services - Financial Planner – Steps process of Financial Planning – Personal Financial Statements – Personal Financial Ratio – Certification requirement for a financial planner – Checking – Regulatory Authority	5+1
Unit – 2	PORTFOLIO MANAGEMENT: What is Portfolio Management – Portfolio Manager - Portfolio Theory – Stages in Portfolio Management - Tax benefits - Investment Horizon – Asset Allocation – Portfolio Management Strategies - Constraints in Portfolio Revision - Portfolio Performance Evaluation.	4+1

Unit – 3	INVESTMENT VEHICLES: Meaning of investment vehicles – Classification of investment – Bonds and Debentures – Types of Bonds – Mutual Funds – Fixed Maturity Plans - Tax advantages under Fixed maturity plans.	4+1
Unit – 4	RETIREMENT PLANNING: Need for Retirement Planning - Need for income replacement in retirement – Schemes available – Sources for funding retirement corpus – Government sponsored plans – National pension System – Income tax concession – Employer Sponsored Pension Plans - Defined Benefit Plans – Voluntary Pension Plans or Annuity Plans – Optimizing returns on retirement plans – Maintenance of Retirement Plan – Pensions in US – Types of IRAs.	5+1
Unit-5	TAX PLANNING: What is Tax Planning – Income Tax Law in India – Basic Concept – Definitions – Income Tax Rates – Education Cess – Incomes Exempt from Income Tax – Classification of Heads of Income – Income tax on Salary – VRS guidelines – Quantum Exemptions – Tax Free perquisites – Income from House Property – Gross Annual Value – Profits and Gains of Business or Professions – Depreciation & its definition – Capital Gains – Income from other sources – Deductions – Clubbing of Income – Aggregation of Income – Deductions and Rebates – Rebates and Reliefs – Wealth Tax – Gift Tax.	5+1

Learning Resources:		
1	Text Books	V.V. Bhatt – Financial System: Sage, New Delhi. Periasamy p. – Principles and Practices of Insurance – MUMBAI Himalaya
2	Reference Books	Introduction to financial Planning by Taxmann Personal Tax Planning by Yashaswi Basics of Banking & Insurance by Shri Pravin M V & Dr K Venugopalan
3	Supplementary Reading Material	Bankers Handbook by Taxmann Publication
4	Websites	www.icmrindia.org , www.gremier.nets , www.wiley.com , www.palgrave.com www.emeraldinsight.com
5	Journals	Journal of financial services Marketing, Market logy Journal of marketing

Semester	III	Specialization	Banking & Insurance Management
Course code	318 BIM	Type	Electric Course
Course Title	Property Insurance		

Course Objectives:			
1.	To know the meaning of Property Insurance.		
2.	To understand the procedure of claims.		

Syllabus:

Unit Number	Contents	No. of Sessions
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Unit – 1	BASIC PRINCIPLES & THE FIRE POLICY: Background – Insurable Property – Indian Contracts Act 1872 – Basic Principles of Insurance – Utmost Good Faith – Insurable Interest – Indemnity – Terms Relating to sum insured viz. Reinstatement Value, Market Value, Book Value – Subrogation – Contribution – Fire Tariff & its Sections – Standard Fire & Special Perils Policy – Insured Perils – General Exclusions – Conditions. Information through Proposal Form – Risk Inspection Report – Premium – Cover Note – Warranties & Clauses – Policy Schedule – Endorsements – Renewal Notice.	6+1
Unit – 2	ADD ON COVERS & SPECIAL POLICIES: Spontaneous Combustion – Earthquake – Forest Fire – Impact Damage – Architects etc Fees – Debris Removal – Reinstatement Value Policies & Local Authorities Clause – Declaration Policies – Floating Policies – Floater Declaration Policies – Special Clauses.	5+1
Unit – 3	FIRE HAZARDS AND FIRE PREVENTION: Hazard Based Risk Classification – Originating Hazards – Contributory Hazards – Hazards Originating from Construction – Constructional Features – Silent Risk – Hazards Arising from Goods – Miscellaneous Hazards – Fire Protection Systems – Good Housekeeping.	4+1
Unit – 4	ERSTWHILE TARIFF RULES & RATING: The Standard Fire & Special Perils Policy – Partial Insurance – Short Period Rates – Cancellation of Policies – Mid-term Cover – Rating – Simple Risks – List of Hazardous Goods – Industrial & Manufacturing Risks – Utilities – Storage Risks – Classification of Goods – Tanks & Gas Holders,	5+1
Unit- 5	CLAIMS PROCEDURAL ASPECTS: First Step on Receiving Intimation of a Claim – Registration – Issue of Claims Form – Appointment of Surveyor – Preliminary Survey Report – Process of Surveying & Loss Assessment – Examination of Policies – Inspection of Scene of Loss – Cause of Loss – Assessment of Loss – Final Survey Report and its Contents – Final Assessment of Loss.	4+1

Learning Resources:		
1	Text Books	V.V. Bhatt – Financial System: Sage, New Delhi. Indian Financial System in the World Monetary Order by H Y Kulkarni
2	Reference Books	Periasamy p. – Principles and Practices of Insurance – MUMBAI Himalaya
3	Supplementary Reading Material	Right to Information Act Guidelines for Grievance Redressal by Insurance Companies
4	Websites	IRDAI
5	Journals	Journal of risk and insurance IRDAI-Handbook on Insurance

MBA SYLLABUS: SEMESTER III
HEALTHCARE MANAGEMENT – SPECIALIZATION

Semester	III	Specialization	Health Care
Course Code	305 HM	Type	Generic – Core
Course Title	Introduction to Healthcare Management		

Course Objectives:	
1	Introduction to Healthcare Management & Healthcare Services.
2	To create awareness about the Healthcare Delivery.

Syllabus:

Unit Number		Number of Sessions
1	Introduction to Health Care Management, Classical Management & Healthcare Services.	2 + 4
2	Organization Theories & Health Services Management and The Managerial Role.	2 + 4
3	Managerial Role: A Framework for Thinking as well as in Practices.	2 + 4
4	Concept of Motivation and Motivating People in Health Care Delivery.	2 + 4
5	Groups and Teams Organizational Learning, Innovation and Change	6

Note:

Learning Resources:		
1	Text Books	Organizing Design and Behavior in Health Care Services: Stephen M. Shortell, Arnold D. Kaluzny: CENGAGE Lernings Healthcare Management Ruchi Singh Himalaya Publishing House.
2	Reference Books	Hospital Management by S. M. Jha Organization Design and Behavior in Health Care Services: Cengage Learning Stephen M Shortell
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Health Care
Course Code	306 HM	Type	Generic – Core
Course Title	Information Technology in Healthcare		

Course Objectives:

1	Use of Information technology in Healthcare industry.
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2	To acquaint the students with Hospital Information Systems.
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Syllabus:

Unit Number		Number of Sessions
1	Introduction to information: Scope, Components of hardware and software. Health Care Informatics: Introduction, Standardized languages in practice. Health IT Architecture: Information Technology architecture models in healthcare organizations, Service-oriented structures. Concept of biosignal processing and Medical Imaging.	2 + 4
2	Computer Networks- LAN, WAN, ISDN, VSAT. The Internet- structure, role in Medicine. Mobile IT devices in healthcare. Telemedicine and applications- Architecture of major telemedicine systems in India. Information compression, storage and transmission standards, wireless telemetry,	2 + 4
3	Necessity of standards for electronic health, security issues, cyber laws, ethical and medico legal issues in patient information exchange. Healthcare Information Regulations & Standards: Legal Aspects of Managing Health information, Health records and Privacy, Health Level standards- HL7. Integrated Health information Systems.	2 + 4
4	Introduction to medical databases: Electronic Medical Record, Electronic Health Record. National and International regulations. Data collection, Data analysis, Data Presentation in Medical systems. Systems Implementation and Integration, Interface Engine. Patient registries/patient portals/Health information exchange.	2 + 4
5	Hospital Information Systems – Definition, Structure and Application, system Advantages. Nursing Informatics, Automated clinical laboratory systems. Pharmacy information system. Electronic Health- overview, implementation of various systems.	6

Note:

Learning Resources:		
1	Text Books	Healthcare Management by Ruchi Singh Himalaya Publishing House
2	Reference Books	Introduction to Health Services, 7th Edition Stephen J. Williams Economics of Healthcare: Cengage Learning- Paul Feldstein
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Health Care
Course Code	307	Type	Elective
Course Title	Healthcare System in India – Public and Private		

Course Objectives:	
1	To create awareness about the Healthcare sector in India.
2	To give the students an overview about the Public and private Healthcare sector.

Syllabus:

Unit Number		Number of Sessions
1	Definition and meaning of Health, Holistic approach to health, Basic information relating to health, Historical development of health care system in India.	2 + 4
2	Definition and meaning of hospital, historical development of hospitals, growth of hospital in India, Changing concept of hospital during 1900-2003.	2 + 4
3	The modern hospital, A complex entity, Present status of hospitals in India, Present State of Govt. hospital, National Health policy, Goals for Health for all by 2000 AD and beyond.	2 + 4
4	Health committee and their recommendation, Health plans outlay during 1951-2003, Hospital viewed as a system, Role of Hospitals, Hospital Viewed as a Social system.	2 + 4

5	Peculiarities of hospital systems, benefits to the Healthcare systems, Overview of Health Care delivery system.	6
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Learning Resources:		
1	Text Books	1. Medical & Healthcare Books & Serials in Print, 1999 by R.R. Bowker (Editor) 2. Healthcare Management Lawton Robert burns
2	Reference Books	Essential Books for Understanding Population Health and Healthcare: July 2015 by JA Muir Gray
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Health Care
Course Code	308	Type	Elective
Course Title	Healthcare System in the US / UK		

Course Objectives:

1	To acquaint the students with the global perspective of Healthcare industry.
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Syllabus:

Unit Number		Number of Sessions
1	The reforms of Healthcare System- the healthcare system in US/UK & Canada.	2 + 4
2	The future of Healthcare System - Canadian lessons in Healthcare reforms.	2 + 4
3	Future of Healthcare System International Health under United Nations- History & Evolutions. Health manpower planning & distribution. Economics of Health manpower planning & political process.	2 + 4
4	Evaluating health Systems. Role of hospitals in Primary health Care. Administration of rural hospitals.	2 + 4
5	Managerial process in National Health Development. Cost benefit analysis in healthcare field.	6

Learning Resources:

1	Text Books	1. The Evolution of International Health System, Cumper G.E, OUP New York, 1991 2. Delivering Healthcare in America by Leiyushi and Douglas A. Singh
2	Reference Books	Management of Hospital (4 Vols), S.L Goel & R. Kumar, Deep & Deep Publications Pvt. Ltd.
3	Supplementary Reading Material	
4	Websites	

5	Journals	
Semester	III	Specialization
Course Code	309	Type
Course Title	Healthcare Data Analytics Part - I	
		Health Care
		Elective

Course Objectives:

1	Develop skills in creating and analyzing effective healthcare surveys, including and quantitative techniques.
2	Evaluate models of how to converge disparate data to support healthcare delivery and outcomes.

Syllabus:

Unit Number		Number of Sessions
1	Over view : Review basic probability and statistics (concepts, probability distributions, descriptive statistics, confidence intervals, hypothesis testing)	2 + 4
2	Excel basics: descriptive statistics, confidence intervals, hypothesis testing.	2 + 4
3	Research Design: Introduction of research design theory and models, Describe “casual relationship” and different research designs, Concepts of internal and external validity.	2 + 4
4	Data collection techniques, sampling techniques and survey questionnaire design.	2 + 4
5	Scaling Techniques: Ordinal, Nominal, Interval and Ratio, its Importance and limitations in data Analysis. Basic Statistical Techniques for Analysis of Measurement and Non-Measurement Data.	6

Learning Resources:

1	Text Books	<ol style="list-style-type: none"> 1. Fundamentals of Statistics by Gupta S. G. Himalaya Publications. 2. DeVellis, Robert F. (2012). Scale Development: Theory and Applications; Third Edition. Thousand Oaks, CA: Sage Publications. 3. Research Methodology by Neeraja Scitech Publication
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2	Reference Books	1. Guyatt, GH. (2000). Making Sense of Quality-of-Life Data. Medical Care.		
3	Supplementary Reading Material			
4	Websites			
5	Journals	1. Journal of Sleep Research 2. Canadian Medical Association Journal		
Semester		III	Specialization	Health Care
Course Code		310 HM	Type	Elective
Course Title		Healthcare Operations Part - I		

Course Objectives:

1	To assist the students in developing professional skills relating to Indian Healthcare Industry.
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Syllabus:

Unit Number		Number of Sessions
1	Epidemiological basis for healthcare management.	2 + 4
2	Management development-towards development of professional management of Indian Healthcare Industry and Indian Hospitals.	2 + 4
3	Management of Indian Hospitals- challenges & strategies.	2 + 4
4	Modern Techniques of hospital management. Operation concept- use of models.	2 + 4
5	Health services research & formalized managerial methods.	6

Note:

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Learning Resources:

1	Text Books	Management of Hospital (4 Vols), S.L Goel & R. Kumar, Deep & Deep
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		Publications Pvt. Ltd	
2	Reference Books	1. Hospital Mgmt. In Tropics & Subtropics, James A. William, McMillan , London,1991. 2. Dr. S M Jha "Hospital Management"	
3	Supplementary Reading Material		
4	Websites		
5	Journals		
Semester		III	Specialization
Course Code		311 HM	Type
Course Title		Health Insurance Industry	
		Health Care	
		Elective	

Course Objectives:	
1	To acquaint students to the concept of health insurance, product development, and various health insurance products-both at individual and group level.
2	To aware the students about services of health insurance, underwriting of health, insurance policies, marketing of insurance policies, claims management, third-party administration etc.

Syllabus:

Unit Number		Number of Sessions
1	Introduction: History of Health Insurance, Principles of Health Insurance, Health Insurance Products, Group Insurance Products, Product design, Development and valuation, current trends in Health Insurance - International and Indian scenario. Concepts of insurance in life and Non-life insurance.	2 + 4
2	Operations in Health Insurance: Introduction to Claims management, significance of claims settlement, nature of claims from various classes of insurance, role of Third Party Administrators.	2 + 4
3	Operations in Health Insurance: Introduction to Claims management, significance of claims settlement, nature of claims from various classes of insurance, role of Third Party Administrators.	2 + 4
4	Economic and financial management of Health Insurance Risk assessment, underwriting and premium setting, tax planning. IT Applications and Legal framework in Health Insurance Information Technology and Insurance, legal	2 + 4

	framework and documentation, ethical issues.	
5	Marketing and servicing of Health Insurance, Different elements of insurance marketing, uniqueness of insurance markets, distribution Channels for selling insurance: role of regulatory authority in supervising promotional	6

Note:

Learning Resources:		
1	Text Books	1. Kenneth Black,Jr. Harold D.Skipper,Jr, Life and Health Insurance, thirteenth edition, Pearson Education Pte. Ltd., Delhi, 2003. 2. Principles and Practice of Nonlife insurance by P. K. Gupta
2	Reference Books	Board of editors, Group and Health Insurance vol. I -III, the ICFAI University Press, Hyderabad, 2004. U.Jawaharlal (editor), Insurance Industry, the current scenario, the ICFAI University Press, Hyderabad, 2005.
3	Supplementary Reading Material	National Insurance - Monographs on Insurance Management IRDA Guidelines on Health Insurance - Govt. of India
4	Websites	www.prgindia.com .
5	Journals	Insurance Chronicle, The Insurance Times

Semester	III	Specialization	Health Care
Course Code	312 HM	Type	Elective
Course Title	Healthcare clinical and Non clinical services		

Course Objectives:	
1	
2	

Syllabus:

Unit Number		Number of Sessions
1	Health Administration in India, Health Care Delivery System	2 + 4
2	National Health Policy, National Health Programmers': Tuberculosis's control Programmers, Dots, and Programmers for control of Blindness, Family welfare programmers; AIDS control programmers, role & functions of National AIDS Control Organization (NACO).	2 + 4
3	Epidemiological Triad, Levels of Disease Prevention, Research Methodology, Radiology Services, Pathology & Clinical Laboratory, Central Sterile Supply Department, Laundry & Linen Services.	2 + 4
4	Engineering Services, Maintenance of Building, Campus & Utilities, Biomedical services, Fire safety.	2 + 4
5	Quality Management in Health Care, Quality control, ISO, ISO standards, Hospital Accreditation, Role of Quality Council of India (QCI), National	6

	Accreditation Board of Hospitals (NABH).	
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Learning Resources:

1	Text Books	1. Park's Text Book of Preventive & Social Medicine –By K. Park - Banarasidas Bhanot, Jabalpur. 2. Essential of Hospital Support Services & Physical Infrastructure – By Madhuri Sharma – Jaypee Brothers, New Delhi.
2	Reference Books	Medical Records Organisation & Management – By G.P. Mogli – Jaypee Brothers, New Delhi.
3	Supplementary Reading Material	Total Quality Management – By V.V. Gopal – ICFAI University Press. Marketing – Roberg Kerin & Steven W. Hartcey – McGraw Hill.
4	Websites	
5	Journals	

MBA SYLLABUS: SEMESTER III
ENTREPRENEURSHIP DEVELOPMENT – SPECIALIZATION

Semester	III	Elective	Entrepreneurship Development
Course Code	305ED	Type	Subject – Core
Course Title	Change, Creativity, Innovation and Entrepreneurship		

Course Objectives:	
1	To sensitize student to critical thinking, nurturing team work and change
2	To prepare students for fostering entrepreneurial leadership and institutional culture

Syllabus:

Unit Number	Contents	Number of Sessions
1	The Process of Change, Creativity & Innovation: Organizational Change – Definition & Key Dimensions, Factors that Promote Change, Creativity & Innovation, Theories of Innovation and Levels & Types of Innovation, The age of Creativity, Creativity & National prosperity, Creative Industries & potential for growth.	5 + 2
2	The Individual – Promoting Critical Thinking: Cognitive factors - Implications for HRM, Personality Traits - Implications for HRM, Knowledge – Explicit & Implicit, Informal and Tacit, Knowledge for creativity - Implications for HRM, Motivation – Types of Motivation. The Group – Nurturing Team Work: Difference between groups and teams, Why do people join teams? Team Development process, Why do teams fail? Blind conformity, Group Think, Social loafing. Team Inputs - size, longevity, task, Knowledge, Skills and Abilities (KSAs), Resourcing of the team, Team composition. Team processes – Action processes. Brainstorming. Electronic Brainstorming. Nominal Group Technique (NGT). Trust – Conflict – Team cohesiveness. Moderators of Team Performance – Task Type, Task Leadership. Team outcomes.	5 + 2
3	The Leader – Promoting New Ideas at Work: Defining Leadership, Difference between Managers and Leaders, Ingredients of Leadership, Trait approaches to Leadership, Behavioural approaches to Leadership, Managerial Grid, Contingency theories – Fiedler model, Hersey Blanchard situational theory, Leader participation model, Push-Goal Theory. Transformational and transactional leadership. Charismatic and Visionary Leadership. Leading change, creativity & Innovation –Leadership and change, Ingredients of leadership for creativity & Innovation. Challenges in leading for creativity & Innovation.	5 + 2
4	The Internal Environment – Orchestrating Structure, Systems and Resources; The Balanced Score Card – Value Creation and Performance management. Organizational Structure – work specifications, departmentalization, chain of command, span of control, centralization and decentralization, Formalization. Situational factors – Corporate Strategy, Organizational Size and Environmental uncertainty. Structural forms – Traditional and contemporary forms. Organizing for change, creativity and innovation - Goal Setting and reward Systems. Evaluation. Resources – Sufficient resourcing. Systems of Communication.	5 + 2

5	<p>Culture – Enabling & Constraining Creative Processes at Work: Organizational culture, Different Perspectives of Organizational culture, Can we manage Organizational culture? Culture as an important ingredient of Organizational Creativity. Norms that promote Creativity and Innovation, Norms that promote Implementation. Principles of creativity and innovation. Do strong, cohesive cultures hinder innovation?</p> <p>The Organization – Managing Process of Change: Change and Organizations, Change Drivers, People and Change, The problem of resistance, Organizational Development approach to change, Situational Approach to Change Management, Political process approach to change management, Processual perspective for understanding change. Studying change over time.</p>	5 + 2
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Learning Resources:		
1	Text Books	Managing Change, Creativity & Innovation, Constantine Andriopoulos and Patrick Dawson. Sage Publications.
2	Reference Books	<p>Innovation Management, Allan Afuah, Oxford Indian Edition. Entrepreneurship Development: Concept and Cases by Dr. D. B. Bharati and Dr. Yogeshwari L. Giri Business Innovation in the 21st Century, Praveen Gupta, SChand. Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi. Adair on Creativity and Innovation Edited by Neil Thomas, Viva Books.</p>
3	Supplementary Reading Material	<p>Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition. Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press. The Innovator's Toolkit, Harvard Business Press. Fastback to Success Innovation, Andy Bruce and David Birchall, Prentice Hall - Financial Times. Getting to Innovation, Arthur B Van Gundy, PHI – Eastern Economy Edition.</p>
4	Websites	- -
5	Journals	- -

Semester	III	Specialization	Entrepreneurship Development
CourseCode	306ED	Type	Subject –Core
Course Title	Finance for Entrepreneurs		

CourseObjectives:	
1	To develop analytical abilities to face the business situations
2	To develop the analytical skills which would facilitate the decision making in Business situations
3	To Understand the basic concepts of Tax Planning

Syllabus:

UnitNumber	Contents	NumberofSessions
1	Basic Concepts: Basic Concepts of cost accounting, classification and analysis of costs, Relevant and irrelevant costs, differential costs, Understanding of Financial Statements Various concepts and conventions of financial accounting Preparation of financial statements of proprietary concern, Understanding financial statements of partnership firms	8
2	Capital Budgeting: Meaning, Definition and types of evaluating the project on the basis of payback period, NPV, IRR, PI, ARR Decision making under risk and uncertainty using standard deviation, risk adjusted discounted rate, certainty equivalent approach, simulation	8
3	Working Capital Management: Nature and Scope, Components of working capital, operating cycle, types of working capital, determination of working capital, Assessment of working capital requirement, Working Capital Financing.	8
4	Risk management and insurance: Risk in business, Risks associated with specific business operations, Property of the business, Events related to personnel, Events related to customers and others, Managing risks, Managing risk to tangible property, Managing risk to buildings and lands, Managing risk to computers and data, Managing risk to intangible property, Managing risk from violations of tax regulations, Managing risk from employee violation of Government regulations, Insuring against risks, Using insurance to manage risks, Developing comprehensive insurance program, Sharing risk, Joint ventures , Industry groups for insurance coverage, Government funding for risky ventures.	8
5	Tax Planning: Tax planning for setting up of a new unit, Tax planning for financial management decisions, Tax planning for managerial decisions, Tax planning for Professionals, Tax planning for Mergers and Acquisitions.	8

Learning Resources:

1	TextBooks	Management Accounting-Dr. Mahesh Kulkarni, Financial Management by Khan & Jain (TATA McGraw Hill) Contemporary Financial Management by Rajesh Kothari (MacmillanPublication) Financial Management by I. M. Pandey (Vikas Publication) Corporate Finance, Theory and Practice, Aswath Damodaran (WileyPublication) Income Tax and business decisions – William L. Raby Corporate Finance by Dr. E. B. Khedkar and Dr. D. B. Bharati
2	ReferenceBooks	Financial Cost and Management Accounting- .P Periasamy Management Accounting- Madhu Vij Fundamentals of Management Accounting – H. V Jhamb Cost and Management Accounting – M N Arora Financial Accounting for Managers – Mr. Sanjay Dhmiya, Pearson Publications Management Accounting – Mr. Anthony Atkinson, Robert Kaplan, Pearson Management Accounting – Mr. Khan and Mr. Jain, Tata McGraw Hill Financial Accounting part I – Mr. S. N. Maheshwari Financial Management by Jonathan Berk, Peter DeMarzo and Ashok Thampy(Pearson Publication) Financial Management: Theory & Practice by Brigham Financial Management: Principles & Practice by Lasher Financial Management by Sudarshan Reddy Students guide to Income Tax - Dr. Vinod and Kapil Singhania Students guide to Income Tax – Dr. T.N. Manoharan
3	SupplementaryReadingMaterial	Management Accounting - Mr. Ravi Kishore Accounting for Managers – Dearden and Bhattacharya Fundamentals of Financial Management by Brigham and Houston (CengageLearning) Direct Taxes - Law and Practice - Dr. Vinod and Kapil Singhania
4	Websites	Institute of Cost Accountants, Institute of Chartered Accountants BSE,NSE www.incometaxindia.gov.in www.tin.gov.in www.aaykarsamparkkendra.gov.in
5	Journals	Indian Journal of Finance The Chartered Accountant Taxman Journal AIR Supreme Court hearings

Semester	III	Specialization	Entrepreneurship Development
Course Code	307ED	Type	Subject – Elective
Course Title	Women Entrepreneurs		

Course Objectives:	
1	To know the concept, meaning & definition of women entrepreneurship.
2	To understand the challenges, problems & achievements of women entrepreneurs.
3	To identify the ways in which government, public, private institutes promote & support women Entrepreneurs.

Syllabus:

Unit Number	Contents	Number of Sessions
1	1.1 Concept & definition of Women Entrepreneurs. Women Entrepreneurs Law & Legal Definition. Evolution of Women Entrepreneurship in Indian context. 1.2 The need and importance of women entrepreneurs in today's context. The status gained by women in the business world. 1.3 Women entrepreneurship in India.	5 + 1
2	2.1 The characteristics of women in business world. Reasons for becoming Women Entrepreneur. Functions of women entrepreneurs. 2.2 The five functions of women entrepreneurs stated by Federick Harbison. 2.3 How useful it is in Investing Women Entrepreneurship? Women and SSI.	5 + 1
3	3.1 The various challenges and problems faced by women entrepreneurs in past and present. Factors affecting the growth of Women Entrepreneurs. 3.2 How to overcome the problems? The political, economic, social and technological awareness in today's world by women entrepreneurs. 3.3 The gradual change in the outlook of these entrepreneurs, acceptance of their existence and contribution. 3.4 The achievements and rewards for their work, the recognition received by different institutions and groups.	5 + 1

4	<p>The Government, Public, private institutions and groups encouraging and promoting Women Entrepreneurs and their firms.</p> <p>4.1. National Resource Centre for Women (NRCW), Women's India Trust (WIT), Self- Employed Women's Association (SEWA), Women Entrepreneurship of Maharashtra (WIMA), Self- Help Group (SHG), NABARD and Prime Minister's Rozgar Yojana (PMRY), preference is given to women beneficiaries.</p> <p>4.2. Financial Institutions Assisting Women Entrepreneurship in India- giving financial assistance and consultancy services to women Entrepreneurs. i) National Small Industries Corporation (NSIC), ii) All-India Development Banks (AIDBs), viz. IDBI, IFCI, (SFIs), ICICI, IIBI, IDFC and SIDBI, iii) Specialised Financial Institutions viz. Exim Bank and NABARD, iv) Investment Institutions, viz. LIC, GIC, NIC, NIA, OIC, UII and UTI, v) Regional/ State-Level Institutions, viz. NEDFI, SIDCs and SFCs, vi) Commercial Banks, vii) Co-operative Banks, etc.</p>	6 + 1
5	<p>Role models & Success stories and Cases of Women Entrepreneurs :</p> <p>5.1. The contribution of their work, inspiration given to others in past and present like Kiran Majumdar Shaw, the Biocon Queen, Patricia Narayan, Winner of Ficci Woman Entrepreneur-2010, Saloni Malhotra, founder of DesiCrew.</p> <p>5.2. Upcoming Women Entrepreneurs- Suchi Mukherjee, Priya Naik, Aditi Gupta.</p>	4 + 1

Learning Resources:		
1	Text Books	-
2	Reference Books	- Vasant Desai, Entrepreneurial Development, Volume-1, Himalaya Publishing House. – Neeta Baporikar, Entrepreneurship Development, 2nd Revised Edition, Himalaya Publishing House, Bombay.
3	Supplementary Reading Material	- Medha Dubhashi Vinze, Women Entrepreneurs in India, Mittal Publications, New Delhi, 1987. p.112.
4	Websites	- "Some Facts About Women Entrepreneurs". Go4Funding. Retrieved 30 August 2011. "The daughter also rises women are storming emerging-world boardrooms". - www.ripublication.com/gjmbsspl/gjmbsv3n10_15.pdf
5	Journals	- Sumangala Naik, 'The Need for Developing Women Entrepreneurs,' Yojana, Vol. 47(7), July 2003, p.37. - Schumpeter Joseph, The Theory of Economic Development, Oxford University Press, New York, 1961. - International Journal of Multidisciplinary Research Vol.1 Issue 5, September 2011, ISSN 2231 5780, WOMEN ENTREPRENEURSHIP IN INDIA-PROBLEMS AND PROSPECTS.

Semester	III	Specialization	Entrepreneurship Development
Course Code	308ED	Type	Subject - Elective
Course Title	Managing Inventory		

Course Objectives:	
1	To understand the Process of Aggregate Planning and its link with Inventory Management
2	To understand concept of Supply Chain Inventory and study a few basic variants of EOQ models
3	To recognize role and importance of Supply Chain Inventory Management in delivering perfect customer order
4	To acquaint with safety and environmental aspects of Inventory Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Aggregate Planning & Inventory Management: Introduction, Operations Planning, Aggregate Production Plan – Chase Production Strategy, Level Production Strategy, Mixed Production Strategy. MPS, Dependent & Independent Demand. Bill Of Materials, Overview of MRP & MRP II	4 + 1
2	Managing SC Inventory & Delivering Perfect Customer Orders-I: Understanding SC Inventory – types of inventory, inventory related costs, Inventory Investment – Asset or Liability? The Right reasons for Investing in Inventory – (support production, operational & customer service requirements, hedge against marketplace uncertainty, opportunity buying). The Wrong reasons for Investing in Inventory – (poor quality & material yield, unreliable supplier delivery, extended order-cycle times, inaccurate demand forecasts, specifying custom items for standard applications, extended material pipelines, inefficient manufacturing processes). Special Applications of EOQ Approaches – adjusting simple EOQ model for modal choice decision, adjusting simple EOQ model for volume transportation rates, adjusting simple EOQ for private carriage	6 + 1

3	Managing SC Inventory & Delivering Perfect Customer Orders-II: Managing Inventory Investment – Three V model of inventory management, achieve perfect record integrity, improve product forecasting, Standardize and Simplify product design, leverage companywide purchase volume, use suppliers for on-site inventory management, develop SC planning systems and support structure, Reduce Supplier-buyer cycle times, Delivering the Perfect Customer Order – MRP, DRP, SC inventory planning, automated inventory tracking system, Inventory at Multiple Locations – The Square Root law, inventory for outbound systems, Demand Pull Approach to manage Inventory	5 + 1
4	Safety & Environmental Aspects of Inventory Management: Environmental Aspects of Storage – identification of land contamination , water and air contamination & monitoring for fugitive emission, spillages, leakages, dumps, & disposables. Explosive Storage - Petroleum act - storage of explosive – precautions during loading, unloading, storage, transportation & usage, Gas Cylinder rules, Fire and other Hazards & precautions for mitigation, Cross contamination & Hygiene precaution in case of chemicals & pharmacy food storage material, Hazardous Waste Storage and Management – Storage and disposal methods and legal compliance	5 + 1
5	Key Operational Aspects in SC: Creating the Lean SC – JIT Purchasing, JIT Transportation and JIT Production. Kanban, VMI	4 + 1

Learning Resources:		
1	Text Books	Purchasing & Supply Chain Management by Monczka, Trent, Handfield, Cengage South Western, 3 rd Edition Supply Chain Management Process, System & Practice by N.Chadrsekaran, Oxford, 1 st Edition
2	Reference Books	Purchasing & Supply Chain Management by Dobler, Burt, TMGH, 6 th Edition.
3	Supplementary Reading Material	The Management of Business Logistics by Coyle, Bardi, Langley, Cengage Learning, 5th Indian Reprint
4	Websites	www.apics.org/
5	Journals	Sharpening Inventory Management by Armstrong, David J. , <i>Harvard Business Review</i> , Nov/Dec85, Vol. 63 Issue 6 Empowering Kanban through TPS - Principles - An Empirical Analysis of the Toyota Production System, Thun, Jorn-Henrik; Druke, Martin; Grubner, Andre, <i>International Journal of Production Research</i> , Dec2010, Vol. 48 Issue 23 Kanban, MRP, and Shaping The Manufacturing Environment by Krajewski, Lee J.; King, Barry E.; Ritzman, Larry P; Wong, Danny S., <i>Management Science</i> , Jan1987, Vol. 33 Issue 1 Prerequisites to Vendor-managed Inventory by Niranjana, Tarikere T.; Wagner, Stephan M.; Nguyen, Stephanie M., <i>International Journal of Production Research</i> , Feb2012, Vol. 50 Issue 4 A Logistics Network Design Model With Vendor Managed Inventory by Shu, Jia; Li, Zhengyi; Shen, Houcai; Wu, Ting; Zhong, Weijun., <i>International Journal of Production Economics</i> , Feb2012, Vol. 135 Issue 2 Adaptive Fuzzy Vendor Managed Inventory Control For Mitigating The Bullwhip Effect In Supply Chains by Kristianto, Yohanes; Helo, Petri; Jiao, Jianxin (Roger); Sandhu, Maqsood., <i>European Journal of Operational Research</i> , Jan2012, Vol. 216 Issue 2 Study of Vendor-Managed Inventory practices in Indian industries by Atul B. Borade; Satish V. Bansod., <i>Journal of Manufacturing Technology Management</i> , Oct2010, Vol. 21 Issue 8

Semester	III	Specialization	Entrepreneurship Development
Course Code	309ED	Type	Subject - Elective
Course Title	Planning Operational Efficiency		

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

Syllabus:

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

Learning Resources:		
1	Text Books	Facilities Planning by Tompkins, White, Bozer and Tanchoco, Wiley India 3 rd Edition. Operations Management – Theory and Practice by B Mahadevan, Pearson, 2 nd Edition
2	Reference Books	Operations and Supply Management by Chase, Shankar, Jacobs and Aquilano, TMGH, 12 th Edition
3	Supplementary Reading Material	Operations Management by Terry Hill, Palgrave, 2 nd Edition. Operations Management – Quality and Competitiveness in a Global Environment by Russell and Taylor, Wiley India, 5 th Edition
4	Websites	http://www.youtube.com/watch?v=zkkFf7iLph4 http://www.youtube.com/watch?v=zkkFf7iLph4&feature=results_main&playnext=1&list=PL7768A320362EA93D
5	Journals	Ergo-Centric Facilities, Dohrmann, Mark. Industrial Engineer: IE, Jun2009, Vol. 41 Issue 6 Organization of facilities management in relation to core business, Jensen, Per Anker. Journal of Facilities Management, 2011, Vol. 9 Issue 2 5 facility planning mistakes (and how to avoid them), Weitzner, Wendy M., May2006, Vol. 60 Issue 5 Facilities planning for greener hospitals by Scheeres, D. Junell. Industrial Engineer: IE, Mar2012, Vol. 44 Issue 3 A Conceptual model for barrier free facilities planning, Soares, Marcelo M.; Jacobs, Karen; Bittencourt, R.S.; de M.Guimarães, L.B. Work, 2012, Vol. 41

Semester	III	Specialization	Entrepreneurship Development
Course Code	310ED	Type	Subject - Elective
Course Title	Manufacturing Resource Planning		

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

Syllabus:

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

Learning Resources:		
1	Text Books	Manufacturing Resource Planning (MRP II) with introduction to ERP, SCM and CRM by Khalid Sheikh, TMGH, 1 st Edition Operations Management – Theory & Practice by B. Mahadevan, Pearson Pub., 2 nd Edition
2	Reference Books	Plossl, George, Orlicky's Material Requirement Planning, McGraw-Hill, Inc, 2 nd Edition, 1994
3	Supplementary Reading Material	Operations management by William J, Stevenson, Tata McGraw Hill Companies – 9 th Edition
4	Websites	www.apics.org/

5	Journals	<p>Materials and Capacity Requirements Planning: (APICS) CPIM Certification Review Course, Student Guide by John, Ralph E St., APICS, Revision 3, 1993</p> <p>Managing in an Age of Modularity by Baldwin, Carliss Y and Kim B Clark, Harvard Business Review, Vol. 75, No. 5, September-October 1997</p> <p>Assemble to Order Manufacturing: Implications for Materials Management by Wemmerlov, U, Journal of Operations Management, Vol. 4,(4), 1984</p> <p>Shop floor Control edited by Wassweiler, William R in James H Greene (Editor), Production and Inventory Control Handbook, 3rd Edition, McGraw-Hill, 1997</p>
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Semester	III	Specialization	Entrepreneurship Development
Course Code	311ED	Type	Subject -Elective
Course Title	Legal compliances for Entrepreneurs		

Course Objectives:	
1	To equip students with various compliances the Entrepreneur has to give under different Acts
2	To learn drafting skills of these compliances

Syllabus:

Unit Number	Contents	Number of Sessions
1	Inception of a Company/Business – Types of Companies, Registering your Business entity.	3
2	Income Tax Laws Compliance – Understanding Income Tax laws, Account Books Preparation, maintaining accounts, understanding tax deduction at source (TDS) provisions, filing returns, etc.	5
3	Establishment Laws Compliance - Obtaining and renewing Factory License, understanding provisions of Factories Act and filing return. MPCBA compliance and return. Reporting Accidents.	5
4	Employment & Wages Laws Compliance - Complying with Minimum Wages Act provisions and filing return on payment of wages. Provident Fund (PF) payment and return, Payment of bonus, ESIC payment and returns.	4
5	Privacy Laws: Understanding the provisions of Information Technology Act with respect to entrepreneurs. Presentation on the learning by students on all above topics.	13

Learning Resources:		
1	Text Books	Bare Acts Labour Law by S.P. Jain Labour Law by Malik
2	Reference Books	Introduction to Labour & Industrial Laws by Avatar Singh, Lexis Nexis Labour & Industrial Laws by S.N. Mishra, Central Law Publication Labour Laws by S.D. Geet, Nirali Prakashan
3	Supplementary Reading Material	APSLabor Digest
4	Websites	www.india-laws.com www.lawinfo.com www.lawsinindia.com www.lawforyou.com http://www.vakilno1.com www.indianentrepreneur.com

5	Journals	PersonnelTodayInternational LabourReview IndustrialJournalofIndustrialRelationsIndi anJournalofIndustrialRelations
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Semester	III	Specialization	Entrepreneurship Development
CourseCode	312ED	Type	Subject –Elective
Course Title	Managing Entrepreneur Profile		

CourseObjectives:	
1	To Identify and apply the elements of entrepreneurship and to entrepreneurial processes.
2	To Recognize the importance of entrepreneurship and identify the profile of entrepreneurs and their role in economic growth.

Syllabus:

UnitNumber	Contents	NumberofSessions
1	The making of an Entrepreneur Aspirations, Compulsions & Comparisons, Risks; Set-backs.	6
2	Typical Characteristics of an Entrepreneur Distinctive Features. Rotational Competencies.	6
3	S W O T & Value System; Skills Inventory, Managing Styles.	6
4	Success & Failure Stories; Future Scope	6
5	Coping Strategies or Coping Mechanisms for Sustaining Quality Performance.	6

Learning Resources:

1	TextBooks	1. Managing New Ventures Concepts & Cases in Entrepreneurship by RaichaudhariAnjan 2) Profile of the entrepreneur, or, Machiavellian management, ByAlan F. Bartlett.
2	ReferenceBooks	Entrepreneurship by Hisrich and Peters Zero to One : Note on Start Ups or How to build the Future by Peter Thiel and Blake Masters Stay Hungry Stay Foolish by RashmiBansal Disciplined Entrepreneurship: 24 Steps to a Successful Startup: by Bill Aulet.
3	Web site	1. http://www.practicalecommerce.com/articles/2932-18-Social-Networks-for-Entrepreneurs 2. https://www.themuse.com/advice/10-websites-every-entrepreneur-should-bookmark 3. http://www.entrepreneur.com/

Semester	III	Specialization	Entrepreneurship Development
Course Code	313ED	Type	Subject - Elective
Course Title	Quality Management System		

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

Syllabus:

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

Learning Resources:		
1	Text Books	Total Quality Management Principles and Practices by S.K Mandal
2	Reference Books	Total Quality Management by N. Srinivasa Gupta, B. Valarmathi Total Quality Management by I. Suganthu, Anand Samuel
3	Supplementary Reading Material	Quality control & Total Quality Management by P.L. Jain, TMGH An Executive Handbook- World Class Quality by Suresh Lulla, TMGH
4	Websites	http://www.iso.org/iso/qmp http://www.stqc.gov.in/content/quality-management-system-qms

5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management
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Semester	III	Specialization	Entrepreneurship Development
Course Code	314ED	Type	Subject – Elective
Course Title	Microfinance		

Course Objectives:	
1	To Appraise the state of microfinance in Indian Economy
2	To make students understand the concept and principles of microfinance
3	To help students to identify issues, linkages and role of technology that hinder the success of microfinance

Syllabus:

Unit Number	Contents	Number of Sessions
1	Overview of Microfinance: What is Microfinance ? , Economically active poor, Microfinance Institutions, Trends in Poverty in India, Can Poverty be eradicated, Microfinance as a development tool: The India Experience	5 + 1
2	Subsidized credit to Microcredit: Progress of rural banking, growth of microcredit, RRBs and micro credit, sustainable micro credit, Microfinance delivery methodologies.	5 + 1
3	Microfinance Institutions: Why is credit microcredit booming?, credit delivery, four tier apparatus. NGO –SHG-Bank Linkage – Lending through NGOs, scalability – the new mantra of NGOs; State Sponsored Microfinance	5 + 1
4	Outreach and Viability: Impact assessment study of microfinance, innovative and creative microfinance models	5 + 1
5	Role of Technology: Technology as an Enabler – Case study	5 + 1

Learning Resources:		
1	Text Books	Microfinance - Redefining the Future, Somanath, Excel books

2	Reference Books	Microfinance: Concepts, Systems, Perceptions, and Impact: A Review of Sgsy Operations in India, Soumitra Sarkar, Samirendra Nath, Readworthy Publications Microfinance: Emerging Trends and Challenges, Suresh Sundaresan, Edward Elgar Publishing Limited The Microfinance Revolution: Sustainable Finance for the Poor, Volume 1, Marguerite S. Robinson, The World Bank, Washington, D. C. Open Society Institute, New York The Economics of Microfinance Armendáriz, Beatriz, Morduch, Jonathan, PHI Microfinance, V S Somanath, Excel Books
3	Supplementary Reading Material	Microfinance in India: A New Regulatory Structure (http://www.centre-for-microfinance.org/wp-content/uploads/attachments/csy/1602/IIM%20Regulation%20V11.pdf)
4	Websites	http://www.centre-for-microfinance.org/ http://www.microfinanceindia.org/ http://www.emfil.org/
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Journal of Agri-business Prabandhan Vikalpa

Semester	III	Specialization	Entrepreneurship Development
Course Code	315ED	Type	Subject - Elective
Course Title	IT for Entrepreneurs		

Course Objectives:	
1	To learn Information technology and their components types and its applications
2	To learn Emerging Technologies useful for an entrepreneur
3	To have hands on experience on various software tools IN MS OFFICE like Excel used by the

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Information Technology: Components or IT Infrastructure like –Software-(types of software), Hardware (Data capturing , data processing , storage , computing and network Devices .	5+1
2	Networking in current Business scenarios : Operating system- Single user and Multiuser ,Windows, Unix/Linux, Novel Network .LAN,MAN,WAN and it is applications for an entrepreneur. Data Communication technologies like wired and wireless. (introductory level)	5+1

3	Data collection and Data Processing: Computing using Software Packages. (To be conducted as practical with hands on exposure). 1 Microsoft Word – Mail merge 2 Microsoft Excel – Formulas, Graphs, Basis statistical formulae. 3 Microsoft Power Point – Creating effective presentations 4. Tally – Journal Entry, Ledger posting, Preparation of Balance Sheet, Introduction to Database and Relational Data base Management System(DBMS and RDBMS) with Business Examples.	5+1
4	Introduction to Web based operations: Type of Web sites like Static and Dynamics . HTML – Home page designing for each student using Microsoft FrontPage	5+1
5	Information security Issues and Challenges for an entrepreneur: Data backup , Data security . Protection of IT Infrastructural facilities. Privacy ,System troubles and trouble shooting (Introductory level)	5+1

Learning Resources:		
1	Text Books	Mastering HTML- CYBEX Publication
2	Reference Books	Complete Reference VB Script and Java Script – Tata McGraw Hill Dynamic HTML- O'Reilly Media Internet & Web Technologies- Tata McGraw-Hill Education
3	Supplementary Reading Material	
4	Websites	www.3school.com
5	Journals	International Journal of Web & Semantic Technology Web Technology Journal

Semester	III	Specialization	Entrepreneurship Development
Course Code	316ED	Type	Subject - Elective
Course Title	Supply Chain Management		

Course Objectives:	
1	To emphasize the managerial perspective of core tasks and challenges in effectively managing the purchasing function within the context of integrated supply chain.
2	To make the students aware of the different demands placed on the purchasing and supply chain managers by business stakeholders.
3	To help the students understand the impact of purchasing on competitive success and profitability of modern day organizations.
4	To provide an in-depth understanding of the fundamentals surrounding the operational aspects of purchasing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Purchasing Process, Policy & Procedures: Purchasing Objectives, Responsibilities of Purchasing, Types of Purchases, Improving Purchase Process, Purchasing Procedures, Policy Overview – What makes an effective Policy? Advantages & Disadvantages of Policies, Policies defining - Role & conduct of Purchasing, Buyer-Supplier Relationship, Operational Issues, Ethical considerations in Purchasing	5 + 1
2	Organizing the Purchasing Function: Purchase Function Position Within the Organization Structure, Factors affecting Purchasing's Position, Reporting of Purchasing function, Organizing of Purchasing, Separating Operational & Strategic Purchasing, Advantages & disadvantages of centralized, decentralized Purchasing, Hybrid Purchasing Structure	5 + 1
3	Strategic Sourcing – Supplier Evaluation & Selection: Linking Purchasing and Corporate Strategy, Translating Corporate Objectives into Purchasing Goals, Translating Purchasing Objectives into Purchasing Goals, Purchasing Strategy Development Process, Types of Purchasing Strategies, Supply Base Optimization, Critical Role of In-sourcing / Outsourcing, The In-sourcing / Outsourcing Decision Process, Make or Buy, Supplier Evaluation and Selection Process, Need for Supplier Selection, Identifying key sourcing requirements, Evaluation and Selection, Key Supplier Evaluation Criteria	5 + 1
4	Supplier Quality Management: Overview of Supplier Quality Management – What is Supplier Quality? Why be Concerned with Supply Quality? Factors Affecting Purchasing's Role in Managing Supplier Quality, Supplier Quality Management using Total Quality Perspective, Defining Quality in Terms of Customers and their Requirements, Pursuing Quality at the Source,	5 + 1
5	Negotiation & Contracts Management: Objectives of negotiation, when to negotiate, The negotiation Process, Preparation, Establishing the Objectives, Dynamics of Negotiation, Phases in face-to-face negotiation, Negotiation Techniques – traditional, collaborative, price analysis, cost analysis. Types of Contracts – Fixed Price, Cost based / Indexation, Long term, Short term. Consideration when selecting contract types, How to write a Contract. Essential elements of Contract, Purchase Order (P.O), Difference between P.O & Contract	5 + 1

Learning Resources:		
1	Text Books	Purchasing & Supply Chain Management by Monczka, Trent, Handfield, Cengage South Western, 3 rd Edition. Purchasing & Supply Chain Management by Lysons and Farrington, Pearson Education, 2010
2	Reference Books	Purchasing & Supply Chain Management by Dobler, Burt, TMGH, 6 th Edition. New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007 Extending the Supply Chain by Boyer, Forhlich and Hult, PHI, 3 rd Indian Reprint, 2009
3	Supplementary Reading Material	Organizational Buying Behaviour by Webster and Wind, Prentice Hall, 1972 Category Management in Purchasing: A Strategic Approach to maximize business profitability by Jonathan O'Brien Kogan Page.
4	Websites	www.cips.org www.eipm.org

5	Journals	<p>Purchasing Competence: A Stakeholder-Based Framework for Chief Purchasing Officers by Kern, Daniel; Moser, Roger; Sundaresan, Naveen; Hartmann, Evi., Journal of Business Logistics, 2011, Vol. 32 Issue 2</p> <p>Understanding how Formal and Informal Communication Affect Purchasing, Manufacturing and Logistics Integration by Andrea, Furlan; Arnaldo, Camuffo; Romano, Pietro., Advances in Management, Jul2011, Vol. 4 Issue 7</p> <p>An Empirical Study of the Relationships among Purchasing Skills and Strategic Purchasing, Financial Performance, and Supplier Responsiveness by Carr, Amelia S.; Smeltzer, Larry R., Journal of Supply Chain Management, Summer2000, Vol. 36 Issue 3</p> <p>World-Class Purchasing Skills: An Empirical Investigation by Giunipero, Larry C.; Percy, Dawn H., Journal of Supply Chain Management, Fall2000, Vol. 36 Issue 4</p> <p>The Seven Cs of Effective Supplier Evaluation by Carter R, Purchasing and Supply Chain Management, April, 1995.</p>
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Semester	III	Specialization	Entrepreneurship Development
Course Code	317ED	Type	Subject – Elective
Course Title	Using Excel for Business Intelligence		

Course Objectives:	
1	To develop the ability to utilize the core functionality of excel in decision framework to solve managerial problems in the finance functions of the business.
2	To master modeling techniques to eliminate the substantial risk of poor spreadsheet coding.

Syllabus:

Unit Number	Contents	Number of Sessions
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1	Modeling Practice And Principles: Making decisions based on numbers, Features of MS Excel to its maximum advantage to calculate and communicate decision information. Understanding The Make-Up Of Analytical Decision Calculus, How problems in business are framed, Construction of integrated financial statement, Developing the decision matrix, Case Studies. Excel 2010 Logic And Tool Sets - How Excel is structured – the Toolsets, The Excel Ribbon Interface, Understanding Excel Objects, The limitations of Excel, Working With Functions - Utilizing the existing Excel formulae functions: Financial, Logical, Date and Time, Lookup and Reference, Statistical, Strategy for developing nested formulae functions, Good Excel coding techniques. Consolidation: Linking principles in excel, Consolidation function, Outlining function, Linking to external data sources.	5 + 1
2	Exploring The Visualization Power Of Excel: Specific functions of Excel, Advanced Chars, Understanding the Excel for Charts, What are the appropriate graphs to assist in analytics? Examining the different types of graphs, Advanced graphing formatting techniques, Creating interactive graphs. Advanced Formatting Techniques - Formatting strategies in Excel – how we develop rich reports, Examining the Conditional Formatting functionality, Inserting Objects into Excel. Developing A Dashboard - What is a dashboard and good design principles, Utilizing Indirect, Lookup and Match functions, Using SLICERS, Case Study – Producing world class Monthly Management Accounts.	5 + 1
3	Data And Statistical Analysis Of Large Tables: Data Management In Excel, Examining the concept of data and how excel deals with them, Creating data input tables , Data cleaning functions, Creating tables, Filtering functions, Special functions using tables, Case study – analyzing a large marketing customer. Analyzing Data with Excel Pivot - Understanding what is OLAP, Importing from external Databases (SQL and Access), Performing calculations in PIVOT TABLE, Creating graphs in PIVOT CHART, Case Study – analyzing a large Sales Database. Data Analysis: Data Summation and Graphing using the Data Analysis Pack, Introduction to Inference Capabilities, Working with advanced statistical functions, Forecasting, Multiple Regression, Other Advanced Functions - Linear Programming, Data mining Toolset from SQL 2008.	5 + 1

4	Developing The Interactive Model: The Modeling Methodology, Designing the Model Structure , Developing the Input Screen and assumption interface, Incorporating exogenous and macroeconomic dimensions, Structuring the Calculation Sheets, Developing The Calculation Modules - Investment size and timing, Capacity Modeling, Revenue Modeling with major emphasis on pricing elasticity and demand drivers, Cost modeling and the impact of inflation. Funding Considerations - Structuring the Funding Model, Determining the Weighted Average Cost of Capital, Developing the Debt Funding Repayment Schedules, Integrating the modules, Developing the Working Capital requirements - Linking the CAPEX, Income Statement and Working Capital to Cash Flow Statement, Integrating the Cash flow Statement to the Balance Sheet, Developing the Free Cash Flow Model for NPV , Summarizing the results. Auditing The Model - Spreadsheet Audit, Stress testing the model to determine logic, Documentation.	5 + 1
5	Modeling Analytics: Developing The Output Screens And Report, Developing an Investment Dashboard, Preparing the report outputs, Report presentation dynamics, Examining The Output, “What If” functionality of Excel to analyze the sensitivity of the numbers, Preparing the DATA TABLES to determine the impact of key variables, Utilizing the SCENARIO MANAGER to determine profitability, Utilizing the GOAL SEEK function, Preparing The Investment Report To Management- Preparation of Investment Report that complies with disclosure requirement, Dealing with risk and the limitations of the assessment, Assessing the Cash Flow of a “no-invest” option, Writing up the investment report utilizing the rich features of Word 2010. Presenting the Report - Using PowerPoint 2010, Web enable your report, Good presentation technique.	5 + 1

Note:

1	Depending upon the data available regarding research projects available with the institute, small assignments can be created to develop the models using Excel. Selecting different sectors and using their cost structure develop models for financial analysis and decision making. Risk measurement and portfolio management tools also can be incorporated in the same.
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Learning Resources:

1	Text Books	Business Data Analysis using Excel – David Whigham – Oxford University Press Mastering Financial Modeling in Microsoft Excel – Alastair L. Day Practical Financial Modeling – Jonathoan Swan
2	Reference Books	Building Financial Models with Microsoft Excel: A Guide for Business Professionals , K. Scott Proctor, 2nd Edition, John Wiley & Sons Financial Modeling Using Excel and VBA by ChandanSengupts, John Wiley & Sons Advanced Modeling in Finance using Excel and VBA By Mary Jackson, Mike Staunton, John Wiley & Sons Next Generation Excel: Modeling in Excel for Analysts and MBAs By Isaac Gottlieb, John Wiley & Sons
3	Supplementary Reading Material	http://www.pdfbooks.com/financial-modeling-using-excel-and-vba-wiley-finance-PDF-553819/

4	Websites	www.proschoolonline.com www.wallstreetprep.com www.financialmodelling.net
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5	Journals	International Journal of Theoretical and Applied Finance (JTAF) International Journal of Financial Markets & Derivatives (IJFMD) Journal of Economic & Financial Modeling
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Semester	III	Specialization	Entrepreneurship Development
Course Code	318ED	Type	Subject - Elective
Course Title	Leadership Skills for Entrepreneurs		

Course Objectives:	
1	To understand leadership skills for entrepreneurs.
2	To develop an understanding of the nature and strategies of negotiation; and conflict and strategies to resolve the conflict.

Syllabus:

Unit Number	Contents	Number of
1	Leadership: concept of leadership, styles of leadership, Charismatic and Visionary Leadership, trait approach, contingency leadership approach, meaning and significance of contemporary leadership, success stories of today's global and Indian leaders;	5 + 1
2	Entrepreneurial Leadership: Innovation and creativity in entrepreneurial organizations. Entrepreneurial leadership in diverse contexts: family business, social and sustainable entrepreneurship and Management skills (plan, organize, measure, control, and provide leadership)	5 + 1
3	Entrepreneurial skills: creativity, problem solving, decision-making, communication, interpersonal skills, time management, team building, leadership quality; McClelland's N-Ach theory, self-analysis, personal efficacy,	5 + 1
4	4.1 Negotiation: Nature, Dimensions, Structure, norms & values, Strategy & planning, processes 4.2 Conflict Management: Definition, Models of conflict (Process & Structural), Sources of conflict, Relationship between conflict & performance in team; Managing Conflict - Individual difference, Personalities & abilities, Interpersonal conflict, Group conflict, Organizational conflict, Dealing with difficult subordinates & boss, Technique to resolve team conflict, Strategies to resolve organizational conflict, Role Play (activity)	7 + 1
5	Desk research: Students to study 4 case studies related to success stories of today's Global and Indian leaders.	3 + 1

Learning Resources:		
1	Text Books	Contemporary Leadership Theories: Enhancing the Understanding of the complexity, subjectivity and dynamic of leadership, by Ingo Winkler Positive Leadership, by W Glenn Rowe, Sage Publication Negotiation by Lewicki, Saunders, Barry, TMGH

2	Reference Books	<p>The Business of the 21st Century, Robert T. Kiyosaki</p> <p>The 21 Indispensable Qualities of a Leader, John C. Maxwell</p> <p>Skill with People, Less Giblin</p> <p>Negotiation, Harvard Business Essentials, Harvard Business School Press</p> <p>How to negotiate effectively, David Oliver, The Sunday Times.</p> <p>Conflict Resolution Techniques by Subbulakshmi, ICFAI University press</p> <p>Conflict Management, Barbara Corvette, Pearson Education</p>
3	Supplementary Reading Material	<p>How to be a problem solver, M Stevens, The Industrial society, Kogan Page India.</p> <p>A Handbook of Human Relations, M.H.Shookla, Macmillan India Ltd.</p>
4	Websites	<p>http://www.religioustolerance.org/int_rel24.htm</p> <p>http://changingminds.org/links/links_negotiation.htm</p> <p>http://www.negotiatingedge.com/links.shtml</p> <p>http://www.mindtools.com/pages/article/newLDR_81.htm</p> <p>http://www.helpguide.org/mental/eq8_conflict_resolution.htm</p>
5	Journals	<p>Leadership Excellence</p> <p>International Journal of Human Resource Management</p> <p>Human Resource Management Journal</p> <p>Human Resource Management</p>

MBA SYLLABUS: SEMESTER III
SERVICES MANAGEMENT – SPECIALIZATION

Semester	III	Specialization	Services Management
Course Code	305SM	Type	Specialization - Core
Course Title	Services Business Management		

Course Objectives:	
1	To introduce Services as a business function
2	To emphasize the importance of understanding internal & external environment in service decision making.
3	To expose students to a systematic services framework

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Understanding Various Aspects of Services – Introduction of Services Concept, Classification of Services, Identifying and analyzing the unique characteristics of services, ways and means to address associated service challenges.</p> <p>The New Revolution in Services- Process, Professionalism and quality, Service Triangle Marketing Model, Service Encounter and Moment of Truth (MOT).</p> <p>Service Expectation – Expectation - Expected services: Two levels of Experience-The Zone of Tolerance-Sources of desired service expectation- A model of customer service expectation.</p> <p>The Service Product - Recent Trends, Service Culture, Contemporary Services, Service Life Cycle(SLC), New Service Development(NSD), relevance of branding in services.</p> <p>Service Location – Flexibility-Classification by location-Accessibility through co-production- service channel development, locations decision, Basic Location Models.</p>	7+2
2	<p>Services Mix Elements - Introduction, elements of Services mix</p> <p>Product- The Service Product, Service Product life cycle strategies, Service product range, Failure of new Service Products, Achieving success in development of new Service Products, Service Product elimination.</p> <p>Place- Managing distribution channels in service industry, factors affecting choice of distribution channel, strategies for distribution, Effect of internet-global distribution system in services.</p> <p>Pricing for services-Price terminologies, understanding the cost of service incurred by customers, understanding value, pricing objectives, methods of pricing services.</p> <p>Promotion- Promotional objectives, Selection criteria, developing the promotion mix, Sales promotion tools, promotion planning and strategy</p> <p>Physical Evidence- Introduction, Elements, Role of physical evidence, managing physical evidence as a strategy.</p>	7+2
3	<p>Service Environment—External versus Internal marketing, Micro and Macro service environment</p> <p>PESTEL- analysis of service sector, Six Market Model</p> <p>Market Analysis and Segmentation- planning process, rethinking the customer service function, focusing and positioning target customers, relationship of service employees and internal marketing.</p> <p>Service Design: Introduction, design methodology, service design and management model, overview of model stages, building a service blueprint, benefits of service blueprinting.</p>	7+2
4	<p>Consumer in Service Industry- buyer characteristics, buyer decision making process (EKB model), customer involvement in service process, customer</p>	7+2

	<p>behavior in service settings.</p> <p>Relationship Marketing- evolution of relationship marketing, degree of relationship building, the importance of customer retention, enhancement of internal and external relationship change.</p> <p>7S Framework- determining the value of customer, lifetime value of customer, customer relationship management strategies, customer delight, customer loyalty.</p> <p>Framework Linking Employee Satisfaction, Customer Satisfaction and Profitability.</p>	
5	<p>Research In Service Industry : Changing dynamics and challenges of sectors</p> <p>Growth in Service Sector: Importance, Growth and Development of Service Sector in India, environmental changes ushering the services boom</p> <p>New Economic Policy and its Impact on Service Sector</p>	7+2

Learning Resources:

1	Text Books	<p>Services Marketing Operations And Managements by Vinnie J Juhari, Kirti Dutta, Oxford University Press</p> <p>Services Marketing And Management by Dr. B Balaji , S Chand And Company Ltd.</p>
2	Reference Books	Services Sector Management An Indian Perspective by C. Bhattacharjee
3	Supplementary Reading Material	<p>Business Line</p> <p>The Essence Of Services Marketing by Payane, Adrin: Prentice Hall, New Delhi.</p> <p>Services Marketing –The Indian Experience by Shankar, Ravi: South Asia publication New Delhi.</p> <p>Services Marketing by Hoffman: Cengage Learning</p>
4	Websites	
5	Journals	<p>Journal of Retailing & Consumer Services (included in Ebsco Business Source Elite)</p> <p>Indian Journal of Marketing</p>

Semester	III	Specialization	Services Management
Course Code	306SM	Type	Specialization Core
Course Title	Services Performance Management		

Course Objectives:	
1	To recognize and understand different types of services delivered by services based organisations
2	To anticipate and evaluate specific challenges of services based organization.
3	To understand factors crucial to service delivery and recovery

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Understanding Consumer /Customer Behavior- Customer expectation, Process Model of customer service expectation model, 4c's of customer service mix.</p> <p>Creating the Right Service Philosophy- customer service, pre to post transaction elements, meeting the service challenge, determine the cost of poor service</p> <p>Fundamentals of Customer Satisfaction-Factors influencing customer satisfaction, understanding the customer service, customer loyalty, customer delight.</p> <p>Managing Demand & Supply of Services - managing demand, patterns and determinants of demand, strategies of managing demand, managing capacity, capacity planning, waiting line strategies, inventorying demand through reservation, queuing, impact of crowding</p>	7+2
2	<p>Service Process Management –Introduction, Classification of Services Operating System, Policies & Flow Charting</p> <p>Concepts of Service Processes-Relationship between Profitability and Service Process</p> <p>Essentials of A Service Blueprint-Importance of A Customer's Role In Service Delivery</p> <p>Dimensions of Service Process Matrix, Design and Implementation</p> <p>Process of Service Guarantees</p>	7+2
3	<p>TQM in Services– Introduction to Service Quality, Total Quality Management, Dimensions of TQM, Implementing TQM in Service sector, Roadmap for TQM, Controlling Quality, Effects of TQM, Quality Circles</p> <p>Delivering Quality Services- Service based components of quality, perceived quality, measuring satisfaction, Customer Satisfaction</p> <p>Measurement techniques Market Perceived Quality (MPQ), Return on Quality(ROQ), strategy for improvement, service guarantees, design and implementation process of service guarantees</p> <p>Planning and Managing Service Delivery-Service design elements, considerations in the design of service delivery systems, technology in service productivity, role of technology and physical aids in service process</p>	7+2
4	<p>Service Quality and Measurement-Understanding Quality Management, Gronroos Model, The gap model Parasuram, Zeithaml Berry(PZB)</p> <p>Measurement Instrument –SERVQUAL items & dimensions, developing customer satisfaction surveys, Prescription for closing service gaps</p> <p>Soft & Hard Measures of Service Quality- tools to analyze and address service quality problems, root-cause analysis: fishbone, blueprinting of services.</p> <p>Services Performance Failure- concept of service failure and recovery, customer response to service failure-service recovery following customer complaints, solving problems and preventing their recurrence, A new</p>	7+2

		quality goal: Zero defection-Service deletion, strategies for an effective service recovery	
5		Overview & Understanding Performance of Service Sector - Banking & Insurance, Hospital and Health Care, Travel & Tourism, Hotel & Catering, Retail & Contractual Services Service Sector Case Study – Learning from Diagnostic Cases of successful / unsuccessful service sector, key factors explaining success/failure.	7+2
Learning Resources:			
1	Text Books	Services Marketing and Management by Dr. B Balaji, S Chand and Company Ltd. Service Marketing by Ziethaml, V.A .and Bitner, M.J. 2nd ed; 2007, TMH.	
2	Reference Books	Service Marketing by Hellen, W. Macmillan India Ltd, 2000, New Delhi. Management of Service Organizations by Sassers R.P, 1978, Allen & Bacon. The Marketing of Service by Donald Cowell, 1985, Heinemann, London. Principle of Services Marketing and Management by Lovelock C.H. and Lauren W, 1998, Prentice Hall of India, London Entrepreneurial Development by Khanka S.S, S.Chand & Company, New Delhi, 2001. Management of a Small Scale Industry by Desai, V., 3rd e; Himalaya Publication, Bombay, 1986.	
3	Supplementary Reading Material	Entrepreneurship in India's Small Scale Industries by Taub, R.P. & Taub D.L. Manohar, New Delhi, 1989.	
4	Websites	www.cbdt.org https://www.researchgate.net/file.PostFileLoader.html?id...assetKey .	
5	Journals		

Course Code	307SM	Type	Subject - Elective
Course Title	Project Management in Services		

Course Objectives:

1	To provide students with a holistic, integrative views of project management
2	To understand the role of a Project Manager and Project Team
3	To highlight the significance of projects in service sector organisation

Syllabus:

Unit Number	Contents	Number of Sessions
1	Basics of Project Management- Introduction, Definition , Scope, Principles, Need, Essentials, Philosophy, Principles of Project Management, Project Management Knowledge Areas and Processes, The Project Manager (PM), Phases of Project Management Life Cycle, Impact of Delays in Project Completions, Roles & Responsibilities, Project Budgeting, Managing Risk involved, Planning Phases, Tracking, Controlling and Reporting, Change Management, Quality management, Finalizing a Project	7+1
2	Project Identification and Selection in Service Industry- Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even Point Project Planning- Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS)	5+1
3	Organisational Structure and Organisational Issues- Introduction, Concept of Organisational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management	3+1
4	Resources Considerations in Projects- Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts Project Risk Management: Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks	4+1
5	Case Studies- Project Management Applications for - Banking & Insurance, Hospital and Health Care, Travel & Tourism, Hotel & Catering, Retail & Contractual Services.	6+1

Learning Resources:

1	Text Books	Project Management-The managerial process by Clifford Gray and ErikLarson,TMGH,3rd Edition
2	Reference Books	The practice of project management –A guide to businessfocussedapproach by Frigenti &Comninons, Koganpage,1st South Asian Edition Project Management for Healthcare by David Shirley
3	Supplementary Reading Material	
4	Websites	http://www.pmi.org.in/ http://www.ifogoal.com/pmc/pmchome.htm http://www.petroneit.ir/documents/10180/2323250/project_management_for_bankers file:///E:/IICMR/Syllabus%20Revisit/Sevices%20Management_17.12.2015/Proj

		ect%20Management/Reference%20Books/Project-Development-for-Sustainable-Tourism.pdf https://kathyschwalbe.files.wordpress.com/2013/01/healthcare-pm-chapter-1.pdf http://prismhotels.com/what-we-do/advisory-services/project-management/
5	Journals	

Course Code	308SM	Type	Subject – Elective
Course Title	Relationship Management in Services		

Course Objectives:

1	To make the student familiar with Relationship Management in Service Sectors, Concepts and Significance
2	To understand growing importance of customer relationship management in service sector

Syllabus:

Unit Number	Contents	Number of Sessions
1	CRM concepts in services: acquiring customers, customer loyalty, and optimizing customer relationships. CRM defined: success factors, the three levels of Service/ Sales Profiling, Service Level Agreements (SLA's), creating and managing effective SLA's.	5+1
2	Consumer behavior in service settings – nature of service consumption, need recognition, information search, perceived risk, understanding customer needs and expectations, understanding consumer behavior for services, managing relationships and building loyalty.	5+1
3	Students should be given assignment for understanding CRM in services by visiting service sector industries.	8+1
4	Presentation by the students and submission of assignments to the concern faculty on key learnings on CRM in services.	8+1

Learning Resources:

1	Text Books	Services Management by H.R Appannaiah, P.N Reddy, H.V.S.Raghavan, D.S Gopalkrishna: Himalaya Publishing House, Hospital and Health Services Administration Principles and Practice, by Syed Amin Tabish, Oxford Publishers, New Delhi, 2001. Healthcare Management and Administration by S.L. Goel, Deep & Deep Publications Pvt. Ltd. New Delhi. Managing a Modern Hospital by Srinivasan, A.V. (ed.), Response Books, New, Chapter 12 Customer Relationship Management by Jagdish Seth, et al: Customer Relationship Management by Stanley A. Brown, John Wiley & Sons, Canada Ltd.
2	Reference Books	CRM At The Speed Of Light: Capturing And Keeping C Customers In Internet Real Time by Paul Greenberg CRM Handbook: A Business Guide To Customer Relationship Management by Jill Dyche: The Addison Wesley Information Technology Series. Harvard Business Review On Customer Relationship Management by Patrica Ramaswamy, et al: Customer Relationship Management by Kristin L. Anderson & Carol J Kerr Customer Relationship Management: A Revolutionary Approach To Connecting With Your Customer by S. Bernd H Schmitt: Guest management by Dr. R.K. Singh; Aman Publications
3	Supplementary Reading Material	Banquet Management and Room Divisions , Dr. D.K. Agarwal; Aman Publications
4	Websites	http://www.pmiorg.in/ http://www.ifogoal.com/pmc/pmchome.htm Bonsai", www.bonsai-bci.com www.hotelworkersrising.com Hvseco.com
5	Journals	

Semester	III	Specialization	Services Management
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Course Code	309SM	Type	Subject – Elective
Course Title	Information Technology Enabled Services Management		
1	To understand the importance of ITES in service management		
2	To enhance knowledge of global trends in outsourcing		

Syllabus:

Unit Number	Contents	Number of Sessions
1	ITES introduction-Meaning of Outsourcing, Factors driving the need to Outsource, types of outsourcing, skills to manage outsourcing efforts, the outsourcing lifecycle, stages of outsourcing, distinguishing features, Global trends in outsourcing and role of India in outsourcing.	6+2
2	KPO/BPO- introduction, significance, impressive growth potential, third party service providers, increasing specialization, future of BPO/KPO, new avenues for KPO/BPO, challenges facing the industry.	6+2
3	Student should be given an assignment to identify all possible types of IT applications and enlist the market segments for each of IT application.	8+1
4	Submission of the report to the concerned faculty	5

Learning Resources:

1	Text Books	Service Sector Management- An Indian Perspectives by C. Bhattacharjee, Jaico Publishing House, 4 th Ed.
2	Reference Books	Services Management by HR Appannaiah, P.N Reddy, H.V.S. Raghavan, D.S Gopal Krishna, Himalaya Publishing House, 1 st Ed, 2009
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Services
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			Management
Course Code	310SM	Type	Subject - Elective
Course Title	Service Value Chain Management Lab		

Course Objectives:	
1	To explore how to leverage the value chain to accelerate innovation in services
2	To emphasize the use of value chain for customer satisfaction.
3	To provide insights for creating customer delight.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Value Processes- Creating service value, Defining the benefit part of service value- the service product Service Value Chain- Introduction, Significance, Managing the service process through service value chain Costing of Services- Defining the cost part of service value: service pricing Delivering service value: Managing service delivery	5+1
2	Value creation by services marketing- service value chain and service profit chain Evaluating internal customer value leading to external customer satisfaction Key elements of service profit chain – customer loyalty and satisfaction, understanding value from customer perspective, dream team cycle.	4+1
3	Value Chain Service Innovations: Introduction, Components, Types, Models, Processes of Innovation, Evolution and Characteristics of Innovation Management, Key drivers, Factors influencing Innovation, Organizing for Innovation, Factors influencing service organizational design, Developing Innovation Strategy	4+1
4	Case Studies related to Service Value Chain in Banking & Insurance, Hospital and Health Care, Travel & Tourism, Hotel & Catering, Retail and Contractual Services.	6+1
5	Case Study Presentation by the students to the concern faculty	6+1

Learning Resources:

1	Text Books	"Competitive Advantage" by Porter, Michael E., 1985, The Free Press. New York. "Strategic Management: a Methodological Approach" by Rowe, Mason, Dickel, Mann, Mockler; 4th Edition, 1994. Addison-Wesley. Reading Mass
2	Reference Books	Services Sector Management An Indian Perspective, by C. Bhattacharjee Management of a Small Scale Industry by V Desai, 3rd ed., Himalaya,
3	Supplementary Reading Material	
4	Websites	www.stsma.com http://www.srpgroup.co.in/logistics/companies/tatamotors.htm http://suppliers.tatamotors.com/Project_Docs/rfq_terms_conditions.pdf mikehohnen.com/services/the-service-profit-chain/
5	Journals / Magazines	Bombay, 1986 Business line Wallmart's Value Chain

Semester	III	Specialization	Services Management
Course Code	311SM	Type	Subject – Elective
Course Title	Services Technology Lab		

Course Objectives:	
1	To make students understand use of technology in various business applications
2	To develop practical insight in enhancing business processes of service sector

Syllabus:

Unit Number	Contents	Number of Sessions
1	Meaning and Implications of technology, Reasons for service firms to adopt new age technologies, Different types of technology and their adoption across different service sectors in India and in the world.	6+1
2	Application Design Consideration for technology implementation-Need, Hardware Platform, Software tools, Coding Systems, Checks and Controls, User friendliness.	6+1
3	Prepare a study report on impact of technology in service process in terms of productivity, quality, cost, delivery, service, morale, innovation, ease of use after measurement of process performance.	14+2
Learning Resources:		
1	Text Books	
2	Reference Books	Service Sector Management- An Indian Perspectives by C. Bhattacharjee, Jaico Publishing House, 4th Ed.
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Services Management
Course Code	312SM	Type	Subject - Elective
Course Title	Service Leadership Lab		

Course Objectives:	
1	To develop knowledge of service leadership
2	To apply knowledge of service leadership and develop service leadership qualities
3	To enhance service leadership skills

Syllabus:

Unit Number	Contents	Number of Sessions
1	Services Leadership – introduction, meaning, definition, the three Imperatives-Marketing, Operation and Human Resource, creating and implementing a service vision, Six dimensions of Service Leadership, service leadership skills.	4+1
2	Creating a leading Service Organization, From losers to leaders, In search of Human Leadership.Servant leadership models in the professionals and Educational settings.	4+1
3	Students should identify service leaders / organisations at different levels from service industry, contact them in person and prepare the profile of these leaders through interviews and observations	9+1
4	Prepare presentation and share the learnings on service leaders /organisations interviewed.	9+1

Learning Resources		
1	Text Books	Services Marketing and Management by Dr.B Balaji, S.Chand; 2 nd revised edition 2010. Services Marketing People, Technology, Strategy by Chistopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Pearson, Sixth Edition
2	Reference Books	Leadership Development Activities by John Adair,2 nd edition Jaico publication Leadership Games by Stephen S Kogan, Response books Transforming LEADERSHIP' by James Mac G Regor Burns Mastering Leadership by Michael Wiliams, 2 nd edition,Viva books Positive leadership, Mike peg, Management books 2000 Leading Change, John P.Kotler, HBP Personality development by H R Wallace & Masters, South western publications
3	Supplementary Reading Material	7 Habbits of highly effective people by Stephen Covey
4	Websites	http://en.wikipedia.org/wiki/leadership http://www.businessballs.com/leadership.htm
5	Journals	

MBA SYLLABUS: SEMESTER III
RETAIL MANAGEMENT – SPECIALIZATION

305RM	INTRODUCTION TO RETAILING	
Unit Number	Contents	Number of Sessions
1	Retailing- Meaning, Nature, Classification, Growing Importance of Retailing, Functions of Retailing, and Retail as a career.	7+2
2	Global retail market- Challenges and opportunities-Evolution of Retail in India-Drivers of Retail change in India-Emergence of young earning India-Size of Retail in India: Clothing ,Textiles and Fashion accessories-Food And Food services-Books & Music	7+2
3	Types of Retailers - Form of ownership- Independent retailer, corporate retail chain, are franchising. Services provided to customers – self service, selected service and full service retailer. Product lines- Specialty Stores, Discount Stores, Department Stores, Supermarket, Hypermarket. Non-store retailing – Electronic retailing, catalog and direct mail retailing, Direct selling, television home shopping.	7+2
4	Marketing Decision of Retailer - Target Market. Product assortment & procurement. Services & store atmosphere. Price decision. Promotion decision. Place decision. Major concerns of Retailers – customer, supplier, Visual Merchandising, Store Location, Store Layout, Keeping Pace With Technology.	7+2
5	Economic significance of retailing- employment, top 10 global and Indian retailers, structure of retailing and distribution channel. Opportunities in retailing- Management opportunities and entrepreneurial opportunities	7+2
Learning Resources:		
Books	<ol style="list-style-type: none"> 1. Michael levy and barton.A Weitz,Retail Management, Irwin Mcgraw hill,international edition,U.S,1798. 2. Judith . W.Kincaid,Customer Relationship Management: Getting it right,Pearson Education, New Delhi, 2003. 3. Bert Rosenbloom,Retail Marketing,Random House 4. Retail Marketing Management- D. Gilbert. 5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach 6. Swapana Pradhan- Retailing Management 7. The Retail Revival- Reimaging Business: Dougs Stephens 8. Retail Analytics : The Secret Weapon by Ennets Cox 9. Emerging Trends in Retail Management : N Panchanatham & R Gnganguru 	

306RM	RETAIL STORE & OPERATION MANAGEMENT	
Unit Number	Contents	Number of Sessions
1	Designing the organization structure for a retail firm- organization design consideration. Store Location: Nature and significance of Retail Location, Types, Factor affecting store location, Location and Sight Evaluation, Trading Area Analysis, Recent Trends in Location of Store.	9+2
2	Nature and Objective of Store Layout: Allocation of floor space, Classification of store offering, Traffic flow pattern of store, Space need, Interior display. Visual Merchandising - role of Visual Merchandiser, Visual Merchandising Techniques- idea oriented presentation, style presentation, color presentation, price lining, vertical merchandising, tonnage merchandising, fixtures. Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors.	9+2
3	Retail Store Management – various tasks need to be performed, Responsibilities of Store Manager, Shelf Allocation, Check-out Counter Management etc., HRM in Retail, Retail and Logistics, Store Security, Parking Space Problem at Retail Centers	6+2
4	Buying of merchandise - Manufacturer brand, private label brand, International sourcing – cost associated with global sourcing decision, managing issues associated with global sourcing. Store Record and Accounting System, Coding System, Material Handling in Stores, Customer data management – Market basket analysis.	6+2
5	Logistic and Information system, Improved product availability, Improved assortments, Strategies, Quick Response System. Mall Management: Major players nationally & internationally, Role of promoter, developer& retailer: selecting tenant stores, Managing experience, target footfalls & their conversion to sales. Identifying customers, differentiating the mall, real estate pricing, Measuring duration & sequence of visit, Number &nature of outlets visited & spend of share of wallet across the tenants.	5+2
Learning Resources:		
Books	<ol style="list-style-type: none"> 1. Retail management by Levy and Weitz, Tata McGraw Hill Publisher 1. 2. SwapanaPradhan- Retailing Management 3. David Gilbert- Retail Marketing 4. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing 5. A. J. Lamba- The Art of Retailing 6. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach 	

307RM	RETAIL MERCHANDISE MANAGEMENT	
Unit Number	Contents	Number of Sessions
1	Planning Merchandise Assortment – Organizing the buying process by categories – category management	4+2
2	Setting objectives for merchandise plan – margin, sales turnover, GMROI, measuring inventory turnover, advantages and disadvantages of high inventory turnover. Sales forecast – store level forecasting. The assortment planning process – variety, assortment, product availability, assortment planning	5+2
3	Buying Systems – Merchandise budget plan, allocating merchandise to store, analyzing merchandise performance,	5+2
4	Buying Merchandise – Branding strategy, International sourcing decisions, connecting with vendor, negotiating with vendor, establish and maintaining strategic relationship with vendor.	3+2
5	Pricing – pricing strategies, approaches for setting prices, price adjustment, using price to stimulate retail sales.	3+2
Learning Resources:		
Books	1. Retail management by Levy and Weitz, Tata McGraw Hill Publisher 2. David Gilbert- Retail Marketing 3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing 4. A. J. Lamba- The Art of Retailing 5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach	

308RM	WAREHOUSE MANAGEMENT	
Unit Number	Contents	Number of Sessions
1	Concept of Warehouse: Introduction, Objectives, Meaning of a Warehouse, Need for warehousing management, Evolution of warehousing, Role of a warehouse manager, Functions of Warehouses, Types of Warehouses, Warehousing Cost, Warehousing Strategies, Significance of Warehousing in Logistics, Warehousing Management Systems (WMS).	5+2
2	Merchandise Management System: Introduction, Objectives, Meaning of Merchandise Management System, Organization Structure in Merchandise Management, Warehousing Function Model, Stock Valuation	4+2
3	Role of Warehousing in Retail: Introduction, Objectives, Retailing and Warehousing, Challenges in retail warehousing, Warehousing in fashion retail, Setting up a warehouse, Retail product tracking in warehouse using RFID, Types of warehouses, Benefits of warehousing, Role of government in warehousing, Characteristics of an ideal warehouse, Storing products in a warehouse, Warehousing — the way forward, Warehousing and Supply Chain	5+2
4	Strategic Aspects of Warehousing: Introduction, Objectives, Different Types of Customers in Warehousing, Importance of Warehouse in a Value Chain, Warehouse Location, Modern Warehouse Operations, World-class Warehousing	3+2
5	Technology aids in retail warehouse management: Introduction, Objectives, Bar code scanners, Wireless LAN, Mobile Computers, Radio Frequency Identification (RFID)	3+2

Learning Resources:		
Books	1. Warehouse Management – A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse By Gwynne Richards 2. Warehouse Distributions and Operations Handbook By David Mulcahy 3. Excellence in Warehouse Management By Stuart Emmett 4. Highly Competitive Warehouse Management By Jeroen P. van den Berg 5. Selecting, Buying, Installing and Using a Modern Warehouse Management System By Jan Young	

309RM	RETAIL SELLING SKILL	
Unit Number	Contents	Number of Sessions
1	Introductions to Sales - Selling Approaches - Transactional Selling, Affiliative Selling, Consultative Selling etc. Selling Process - Opening the sales, Probing, Demonstration, Trial Close, Handling Objections, Closing the sales, Confirmation and Invitation	5+2
2	Opening the Sales- Goals- Customer Resistance, relationship building, Opening Lines- Opening lines must be questions to encourage conversation, Opening Lines Must Have Nothing to do With Business, Opening lines must be creative, unique, and/or special enough to start a conversation. The 180 Degree Pass By approach – cases and role play	5+2
3	Probing – Goals- determine the customer's wants, needs, and desires, find out why they want, what they want, develop the customer's trust in you. Developing the Probing Skills- Open-Ended Questions, Close-Ended Questions, Logical Sequence, Question-Answer-Support, Switching Demonstration- Goals- establish the value of the merchandise, create a desire of ownership. Getting the Customer Involved- F-A-B-Gs (Feature, Advantage, Benefit, Grabber)	4+2
4	Trial Close- GOAL- close the sale on the primary item, sell additional merchandise. Constructing a Trial Close- Step one: "How about, Step Two: The Enhancer, Step Three: The Add-on, Step Four: Must Have, Step Five: Possession Handling Objections – GOAL- to save the sale by uncovering the customer's real reason for not buying. Six-Step Technique for Overcoming Customer Objections- Step One: Listen to the Entire Objection, Step Two: Acknowledge the Objection, Step Three: Getting Permission to Continue, Step Four: Do You Like It?, Step Five: The Smoke-Out, Step Six: Ask the Customer about Price.	3+2
5	Closing the Sale- Goal- to get the customer to buy the main item and the add-ons. Buying signals, Closing Techniques- The Either/Or Close, The Reflexive Close, The Ask-For-It Close, The Third-Party Reference Close, The Assumptive Close or The Order Form Close Confirmations and Invitations- Goals- prevent buyer's remorse which can lead to returns or cancellations, encourage personal trade and increase repeat business. Guidelines for successfully inviting customers back to store- Make an agreement with your customers, Invite the customer back to the store to see you.	3+2

Learning Resources:

Books	<ol style="list-style-type: none"> 1. Tanner, Honeycutt, Erffmeyer (2009), <i>Sales Management, shaping future sales leaders</i>, Dorling Kindersley India Pvt. Ltd. 2. Start and Run a Retail Business by Dion, Jim; Topping, Jaico Publishing House 3. Sales Management-Richard Still, Edward Cundiff,Norman Govani. 4. Sales Management –Cunnndiff,Bolling. 5. Professional Sales Management- Rolph Anderson, Joseph Hair. 6. Sales Management- M.V. Kulkarni. 7. Sales & Marketing Training- Patrick Forsyth. 8. Sales Management –Rosan Spiro 9. http://thefriedmangroup.com/articles/Effective-Probing-articles.htm 10. http://www.newyorkdeca.org/competitive_events/stateevents/SD.PDF 11. Harry J Friedman (2002), “No Thanks, I am Just Looking”, Chapter 5, John Wiley and Sons 12. SwapanaPradhan- Retailing Management 13. David Gilbert- Retail Marketing 14. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing 15. A. J. Lamba- The Art of Retailing 16. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach 	
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310RM	IT for Retailing	
Unit Number	Contents	Number of Sessions
1	Introduction:Role of IT in Retail Trade, Advantages of IT in Retail Trade like Cost productivity benefits and Marketing benefits, Competitive advantages of Information System for retail technology, limitations of using IT, Essential Requirements of an Information System for retail. Data Ware House and Data Mining. General Merchandise Planning Software	4+2
2	Applications of IT in Retail Management:Inventory control, POS - Point of sale,Sales Analysis, Planning and Forecasting, CPFR- Collaborative Planning,Forecasting and Replenishment.Capturing and transmitting data at POS , advantages, elements of data capture –coding system code symbology Means of data capture Database marketing,Data Mining, Data Mart,	4+2
3	Technology for retail Management:POS - Point of Scale Technologies available, Barcode scanning, electronic shelf tags, self-checkouts, RFID tags, fingerprint, authentication.Evolution of Retail Management Systems: Introduction to self-service,supermarkets, atomistic retail to regional networks/ chain stores, POS to point ofpurchase, push action to push strategy, Point of Differentiation, Point of Customer. Retail Information Systems: Approaches to EPOS, Auto Identification, Data Capture and Product Marking, Payments System at POS, Smart Cards, EPOS Products and Supplier, Managing Retail through Technology, Approaches to EPOS.	4+2
4	Web based retailing/ E- Retailing/ E Commerce (B2C): Kinds of retailers, engaged in electronic commerce: virtual retailers, two channel retailers,Multichannel retailers Role of Internet, Benefits of Internet, Monitoring theprogress of an internet e- retail business, limitations of the web.Emergence of eBay, Amazon and others, comparison of web based retailing andother forms of retailing.	4+2
5	Future trends : Smart cards, E-cash, Multimedia kiosks, Customer specific offers,Electronic body scanners, Electronic shelf frontRetail management Systems in the market:ERP systems like SAP andPeopleSoft, Specialized retail software providers like JDA, Retek, Essentus,SANDMAR RM 6000 and others, Open source software.	4+2

Learning Resources:		
Books	1. Information Technology for retailing by Khurana Pub McGraw Hill 2. Retail Business Management by R. Perumalsamy, Anmol Publications, 2010 3. Retail Management by Arif Sheikh and Kaneez Fatima , Himalaya Publishing House , 2008. 4. Advanced Technologies Management for Retailing - Framework and Cases by Eleonora Pantano and Harry Timmermans, Business Science Reference ,2011 1. Garroll W. Frenzel Johne. Frenzel, Management of Information Technology, Thomson Course Technology, Boston, 2004. 2. Henry C. Lucas. Jr, Information Technology – Strategic Decision Making for Managers, John Wiley & Sons (Asia) Pvt. Ltd., Singapore, 2005. 3. Efraim Turban, R. Kelly Rainer Jr, Richard E. Potter, Introduction to Information Technology, John Wiley & Sons, (Asia) Pvt. Ltd. Singapore, 2004. 4. Swapna Pradhan, Retailing Management, Tata Mc Graw Hill Publishing Company, New Delhi 5 Barry Merman, Joel R. Evans, Retail Management, Pearson Education.	
Website	www.retailsystems.com	

311RM	Food Retail Management	
Unit Number	Contents	Number of Sessions
1	Introduction to International Food market : India's Competitive Position inWorld Food Trade, Foreign Investment in Global Food Industry, Retailmanagement and Food Retailing, The Nature of Change in Retailing,Organized Retailing in India, E-tailing and Understanding food preference ofIndian Consumer, Food consumption and Expenditure pattern, Demographicand Psychographic factors affecting Food Pattern of Indian Consumer.	4+2
2	Value Chain in Food Retailing : Value Chain in Food Retailing, Principal trends in food wholesaling and retailing, food wholesaling, food retailing, thechanging nature of food stores, various retailing formats, competition andpricing in food retailing, market implications of new retail developments, valuechain and value additions across the chain in food retail, food servicemarketing.	4+2
3	Food Retail Management : Food Retail Management, Brand Management inRetailing, Merchandise pricing, Pricing Strategies used in conventional andnon-conventional food retailing, Public distribution system, Promotion mix forfood retailing, Management of sales promotion and Publicity, AdvertisementStrategies for food retailers.	4+2
4	Retail Operations: Managing Retail Operations, Managing Retailers'Finances, Merchandise buying and handling, Merchandise Pricing, Logistics,procurement of Food products and Handling Transportation of Food Products	4+2
5	Retail Sales Management: Retail Sales Management Types of Retail Selling,Training of Salesperson, Evaluation and Monitoring, Customer RelationshipManagement, Managing Human Resources in retailing, Legal and Ethicalissues in Retailing.	4+2
Learning Resources:		
Books	1. Berman & Evans. 2008. Retail Management: A Strategic Approach. 10th Ed. Prentice Hall of India Cox. 2006. 2. Retailing: An Introduction. 5th Ed. Pearson Edu.Levy M &Weitz BW. 2004. 3. Organized Agri Food Retailing in India – NABARD	

Website	http://www.nabard.org/fileupload/DataBank/Publications/Nabard%20E%20Book.pdf http://market.ap.nic.in/ http://eands.dacnet.nic.in/latest_2006.htm http://cacp.dacnet.nic.in/ http://mofpi.nic.in/	
Journals	Agribusiness – An International Journal Indian Journal of Agricultural Marketing Indian Journal of Marketing Indian Management Studies Journal Journal of Agri-business Journal of Marketing Management Journal of Marketing Research Journal of Sales Management Management Review Vikalpa	

312RM	MANAGING RETAIL STORE	
Unit Number	Contents	Number of Sessions
1	Store management responsibility – Recruiting and selecting store employee, socializing and training new store employee, motivating and managing store employee, evaluating store employees and providing feedback, compensating and rewarding store employee	4+2
2	Recruiting and selecting store employee – job analysis, job description, locating prospective employee, screening applicants to interview, selecting applicants, legal consideration in selecting and hiring store employees..	4+2
3	Socializing and training new store employee – orientation programs, training store employees. Motivating and managing store employee- Leadership, motivating employees, maintaining morale, sexual harassment.	4+2
4	Evaluating store employees and providing feedback – Who should do the evaluation?, how often should evaluations be made, format for evaluations, evaluation errors.	4+2
5	Compensating and rewarding store employee – Extrinsic rewards, intrinsic rewards, compensation programs, legal issues in compensation	4+2
Learning Resources:		
Books	1. Retail Management by Levy and Weitz, Tata Mcgraw Hill 2. Swapana Pradhan- Retailing Management 3. David Gilbert- Retail Marketing 4. George H, Lucas Jr., Robert P. Bush, Larry G Greshan - Retailing 5. A. J. Lamba- The Art of Retailing 65. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach	

MBA SYLLABUS: SEMESTER III
DIGITAL MEDIA & COMMUNICATION MARKETING– SPECIALIZATION

Semester	III	Specialization	Digital Media & Communication Marketing
Course Code	305 DMCM	Type	Subject – Core
Course Title	Integrated Marketing Communications		

Course Objectives:	
1	Quickly understand a company and its marketing communications activities
2	Thoroughly describe a range of media and methods available to marketers
3	Demonstrate a comprehensive understanding of integrated Marketing Communications theories and concepts

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Integrated Marketing Communications: Overview of Integrated Marketing Communications (IMC), What is IMC?, Original definitions of IMC, Early management perceptions of IMC, More recent definitions of IMC, Managing IMC, The role of advertising and promotion in IMC, The role of advertising agencies in IMC, Barriers to effective IMC, Organizational barriers, Organizational character, Compensation, Overcoming the barriers, Identifying IMC opportunities, Understanding consumer decision-making, IMC strategic planning, The five-step strategic planning process.	5+2
2	Advertising and promotion: Traditional Advertising - The role of advertising in IMC, Types of advertising, Consumer-oriented brand advertising, Retail advertising, B2B advertising, Corporate image advertising, Brand awareness and brand attitude strategy, Brand awareness strategy, Brand attitude strategy . Traditional Promotion - Basic types of promotion, Consumer promotion, Retail promotion, Trade promotion, Promotion to the consumer, Coupons, Sampling, Refunds and rebates, Loyalty and loading devices, Premiums, Sweepstakes, games, and contests, Building brand attitude with consumer promotion, Trial versus repeat purchase objective for promotion, Trial objective for promotion, Repeat purchase objective for promotion, Promotion to the trade and retailer, Allowances, Display material, Trade premiums and incentives, Incentive promotion cost.	5+2
3	New media and other IMC options: New media, Internet, Mobile marketing, Sponsorships and event marketing, Product placement, Packaging, Trade shows and fairs, Personal selling, Public relations, Public relations strategy, Advantages and disadvantages, Marketing public relations, Buzz marketing. Direct marketing and channels marketing - The role of direct marketing in IMC, Difference between direct marketing and traditional advertising, When to use direct marketing, The database in direct marketing, The role of channels marketing in IMC, Co-op advertising, Tactical marketing.	11+2
4	Message processing & Creative Execution: Message processing - Communication response sequence, Message processing responses, Attention, Learning and acceptance, Emotion, The role of memory, Unconscious processing, Conscious processing. Creative execution - Gaining attention, Unexpected elements, Colour, Size of picture or illustration, Print placement, Format, Contents, Facilitating learning, Keep it simple, Use short headlines, Picture–word sequence, Pacing of commercials, Consistency in IMC executions, Visual look must be unique, Specific creative tactics for brand awareness and brand attitude, Brand awareness creative tactics, Brand attitude creative tactics, Eliciting the correct emotional response .	7+2
5	IMC Planning and Execution: Communication objectives, Relative advertising versus promotion strengths, Category need, Brand awareness, Brand attitude, Brand purchase intention, Market characteristics that influence IMC effectiveness, Product differentiation, Market position, Poor performance, Competitive activity, Advantages of using advertising and promotion together, The advertising and promotion ‘ ratchet effect ’, The impact of demand elasticity. The IMC planning process - Reviewing the	7+2

	marketing plan, Selecting a target audience, Determining how decisions are made, Message development, Establishing brand positioning, Setting communication objectives, Matching media options, Appropriate media for brand awareness, Appropriate media for brand attitude, Appropriate media for the size and type of business. Finalizing and implementing the IMC plan - Finalizing the plan, Identifying touch points, Identifying communication tasks and media options, IMC planning worksheet, Implementing the plan, The creative brief, Selecting the best media options, Allocating the media budget	
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Learning Resources:		
1	Text Books	Strategic Integrated Marketing Communications, Larry Percy, Elsevier
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Digital Media and Communication Marketing
Course Code	306 DMCM	Type	Subject – Core
Course Title	Internet Marketing – I		

Course Objectives:	
1	To increase the learner's understanding of internet marketing.
2	To make the learner knowledgeable about key issues in internet marketing
3	To help the learner to apply the appropriate tools to plan, develop, and execute internet marketing
4	To provide the learner hands-on experience with constructing a complete internet marketing plan

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Internet marketing : Significance of internet for Internet marketing, Marketing applications of Internet marketing, changing media consumption patterns, changing buyer behavior, What is Internet marketing? E-marketing defined, Digital marketing defined, E-commerce and e-business defined, Business or consumer model? benefits of the Internet to the marketer, strategic approach to Internet marketing, difference between Internet marketing communications and traditional marketing communications.	5+2
2	The Internet micro-environment: Introduction, Different components of the micro-environment, Marketplace, Competitive forces, Value creation and value chain analysis, New channel structures, Location of trading in marketplace, Commercial arrangement for transactions, Business models in e-commerce, Revenue models, Customers, Assessing demand for e-commerce services, Online demand for business services, Online buyer behavior, Customer persona and scenario analysis, Multi-channel customer experiences, Models of online buyer behavior, Competitors, Suppliers, Intermediaries The Internet macro-environment: Introduction, Social factors, Social exclusion, Legal and ethical issues of Internet usage, Privacy and other e-commerce legislations, Technological factors, Alternative digital technologies, Economic factors, Globalisation, Political factors, Internet governance, Taxation, Tax jurisdiction	7+2
3	Internet marketing strategy : Introduction, Internet strategy is a channel marketing strategy, The scope of Internet marketing strategy, An integrated Internet marketing strategy, Is a separate Internet marketing plan needed? A generic strategic approach, Situation review, Internal audit or analysis, External audits or analysis, Strategic goal setting, Frameworks for objective setting, Strategy formulation Decisions - Market and product development strategies , Business and revenue models strategies , Target marketing strategy , Positioning and differentiation strategy (including the marketing mix) , Multi-channel distribution strategy, Multi-channel communications strategy , Online communications mix and budget , Organisational capabilities (7S). Strategy implementation	7+2
4	The Internet and the marketing mix: Introduction, Product, The long tail concept, The Internet and branding, The importance of brand online, Price, Increased price transparency , Downward pressure on price, New pricing approaches (including auctions), Alternative pricing structure or policies, Place, place of purchase, New channel structures, Channel conflicts, Virtual organisations, Promotion, People, process and physical evidence.	7+2
5	Business-to-consumer Internet marketing: Introduction, Key themes and concepts, Online customers, Who are the online customers?, Online customers' expectations and motivations, E-retailing, Development of e-retailing, E-retailing: the virtual channel, E-retail activities, Information functions, Interactive functions, Who are the e-retailers and what are they selling?, Implications for e-retail marketing strategy.	9+2

	Business-to-business Internet marketing: Introduction, Key themes and concepts, B2B e-context, Online environment analysis, Commercial exchanges in B2B markets, The electronic marketplace, How organisations are using Internet technologies, Trading relationships in B2B markets, The exchange process, The buying function, Trading partnerships, Digital marketing strategies	
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Learning Resources:		
1	Text Books	Internet Marketing, Dave Chaffey, Fiona Ellis-Chadwick, Kevin Johnston, Richard Mayer, Pearson Education
2	Reference Books	E Marketing, Strauss, Ansary, Frost, Pearson Education Internet Marketing, Alan Charlesworth, Elsevier Online Marketing, Richard Gay, Alan Charlesworth, Rita Esen, Oxford E Marketing Excellence, PR Smith & Dave Chaffey, Elsevier.
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Digital Media and Communication Marketing
Course Code	307 DMCM	Type	Subject – Elective
Course Title	Mass Communication Media and Culture – I		

Course Objectives:	
1	Understand the interrelationship between media and culture
2	Develop a grasp of media organizations and their roles
3	Get insights into Indian media and entertainment industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	Class, Ideology and the Media: Introduction, The study of the media: theoretical approaches, Theories of the media, theories of society, The rediscovery of 'ideology': return of the repressed in media studies, Messages and meanings	4+2
2	Media Organizations: Introduction, Large corporations and the control of the communications industries, Negotiation of control in media organizations and occupations, Cultural dependency and the mass media	4+2
3	The Power of the Media: Introduction, Communications, power and social order, The political effects of mass communication, How the media report race, Media, 'reality', signification	4+2
4	Media and the new world order: Impact of Media on Stock Markets, FDI in Media and its impact, Media and Social Advertising, Traditional Folk Media for rural development, Media and the Marginalized, Women and Media, Media and the Beauty Business, Media and Human Rights, Trial by Media, Reshaping Mind and Behaviour – Media and its Impacts.	4+2
5	Indian Media and Entertainment Industry: Key Components & Players in each – Print, TV, Radio, FM, Films, Out of Home & Digital, Animation, Gaming, Penetration, Market shares & Presence – National – Regional - Local, Urban - Rural, Penetration, Income, Life Styles, Growth Rates, CAGR, M & A Activity, Growth Drivers – demand, policy support, innovation & investments. Digitization, Regulation, Advertising Spends across Media, Channel Viewership, NRS, TRPs, Digitization of cable television, ARPU trends, Cinema Screens, Digital Revenues for the music industry, Media Conglomerates and Media Houses, Key Players, Industry Associations.	4+2

Learning Resources:		
1	Text Books	Culture, society and the media, Edited by Michael Gurevitch, Tony Bennett, James Curran And Janet Woollacott, Routledge Media and the New World Order, Agarwal, Khanna, Tripathi and Shukla, Wisdom Publications The Indian Media Business, Vanita Kohli-Khandekar, Response Books
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Digital Media and Communication Marketing
Course Code	308DMCM	Type	Subject – Elective
Course Title	Public Relations – I		

Course Objectives:	
1	To provide fundamental conceptual inputs about PR
2	To help the learner understand the functioning of PR agencies and the role of PR manager.
3	To understand the strategic role of PR in IMC

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Basics of Public Relations: Defining Public Relations (PR), Where does PR sit with advertising & Marketing? What can PR do? Functions of PR in business and society, Why do people seem to respond to PR? Distinction between propaganda and PR, Publicity, Advertising, Public Affairs, Lobbying, Marketing PR, Social Marketing, Public Information, Historical Perspective of PR. I & B Ministry, People's Participation. Global perspectives. Public Relations in government, police, banks, tourism, public sector, NGOs, political parties. Global Public Relations & Future of PR.</p> <p>Evolution of Public Relations: Origin, Growth, Evolution of PR – Communicating / Initiating, Reacting/Responding, Planning/Preventing, PR as a Management Function, Professionalism, PR in the era of Global Communication.</p>	4+2
2	<p>Principles of Public Relations: Who are the Publics? Stakeholders, One Message – Different public, Segmentation of Public. Major PR Publics – employees, financial publics, suppliers, distributors, customers, government, opinion leaders, media public, general community, special public, international public. Is general public a stakeholder? Communication with Stakeholders. The Court of Public Opinion. PR as an internal marketing tool.</p>	4+2
3	<p>Strategic Public Relations: PR as a strategic management function, Management dimensions, Relationships Management, Strategy & Tactics, PR as a top management function, Expectations of a CEO, Boundary Spanning PR, Environmental Scanning, Is PR a staff function.</p>	4+2
4	<p>Public Relations Department and Agencies: Basic functions, Four As, Structure of inhouse PR department, Management of PR department, Managing PR agencies – PR services, Tactics, Justification for a PR agency, Structure, Good Brief, Appointment of PR agency and fees. PR as an internal marketing tool.</p> <p>Effective PR manager: How to be a good PR manager? Functions of a PR manager, Multidisciplinary aspects, Management Expectations, Misconceptions, Is PR a Profession? Spin Doctor, Professionalism, Attributes – good PR, planning, Skills, Four As and Four Ps, Four Don'ts, PR manual, PR Reporting.</p>	4+2
5	<p>Media Relations: What is Media relations? Principles of Good Media Relations. Inter-media Publicity Coordination. ownership of the media, cross-media ownership, Newspapers and Periodicals – national, regional and local, press agencies, matching the media, promoting the product, paid news, public relations, press releases, distribution, features, meeting the press, press interviews, press conferences and receptions. Briefing broadcast media, winning the TV interviews, Radio interviews.</p>	4+2

Learning Resources:		
1	Text Books	<p>Effective Public Relations & Media Strategy, C V NarsimhaReddi, PHI - EEE edition.</p> <p>Effective Media Relations, Bland, Theaker&Wragg, Chartered Institute of Public Relations, 3rd edition.</p> <p>This is PR – The realities of Public Relations, Newsom, Turk & Kruckeberg, Thomson</p>

		Learning, 7 th edition.
2	Reference Books	<p>Creativity in Public Relations, Andy Green, Chartered Institute of Public Relations, 3rd edition.</p> <p>Running a Public Relations Department, Mike Beard, Chartered Institute of Public Relations, 2nd edition.</p> <p>Public Relations – Managerial Case Studies & Problems, Center & Jackson, PHI, EEE, 6th edition.</p> <p>Public Relations – A practical guide to the basics, Philip Henslowe, Chartered Institute of Public Relations, 2nd edition.</p>
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Digital Media and Communication Marketing
Course Code	309 DMCM	Type	Subject – Elective
Course Title	Event Management		

Course Objectives:

1	Appreciate event management as a professional endeavor
2	Understand the chain of events that goes into successful event management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Scope and nature of Event Management: Definition, Variables, Types of events, The impact of events, Timelines, What is an event worth?, What makes someone a good event manager? Developing a concept and planning: The need, Expectation determination, Developing concepts, The stakeholders, Planning processes	4+2
2	Organizing the resources required: Location, Organizing physical resources and services, Financial resources, Managing financial resources, Marketing resources, Outsourcing resource requirements Catering - Food and Drink: Determining food and beverage needs, Choosing a caterer, Other catering considerations.	4+2
3	Promoting an event: Marketing an event, Target marketing, How to determine the target, The marketing mix, How to promote a private event, How to promote a public event Managing the clientele: Accessibility, Queuing theory, Negative situations, Conflict handling techniques, Dealing with your anger and emotions	4+2
4	Risk management, legalities and contingency planning: Planning for the unexpected, Risk analysis, Tools for identifying risks, Negating risk, Contingency planning, Legal issues, Insurance, Security at events Delivering the event: Some things to consider before setting-up day, After the event	4+2
5	Organising celebrations and parties: A children's party, A wedding, A reunion, A street party Organising exhibitions: Guidelines for planning a show or exhibition Organising conferences and seminars: Organising a conference Working in the events industry: Education, Job profiles	4+2

Learning Resources:

1	Text Books	Event Management, Wagen and Carlos, Pearson Event Planning & Management. Diwakar Sharma, Deep and Deep Publications Successful Event Management, Shone & Parry, Thomson Learning Event Management , John Mason
2	Reference Books	The Business of Event Planning: Behind-the-Scenes Secrets of Successful Special Events, Allen, J, Canada: Wiley Planning Special Events. , Armstrong, J S, New York: Josse Bass Wiley. Professional Event Coordination , Rutherford Silvers, J and Goldblatt, J. New York: Wiley.
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Digital Media and Communication Marketing
Course Code	310 DMCM	Type	Subject – Elective
Course Title	Communication Theory - I		

Course Objectives:	
1	To learn to think about and analyze communication in a systematic way.
2	To compare the field of communication studies with other social sciences and understand its varied contributions to the knowledge/practice of human interaction.
3	To analyze communication phenomenon from different perspectives.
4	To recognize and explain major communication theories.
5	To apply knowledge of communication theories to “real world” issues.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Basics of Communication: What is communication? Multiple definitions of communication. Communication as a relational process. Messages as the core of communication. Communicators, message’s form and substance, symbolism – encoding and decoding, interpretation effect, response. Communication as a practical discipline.	4+2
2	Communication Theory: Multiple Communication theories – methodological approaches, desired outcomes or goals, levels of investigation – behavioural science approach and the interpretive approach, Craig’s traditions of communication theory – socio-psychological tradition, cybernetic tradition, rhetorical tradition, semiotic tradition, socio-cultural tradition, critical tradition, phenomenological tradition, ethical tradition.	4+2
3	Symbolic Interactionism: Communication as a human and humanizing activity, three core principles of symbolic interactionism – meaning, language and thinking. The construction of social reality. Language; the source of meaning, Self as an ongoing process combining the I and the me. Society – The socializing effect of other’s expectations. Potential of symbolic interaction, Naming, Self-fulfilling prophecy, Symbol manipulation, Ethical reflections.	4+2
4	Coordinated Management and Meaning: Perace and Cronen approach – looking directly at the communication process and what it’s doing, How communication creates our actual worlds, co-construction of social realities, pluralistic world, participants rather than spectators, Stories lived and stories told, Stories told: Making and managing meaning, Stories lived – coordinating our patterns of interaction. We get what we make. Get the pattern right. Create better outcomes.	4+2
5	Expectations Violations Theory: Personal Space expectations – conform or deviate? Proxemics – study of people’s use of space as a special elaboration of culture, Core concepts of EVT – Expectancy, context, relationship and communicator characteristics, Violation valence, Communicator reward valence, Interactional adaptation – adjusting expectations as an extension and expansion of EVT, requirements, expectations, desire, shortcomings of EVT.	4+2

Learning Resources:		
1	Text Books	A First Look at Communication Theory, Em Griffin, 8th Edition
2	Reference Books	Communication Theories: Perspectives, Processes, and Contexts, Katherine Miller, 2 nd edition
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Digital Media and Communication Marketing
Course Code	311 DMCM	Type	Subject – Elective
Course Title	Media Planning & Buying		

Course Objectives:

1	To carry out an advertising-focused analysis of media relevant to supporting a client's business objectives
2	To prepare a media buying plan appropriate to a client's requirements
3	To evaluate the performance of a media buying program

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Media Basics: Media – Indian Landscape, Media Agency, Roles & structures, Non-agency options in media industry, Basic Metrics – Television Metrics, Benchmarking Metrics, Plan Metrics, Print Metrics.</p> <p>Media Strategy: Need for a media strategy, begin with an end in mind, Situation analysis, Building blocks of a media strategy, Opposing forces, Target Group Definition – impact of marketing task on target group definition, data sources, SEC and other descriptors of Target Group, Beyond demographics, Segmentation studies.</p>	4+2
2	<p>Market Prioritization: Market or Sales Contribution, Salience or Dispersion, Market Growth, Competitor Sales and Market Share, Category Size, Brand and Category Development Index, Market Index, Media Isotable Markets, Allocating Budgets.</p> <p>Media Weights: Setting media weights basis competition, setting efficient media weights, setting task-based media weights, other ways of setting media weights.</p>	4+2
3	<p>Media Mix Decision: Why Media Mix? Types of Media Mix Decisions, Media Choices – setting the context, Strategic issues, Target Group media consumption, Competitive activity, Quantitative parameters, qualitative factors, role of suitability of the medium.</p> <p>Scheduling: Factors affecting scheduling, receptivity targeting, scheduling patterns, scheduling for impact, ad response functions and scheduling, adstock modeling and scheduling.</p>	4+2
4	<p>Building a plan: Elements of a media plan, Print planning, TV planning, Radio planning, Cinema planning, Outdoor planning, Internet planning.</p> <p>Evaluating Media Buys: Television, print, other media, measuring the effect of the buy.</p> <p>The Buying Process: Structures, Roles and Responsibilities, Objectives of the media buyer, Steps in the buying process.</p> <p>Plan Implementation: Raising Estimates, Booking-in the activity, Release Orders, Material Dispatch – creative units / edits, Monitoring the activity, Billing, Collections.</p>	4+2
5	<p>Budget Setting: Brand's Budget, Allocation of the Budget, Methods of Setting the Budget, Factors that affect setting the budget.</p> <p>Solutions Approach: Why Solutions? What is Solution? The media partner's take, Issues with a solution's approach.</p>	4+2

Learning Resources:

1	Text Books	Media Planning and Buying in the Indian Context, Arpita Menon, McGraw Hill.
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Digital Media and Communication Marketing
Course Code	312 DMCM	Type	Subject – Elective
Course Title	Digital Consumer and Digital Branding		

Course Objectives:

1	To appreciate the shift from traditional to digital media and how it has altered the way brands communicate with their audiences
2	To about the challenges of managing a digital brand and how rich and compelling content, combined with digital distribution, are integral to brand engagement.
3	To integrate online marketing channels including web, email, mobile and social media platforms to manage online content development and delivery.
4	To understand underlying business models and principles that drive successful marketing and digital media campaigns.
5	To appreciate the strategic decisions in content management and brand development through digital media.

Syllabus:

Unit Number	Contents	Number of Sessions
1	The Digital Consumer & Digital Branding: Marketer control versus consumer control, Consumer empowerment, Consumer participation and engagement. Internet Marketing, Unique Value Propositions, Calls-to-Action and Messaging, Internet Marketing Tools, The Role of the Website, Internet Marketing Model and How It Affects Business. Content marketing and its value, strategies for content distribution, challenges associated with content marketing.	4+2
2	Creating and Nurturing an Online Brand: How digital has changed branding? Value propositions – content, customization, community, convenience, choice, cost, Value proposition for various segments , Considering the User Journey, Stages of the user journey, Mapping the User Journey, Multichannel marketing, Omnichannel marketing, Content Marketing, Branding for differentiation, authenticity, authentic value proposition, Reputation Management, Controlling Content and Conversation, Dispute Resolution, Managing the Online Persona, Rules for Building Your Personal Brand.	4+2
3	Owned, Earned & Paid Media: Concepts of owned , earned and paid media, definitions, examples, roles, advantages, challenges, importance for brands, brand engagement, range of engagement platforms, levels of engagement, strategies for shaping owned, earned and paid media, synergy between owned, earned and paid media.	4+2
4	Analyzing Customers, Markets, and Planning: underlying business models and principles that drive successful marketing and digital media campaigns, strategic decisions in content management and brand development through digital media, Planning to Acquire New Customers, Analyzing Consumer Behavior – Creating Personas, Customer Segmentation, Targeting, and Profiling, Customer Relationship Management, Stages in Planning a Customer Campaign, Analyzing Customers, Markets and Planning.	4+2
5	Integrated Campaigns and Multi-Channel Marketing: Web Growth and the Associated Risks, Broadcast vs. Narrowcast, Integrated Tactics and Mass Media, Multimedia Campaigns, Changes in Sales and Communication Channels, Integrated Media Marketing - Integrate online marketing channels including web, email, mobile and social media platforms to manage online content development and delivery,	4+2

Learning Resources:

1	Text Books	Digital Branding, Daniel Rowles, Kogan Page Brand Avatar, Alycia De Mesa, Palgrave Macmillan Brand Media Strategy, Antony Young, Palgrave Macmillan
2	Reference Books	Online Branding, RatnajaGogula, ICFAI Books

		Pioneers of Digital, Paul Springer & Mel Carson, Kogan Page Online Marketing Heroes, Michael Miller, Wiley.
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Digital Media and Communication Marketing
Course Code	313 DMCM	Type	Subject – Elective
Course Title	Social Media Marketing		

Course Objectives:	
1	To understand the social media landscape
2	To be able to develop social media strategy in a given context
3	To measure the effectiveness of social media strategy

Syllabus:

Unit Number	Contents	Number of Sessions
1	Social Media Landscape: Introduction to Social Media, What is Social Media? The basics of the new digital landscape, How Social Media developed, Managing Information, Aggregators, Google Alerts, Word of Mouth and Viral Marketing, Consumer-generated content - Encouraged and Organic, Friends, Fans, Followers , Blogs (compare to websites) - Personal , Corporate. Top tier platforms, such as Facebook, Twitter, LinkedIn, YouTube, etc., Social search, Social media's implications for marketers, Social media integration into the business strategy, Key ways that brand informs social media. The Legal side of Social Media : In-house guidelines, Copyright and Trademark Implications,	4+2
2	Social Media Strategy and Tactics: Getting an organization ready for Social Media, Defining the social media goals, Content Management, Know your audience & what are they doing, Touchpoint analysis, Scheduling & Creating content, Managing content programs, Planning Worksheets, the social media conversation, social media listening tools, the connection between PR efforts and social media, incorporating blogs into social media strategies, Blogging platforms, blogosphere outreach, and micro-blogging, Mass media driving to social media, Advertising in social media, Sweepstakes in social media, Defining the social media strategy, social media tactical implementation calendar, Utilizing photos and videos sites in social media, Using social media to seed the email lists, Instagram for brands versus personal.	4+2
3	Social Media Conversations: Return on Conversations versus Return on Investments, Conversation happens with or without you, Understanding each community, Everyone in the organization has a stake in social media strategy, Social Media polices for employees, professional ethics matter, define who owns the conversation, branding and messaging consistency, transparency, building trust and relationships, Give up control, customers know products better, content value, sharing economy – sharing is the key, ask the audience.	4+2
4	Setting Up Tools: Facebook Creating groups and pages ,Tips and Guides, Posts, Paid Promotion Ads, Contests, Google+ : Set-up and usage, Company profile, Hangouts, Authorship, YouTube Long-form video platforms , Setting up a channel, Managing content , YouTube, Twitter Set-up and usage Tips, LinkedIn : Tips and Guides, Review of profiles, Pinterest, target audience, Visual social media and bookmarking, Set-up and management, Collaborative Marketing & Crowd sourcing, Promoting social media pages in other media, Social commerce implementation, International social media channels, Best social media listening and management tools, Creating positive chatter in social media, Linking social media accounts, Utilizing discussion boards and social groups. Blogs, Blogger, Tumblr, Wordpress , Set-up, Services Influencers - Who are they? How to find them ? How to use them to benefit your brand.	4+2
5	Metrics, Measurement and Evaluation: Defining key terms in social media, Establishing goals and key tracking metrics, Free social media measurement tools, Benefits of popular and custom URL shorteners, difference between buzz monitoring and audience research, Complementing Search Engine Optimization (SEO) and Pay per Click (PPC) marketing, Aligning offline marketing strategies with social media	4+2

	<p>marketing, Social media friendly press-room, Calculating acquisition costs and hard ROI from social media, Creating customized campaign performance reports</p> <p>Social Media Case Studies: Major brand case study, Small company case study, Small B2B case study, Big brand digital media site side optimization, Using social media for brand awareness, Using social media for direct response, Successful use of Pinterest, World Business</p>	
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Learning Resources:		
1	Text Books	Social Media Marketing, Liana Li Evans, Pearson.
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Digital Media and Communication Marketing
Course Code	314 DMCM	Type	Subject – Elective
Course Title	Email Marketing		

Course Objectives:

1	To understand the technical and functional aspects of email marketing
2	To get an overview of email analytics

Syllabus:

Unit Number	Contents	Number of Sessions
1	Email Marketing Fundamentals: Why Email Marketing? Email Marketing versus Direct marketing, Email marketing versus website based marketing, Inbound Email as a Marketing Tool, Outbound Email Management, Integrating Email With Social Media, Email Best Practices and Myths, Elements of a Solid Email, Challenges of Email Marketing. B2B Email Marketing,	4+2
2	Email Design and Functionality, Software Platforms for Email Delivery, Multi-Part Messages – HTML and Text Versions, White Lists, Black Lists and Other Considerations, Email List Building and Capture Page Design, Email Dialect – HTML Coding, Email for Mobile Phones, Selecting the Right Platform, Developing and Managing the RFP Process.	4+2
3	Email Campaign Planning: Objective Setting, Email Campaign budgeting, Campaign design – targeting – offer – timing – creative. Consumer Demographics and Psychographics in Email, Email creative - Creative brief.– email usage constraints, creative structure, headers, banner and headline, creative formatting, design. Writing Styles and Calls to Action, Design Techniques for Effective Email, Personalization – Rich Media and Graphics, Deployment - Multi- Variate Testing, Landing Page Testing, HTML to Text Email. Mapping the Email Strategy to Stages in the Sales Cycle, Campaign integration with other Media, Email Broadcast Checklist, Correction Email.	4+2
4	Email Marketing Analytics: Modeling and Measuring e-mail marketing effectiveness, Retargeting Campaigns, Impacts on Open Rates, Click-Through Rates and Click-to-Open, Emails Sent vs. Delivered, Hard Bounce vs. Soft Bounce. Email Optimization and Testing - Test and Seed Lists, Unsubscribes, Optimizing for Deliverability, Optimizing for Open Rates, Optimizing for Click-Through Rates, Optimizing for Conversion, Dashboard and Trend Analysis, Targeting Links and Deep Linking, Increasing Response Rates, Lead-Nurture Programs, Offer Strategy, List Management, Performance Tracking – Dashboards. ROI Tracking.	4+2
5	Multipurpose Emails - E-Newsletters and Online Surveys, Viral Email Programs and Web/Email 3.0, In-Store Offer and Coupon Delivery, Deliverability, Reputation Management and Repair, Certified Email Options, Relevance-Enabling Technologies and Clickstream Analytics, Third-Party Integrations, Delivery Service Providers Email Marketing Laws and Ethics – Permission Marketing, E-permission marketing principles, Email Privacy, Database Security and Responsibility, Unsubscribe Procedures, Spamming in Email Marketing	4+2

Learning Resources:

1	Text Books	Total e-mail Marketing, Dave Chaffey, Elsevier, 2 nd edition.
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	III	Specialization	Digital Media and Communication Marketing
Course Code	315 DMCM	Type	Subject – Elective
Course Title	Mobile Marketing		

Course Objectives:

1	To develop an appreciation and understanding of the concepts, principles and technologies of mcommerce and study its application to the marketing function of organizations.
2	To understand, through the use of real-world case studies, how mobile phones are used in four marketing disciplines: sales promotion, advertising, customer relationship management, and brand engagement.
3	To understand the interrelationships between two media channels – mobile and social – and how brands can engage consumers through these channels.
4	To develop a strategic approach to define how mobile phones can be aligned and integrated into an overall marketing strategy in organizations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	M-commerce concepts& Marketing for a wireless world: E-commerce concepts, Anytime commerce , The dimensions of e-commerce , E-commerce business models, The wireless revolution, The impact of mobility on e-commerce, M-commerce business models, The m-commerce value chain, Mobile Marketing for a wireless world - revenue generating services, value added services, Increasing marketing efficiency. Mobile generations, Importance of Location, M-commerce technology, Mobile clients Types: mobile phones, PDAs, laptop computers, vehicle-mounted devices, hybrid devices. SMS Marketing, Dispelling mobile marketing myths. Mobile Marketing Rules and Ethics - Examining the impacts of Net neutrality.	4+2
2	M-commerce application & issues: Mobile financial services, Mobile advertising, Mobile inventory management, Mobile product location and shopping, Mobile proactive service management, Mobile business services, Mobile auction, Mobile entertainment, Mobile office, Mobile distance education, Mobile information access, Vehicular mobile commerce, Telematics, Location-based applications, Trust, security, and payment, Trust in m-commerce Encryption & Authentication, confidentiality, integrity, and non-repudiation, Mobile payment, M-commerce Technology issues, Mobile client issues , Application issues, Global m-commerce issues, Beyond m-commerce.	4+2
3	Wireless Advertising Models: Improving brand awareness,Making connections,The mobile operator challenge, Advantages of wireless advertising, Effectively using mobile marketing voice tools, Mobile content, Location based mobile retailing and marketing models, Proven techniques of proximity marketing, Implementing augmented reality, 2d barcodes, Bluetooth usage, Top mobile search tools, Understanding WAP and the mobile web.	4+2
4	App Marketing : Building the App Store Presence, App Store Optimization (ASO), Channeling emotion to improve Ratings & Reviews, Leveraging other offline & online media, Alternative App Stores. Organic versus Reward Ads , Calculating Estimated Cost per Install (eCPI) , Media Mix to boost Ranking, App Install Creatives, Onboarding the right users - LTV by Traffic Source, Optimizing App Install Campaigns, Profiling Mobile App Users, App Deeplinking, App Indexing, Virality and App Referrals, Churn Prevention, Re-engaging with Push Notifications, Re-targeting, Tracking the Competition, App Business Models, Approaches to Monetize Apps, Advertising based Monetization, Banner versus Native Ads, Freemium models with In-App Purchases, Combining IAP with Reward Ads, Subscription based Services, Ad Monetization Partner.	4+2
5	Developing, Launching and Integrating a Mobile Marketing Campaign: Setting achievable goals for the mobile campaign, Creating a winning mobile marketing	4+2

	<p>campaign, Campaign budgeting tactics, the perfect mobile channels, Launching and Integrating the Mobile Campaign - Creative standards for mobile websites, Identifying critical paths and timelines, choosing the agency or vendor, making emails mobile friendly. Market research and insights, Producing superior results from your mobile campaign</p> <p>Mobile Analytics: Overcoming the difficulties of mobile analytics, Essential strategies of mobile content analytics, Learning mobile application analytics, Staying ahead of industry trends .</p>	
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Learning Resources:		
1	Text Books	<p>Andersson, C., Freeman, D. James, I., Johnston, A. and Ljung, S. (2006) Mobile Media and Applications, From Concept to Cash: Successful Service Creation and Launch. Wiley.</p> <p>Bouwman, H., de Vos, H. and Haaker, T. (2010) Mobile Service Innovation and Business Models. Springer.</p>
2	Reference Books	<p>Sorensen, C. (2011) Enterprise Mobility: Tiny technology with global impact on work, Palgrave Macmillan.</p> <p>Deltina, H. (2009) A Survival Guide to Social Media and Web 2.0 Optimization: Strategies, Tactics, and Tools for Succeeding in the Social Web, Dalton Publishing, Austin, TX.</p> <p>Layon, K. (2012) Mobilizing Web Sites: Strategies for Mobile Web Implementation, Peachpit Press.</p> <p>Sugai, P., Koeder, M. and Ciferri, L. (2012) The Six Immutable Laws of Mobile Business. Wiley.</p>
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester III
Tourism and Hospitality Management (THM)

Semester	III	Specialization	Tourism and Hospitality Management
Course Code	305THM	Type	Specialization - Core
Course Title	Fundamentals of Hospitality Management		

Course Objectives	
1	To understand the nature and scope of Hospitality Management
2	To Figure out the different types of hotels and restaurants
3	To Understand and analyse the hospitality industry from various perspectives of hotel, tourism, travel and transport

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: The Hospitality Industry – Origin and Growth – Tourism Industry – Importance of Tourism –Industries related to Tourism – Evolution and Growth of the Hotel – Evolution of Tourism –Factors Affecting Hospitality and Tourism Industry – Employment Opportunities in Hospitality	7+2
2	Tourism Industry: Introduction, concept, definition, types and characteristics Relation of hospitality industry with Tourism Definition of Tourism – Features – Types of Tourists – Tourism Activities – Components of Tourism Infrastructure – Elements and Characteristics of Tourism Products- Scope of Tourism – Motivation for Tourism – Relation of hospitality industry with Tourism	8+2
3	Hotel Industry: Organization of Hotels, ownership structure: Sole Proprietorship, partnership, Franchisees, Management Contract – concept, their advantages and disadvantages. Clarification of Hotels – Major Departments of a Hotel – Star Ratings of Hotels – Global Standards for Hotels	7+2
4	Travel and Transport: History growth and present status of travel agency – Travel formalities – Linkages and arrangements with hotels,	6+2

	airlines and transport agencies – Transport system – Different types of transport – Impact of Science and Technology.	
5	Recent Trends in Hospitality and related sectors: Future of Hospitality Industry, Changing trends, issue and challenges Importance of Hospitality industry in India . Government regulations and support related to Travel, Tourism and hotel industries. Role of E-commerce in Hospitality sector	7+2

Learning Resources:		
1	Text Books	Bhatia A.K.(2012)Tourism Development and Principles & Practices, Sterling Publishers
2	Reference Books	David, F. R. (2010). Strategic Management (13th ed.). Prentice Hall.Oxford University Press Okumus, F., Altinay, L., & Chathoth, P. (2010). Strategic Management for Hospitality and Tourism (1st ed.). Butterworth-Heinemann. Enz, C. A. (2009). Hospitality Strategic Management: Concepts and Cases (2nd ed.). Wiley.

Semester	III	Specialization	Tourism and Hospitality Management
Course Code	306THM	Type	Specialization - Core
Course Title	Tourism and Travel Management		

Course Objectives	
1	To prepare the learners with knowledge and skills essential know what is tourism
2	To prepare the learners with its types and the Nations contribution to the industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Tourism - Definitions and Concepts – Components of tourism, Geographic components of tourism - Types of Tourists, Visitor, Traveler, and Excursionist – Differentiation Tourism, Recreation and leisure, adventure tourism, their inter–relationships – Tourism organization / Institutions –Role and functions of International agencies in Hospitality industry. Case Studies	7+2
2	Travel Management: Travel Agency and Tour Operation Business - Functions of Travel Agency - Setting up a full-fledged Travel Agency - Sources of Income of a travel agency - Diversification of Business - Travel and Health Insurance, Forex, Cargo & MICE – Documentation - IATA Accreditation -Recognition from Government.	7+2
3	Tour Planning: Tour Packaging & Costing - Importance of Tour Packaging – Classifications of Tour Packages - Components of Package Tours - Concept of costing - Types of costs - Components of tour cost - Preparation of cost sheet - Tour pricing - Calculation of tour price - Pricing strategies	8+2
4	Tourism Management: Tourism infrastructure- Tourism	6+2

	<p>organizations-Travel motivators-Leisure or holiday Tourism-Visiting friends and Relatives (VFR)- Cultural Tourism-Adventure Tourism-Sports Tourism- Religious Tourism-Business Tourism-Medical Tourism-Alternative Forms of tourism-Tourism Products and types.</p>	
5	<p>Eco Tourism: Evolution, Principles, Trends and Functions of Ecotourism-Themes - Eco-tel and Eco resorts - Fundamentals of Ecology- Basic Laws & ideas in Ecology- Function and Management of Ecosystem-Biodiversity and its Conservation-Pollution-Ecological Foot Prints -Mass Tourism Vs Ecotourism -Typology of Eco-tourists - Ecotourism Activities & Impacts –Western and Eastern Views of Ecotourism</p>	7+2

Learning Resources:

1	Text Books	<p>Foster Dennis L., The Business Of Travel Agency Operations and Administration (1993)</p> <p>Macmillan/ McGraw, Singapore</p>
2	Reference Books	<p>Tourism Operations and Management, Sunetra Roday, Archana Biwal & Vandana Joshi,</p> <p>Oxford University Press</p>
3	Supplementary Reading Material	Tourism and Hospitality Management by Neha Publishers and Distributors
4	Websites	<p>http://www.theashokgroup.com/index.php</p> <p>http://www.maharashtratourism.gov.in</p>
5	Journals	South Asian Journal of Tourism & Heritage (SAJTH)

Semester	III	Specialization	Tourism and Hospitality Management
Course Code	307THM	Type	Specialization - Elective
Course Title	Hospitality and Tourism Laws		

Course Objectives	
1	To prepare the learners with knowledge and skills essential to understand the various laws involved in the hospitality Industry
2	To help learners to become competent for both practicing and knowing the laws that apply to every area of the Industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction: Concept of Law- Definition of Law- Classification of law- Source of Law- Definition of Industry, Employers, workers and Consumers- their rights and duties .</p> <p>Hospitality Industry – Definition-Procedural Law-Indian Judiciary System-Remedies and Settlement.</p>	6
2	<p>Laws related to Hospitality Industry:</p> <p>Company Law –Definition of Company- Nature and Classification of Companies- Essentials of Company-Incorporation-Powers and Duties and Liabilities of Director-Corporate Governance.</p> <p>Contract Act, 1872- Definition of Contract-Essentials-Nature-Classification of Contract-Discharge of Contract.</p> <p>Sale of Goods Act, 1930- Applicability-Definition-Essentials of Valid Sales- Transfer of Property-Rights of Unpaid Seller.</p> <p>Negotiable Instruments Act 1881- Introduction t Negotiable Instruments –Essentials.</p> <p>Relevance of these Laws to the Hospitality Industries.</p>	6
3	<p>Laws related to Travel and Tourism Industry:</p>	6

	Rights of Guests as Buyers of Goods, Consumer of Goods and services including rights of Passengers and tourists. Standard of Care for their life, body and property. Hospitality practices compensation for injury for loss-health and safety laws-Essentials of Food and Drug Laws. Passport and Visa Laws-Laws related to Foreign guests.	
4	Cyber Laws, IPR and Copyrights in Hospitality Industry: Cyber Laws- Information Act, 2000 - Introduction-objective of the Act-Definitions. Environmental Protection Laws. Intellectual Property- Patents-Trademark Act, 1999- Copyright act, 1957. International Law relating Tourism.	6
5	Other Laws: The provident fund and miscellaneous provisions Act 1952. The Payment of Gratuity Act-1972. Industrial Disputes Act. Payment of Wages Act. Payment of Bonus Act. Consumer protection Act. Vat-Service Tax-Corporate Tax-FEMA-RBI Guidelines.	6

Learning Resources:

1	Text Books	Legal Aspects of Business, Akhileshwar Pathak, Tata Mc Graw-Hill,
2	Reference Books	N.D. Kapoor, Elements of Mercantile Law, Bulchandani s Business Law for Management. Company Law-Avatar Singh
3	Supplementary Reading Material	Handbook of Environmental Law, P.B. Sahasrnaman, Oxford University Corporate Law Advisor
4	Websites	www.vakilno1.com www.Indiankanoon.org
5	Journals	Management & Labour studies

Semester	III	Specialization	Tourism and Hospitality Management
Course Code	308THM	Type	Subject – Elective
Course Title	Financial Management for Hospitality		

Course Objectives	
1	Understand the nuances involved in making finance decisions
2	Understand asset management techniques in hospitality industry
3	Effectively handle finance functions in hospitality industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction : A Basic Understanding of Financial Management – Profit vs Wealth Maximization- Time value of money - Financial Markets- Capital Markets, Money Market - Financial Instruments-- Key Financial Intermediaries in the Hospitality Industry.	6
2	Relationship between Risk and Rewards : Risk. Returns and Distributions – Diversification - Beta. Expected Return and the Security Market Line- Bonds - Bond Features-. Bond Ratings-. Valuing Corporate Bonds. Computing Yield to Maturity on Corporate Bonds. Bonds with Semi-Annual Coupon Payments. Preferred Stock- Basic Preferred Stock Terminology. Preferred Stock Features. Valuing Preferred Stock - Common Stock-Common Stock Features. Valuing Common Stock. General Dividend Valuation Model - Zero-Growth Dividend Valuation Model. Constant-Growth Dividend Valuation Model. Valuing Common - Stock with Multiple Growth Rates. - Investors Rate of Return and Growth.	6
3	Cost of Capital and Capital Structure : The Weighted Average Cost of Capital - The Cost of Debt- The Cost of Preferred Stock - Cost of Internal Equity - Cost of. External Common	6

	Equity - New Issues of Common Stock Financial Planning for the Hospitality- Capital Structure Theory - Factors in the Determination of a Firms Capital Structure.	
4	Capital Budgeting and Working Capital Management: Classifying Capital Budgeting Projects- The Capital Budgeting Decision and Cash Flow Estimation - Uses -Managing Working Capital	6
5	Other Financial Issues: Leasing, Expansion, Franchising - Asset Management in the Hospitality Industry- Valuation of Hospitality Real Estate - Hotel Appraisal Requirements - The Hotel Appraisal Process -Approaches to Hotel Valuation -Thumb rules-Revenue Multipliers.-Reconciliation of Value	6

Learning Resources:		
1	Text Books	I.M.Pandey, Financial Management, Vikas. M.Y. Khan & Jain, Financial Management, McGraw-Hill.
2	Reference Books	Robert E. Chatfield, Michael C. Dalbor, Hospitality Financial Managment: Prentice Hall US. William P. Andrew, James W. Damitio, Ph.D, CMA,Raymond S. Schmidgall,
3	Supplementary Reading Material	Financial Management for the Hospitality Industry: Prentice Hall US. Chris Guilding, Financial Management for Hospitality Decision makers, Butterworth Heinemann.
4	Websites	www.nseindia.com www.bseindia.com
5	Journals	Journal of Applied Economics and Business Indian Journal of Finance

Semester	III	Specialization	Tourism and Hospitality Management
Course Code	309THM	Type	Subject – Elective
Course Title	Accounting for Hospitality		

Course Objectives	
1	Acquire the basics of accounting mechanism in Hospitality industry
2	Understand revenue management techniques in hospitality industry
3	Understand accounting functions in hospitality industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	The Accounting Framework: Basic Accounting Concepts- Processing Business Transactions- Journalizing, Posting to Ledger and Taking a Trial Balance- Special-Purpose Journals and Subsidiary Ledgers.	6
2	Financial Statements: Statement of Income and Expenditure, the P & I Account -The Balance Sheet - Ratio Analysis – Fund flow and Cash Flow Statements - Financial Statement Analysis	6
3	Accounting for Management Decisions: Cost-Volume-Profit Relationships- - Forecasts in Sales and Revenue- Maximizing Sales Marginal costing- Contribution approach- Activity based costing - Responsibility accounting – ABC analysis – target	6
4	Cost Controlling : Costs and Controls in Food Purchasing-Food Receiving, Storage and Issuing- Food Production - Beverage Purchasing, Receiving, Storing and Issuing- Beverage Production etc. Costs and controls in Labor- Controls in Sales- Controls for Other Expenses.	6

5	Revenue Management in Hospitality Internal Assessment - Competition Analysis - Demand Forecasting – Itinerary planning – Channel evaluation – Cash and Inventory management - Dynamic Value-Based Pricing - Practical Applications in Lodging Food and Beverage- Sports, Entertainment, and Event Management,- Cruise, Spa, and Luxury Resorts- Gaming and Theme Parks.	6
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Learning Resources:		
1	Text Books	Elisa S. Moncarz, and Nestor de J. Portocarrero, Accounting for Hospitality Industry Prentice Hall, US. Kimberly A. Tranter, Trevor Stuart-Hill, Juston Parker, Introduction to Revenue Management for The Hospitality Industry: Principles and Practices for the Real World, Prentice Hall US.
2	Reference Books	Allen B. Asch, M. Ed. CCE, Hospitality Cost Control: A Practical Approach, Prentice Hall US. Peter Harris, Accounting & Finance for the International Hospitality Industry, Elsevier Butterworth Heinemann. Chris Guilding, Accounting Essentials for Hospitality Managers, Butterworth – Heinemann.
3	Supplementary Reading Material	Gareth Owen, Accounting for Hospitality, Tourism and Leisure, Person. Frank Wood, P. M Lightowlens, Accounting in the Hotel & Catering Industry, Pearson UK.
4	Websites	Institute of Cost Accountants, Institute of Chartered Accountants
5	Journals	Indian Journal of Finance

Semester	III	Specialization	Tourism and Hospitality Management
Course Code	310THM	Type	Subject – Elective
Course Title	Information and Communication Technology for Hospitality		

Course Objectives	
1	To understand use of Information Technology in Hospitality Industry
2	To know the usage of telecommunication in effective business processes
3	To understand new trends in technology related to Hospitality Industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	Computing Essentials: Information and Communication Technology Infrastructure – Software, Hardware and Networking; Management Information Systems – Types, Evolution and Benefits; Database Management- Files, Records, and Fields, Database Management Systems; Multidimensional Databases	6
2	System Selection and Data Security Maintenance: Information Needs; Sales Literature; System Requirements; Request for Proposal; Contract Negotiations; Installation Factors; System Security and Data Privacy; Operational Precautions; Risk and Disaster Management; Manual Operations Plans.	6
3	Property Management System: PMS Interfaces Issues, Call Accounting Systems, Categories of Locking Systems, Energy Management Systems and climate control ; Auxiliary Guest Services, Guest-Operated Devices, Fire alarm and security system; Reservation Systems - Electronic Distribution Channels; Intersell Agencies; Central Reservation Systems; Property-Level Reservation; Distribution of Revenues;	6

	Rooms Management Module – Room Status, Room and Rate Assignment, Guest Data, Housekeeping Functions, Generation of Reports; Guest Accounting Module – Types, Posting to Accounts, Front Office Audit, Account Settlement, System Update.	
4	<p>Restaurant Management System: Point-of-Sale Technology - POS Order Entry Units; POS Printers; Account Settlement; PCI Compliance; Managing Guest Accounts; POS Software; Automated Beverage Control Systems; Food and Beverage Management Applications - Recipe Management; Sales Analysis; Menu Management; Menu Item Pricing; Integrated Food Services Software; Sales and Catering Applications - Sales Office Automation; Revenue Management; Catering Software;</p> <p>Accounting Applications - Accounts Receivable Module; Accounts Payable Module; Payroll</p> <p>Module; Inventory Module; Purchasing Module; Financial Reporting Module; Labour Scheduling Applications</p>	6
5	<p>Ecommerce and Emerging Technologies: The growth of e-Commerce – Technologies and Benefits; e-Commerce business models; Electronic Distribution; Internet Marketing; Social Media and Social Networking; Emerging Trends – Long Tail, M-commerce, SoLoMo, Crowd sourcing, Data Mining, Cloud Computing; Open-Source; Role of e-Governance; e-Payment Systems.</p>	6

Learning Resources:

1	Text Books	Collins, G. R., & Cobanoglu, C. (2010). Hospitality Information Technology: Learning How to Use It. Kendall Hunt Publishing Company.
2	Reference Books	Tesone, D. V. (2005). Hospitality Information Systems and E-Commerce (1st ed.). Wiley.
3	Supplementary Reading Material	<p>Kasavana, M. L., & Institute, A. H. & L. E. (2012). Managing Technology in the Hospitality Industry with Answer Sheet (EI) (6th ed.). Educational Institute.</p> <p>Nyheim, P., & Connolly, D. (2011). Technology Strategies for the Hospitality</p>

		<p>Industry (2nd ed.). Prentice Hall.</p> <p>Zhou, Z. (2003). E-Commerce and Information Technology in Hospitality and Tourism (1st ed.). Delmar Cengage Learning.</p> <p>Haag, S., Cummings, M., & McCubbrey, D. J. (2003). Management Information Systems for the Information Age (4th ed.). Mcgraw-Hill (Tx)</p> <p>Turban, E., & King, D. (2011). Electronic Commerce 2012: Managerial and Social Networks Perspectives (7th ed.). Prentice Hall.</p>
4	Websites	http://www.ictmumbai.edu.in/
5	Journals	<p>Journal of Applied Economics and Business</p> <p>http://www.aebjournal.org/articles/0104/010406.pdf</p>

Semester	III	Specialization	Tourism and Hospitality Management
Course Code	311THM	Type	Subject – Elective
Course Title	Services Management		

Course Objectives	
1	To develop an understanding of the special context and techniques of the marketing of services that services play in the economy and its future.
2	To enrich the knowledge on advance economies of the world which are now dominated by services
3	To learn the quality philosophies and tools in the service perspective.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Foundation of services marketing: Introduction - The services concept- Service Industry –Nature of Services, Characteristics of Services, Classification of Services – Importance of Services Marketing. e services – online Consumer Behavior – Self service technologies.	6
2	Distinctive Characteristics of Services: Four I's of services - Intangibility, Inconsistency, Inseparability and Inventory. Distribution Strategies for Services – Challenges in Distribution of Services.	6
3	Services Market Segmentation: Positioning and Differentiation of Services. Issues in Marketing of services – Extended Services Marketing Mix: Going Beyond the 4 Ps. (7 Ps of Services Marketing)	6

4	Concepts of service quality: Introduction to quality management. Definitions of service quality and its significance. Measuring service quality. Service quality Gap Model. Service quality standards. Strategies for improving service quality. Concepts of quality circle. Japanese 5S principles applicable to services.	6
5	Services operations Management: Introduction to operations management. Service facility- design, nature and objectives. Service facility layout. Service facility location. Facility location techniques- metropolitan, metric, Euclidean, center of gravity.	6

Learning Resources:		
1	Text Books	<p>Essence of Services Marketing – Payne Adrian</p> <p>Services Marketing: Integrating Customer Focus Across the Firm - Valarie A Zeithaml</p> <p>Services Marketing : People, Technology & Strategy - Christopher Lovelock</p> <p>Services Marketing – Ravi Shanker</p> <p>Strategic Services Management – Boyle</p>
2	Reference Books	<p>Kenneth E Clow, et al, Services Marketing Operations Management & Strategy, Biztantra, 2nd Edition, New Delhi, 2004.</p> <p>Halen Woodroffe, Services Marketing, McMillan, 2003</p>
3	Supplementary Reading Material	<p>Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007</p> <p>Christian Gronroos, Services Management & Marketing a CRM Approach, John Wiley, 2001</p>
4	Websites	
5	Journals	

Semester	III	Specialization	Tourism and Hospitality Management
Course Code	312THM	Type	Subject – Elective
Course Title	Accommodation Management		

Course Objectives	
1	The syllabus of Accommodation Management seeks to enhance the skills of students in the Rooms Division Management of hotels.
2	To make the learner to understand about the operation and the management of Housekeeping department in hotel
3	The learner shall be competent for handling Accommodation management processes and procedures in hospitality Industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Role of Housekeeping in Hospitality Operations: Housekeeping-Layout of Housekeeping Department-Hierarchy of Room divisions-Team work in Housekeeping department. - Scope of Housekeeping in Lodging Industry: Overview. Housekeeping as a business. Housekeeping for different institutions - Airlines, Hospitals, Hostels, Corporate, Industry etc Introduction To Facility Management: - Scope and meaning of facilities management - Importance of Facility management in Hotels - Growth of Facilitate management	6
2	Housekeeping Functions : Duties & Responsibilities of Housekeeping department: Executive Housekeeper, Asst Executive Housekeeper-Middle level Management-Skill based employee's responsibilities-Communication responsibilities-Total quality innovations-tariffs Infrastructure Management: Interior decoration & design: Elements and Purpose-Fixtures & Furniture's-Carpets: Curtains & draperies , valances, swag- Window cleaning – Equipment and Agents Floor Lighting: Classification / type - Lighting for the guest rooms & public areas. Different types of windows Colours-Managing Inventories: Colour Wheel - Colour Schemes - Psychological effects of colour. Linen & Uniforms-Cleaning equipments & Agents Budget Process-Safety & Security-pest control-Safety and security. Soft furnishing & Accessories: Types, use & care of soft furnishing Role of accessories: Floor, Floor finishes & wall carving- Classification / types - Characteristics - Selection criteria - Cleaning Procedures – care & maintenance - Agents used, polishing / buffing- Floor seals.	6

3	Hospitality Personnel Management: Managing Human Resources:- Induction and Training-Recruiting, Selecting-Skill Training & Coordination-Motivation & Employee Discipline	6
4	Green Hospitality: Eco housekeeping-Horticulture-Contemporary spas-Conservation practices and methods- Eco hotels and recent trends- Emerging trends- Practices at private and public sector Legal Concerns for Front Office Operations - Guest Safety - Guest Privacy - Guest Removal - Guest property - Guest Nonpayment - Illness and death of a guest	6
5	Practical: Preparing training modules For entry level (GRA) employees. Designing a customer feedback form. Implementation of time and motion study (study of a given area) Conducting a market research for identifying customer needs. Two Case Studies pertaining to the above topics.	6

Learning Resources:		
1	Text Books	Managing facility by Christine Jones - Hotel facility Planning by Tarun Bansal Hotel housekeeping Operations and Management - by G Raghubalan Hotel housekeeping Operations and Management by G Raghubalan The Professional Housekeeper by Georgina Tucker Sudhir Andrews, Hotel House Keeping Training Manual, Tata Mc Graw Hill Publishers, New Delhi, Edition 2, 2005. Hotel Front office & Operations management, Oxford University Press, Jatashankar R.Tiwari
2	Reference Books	Managing the Lodging Operations by Robert Christie Mil 2) Commercial Housekeeping 3) Professional Front Office management by Robert H. Woods
3	Supplementary Reading Material	Catering management by Nancy Loman Scanlon-John Wiley & Sons, Inc. 2. Dining Room & Banquet Management- Dy Anthony J Strianese and Pamela P Strianese- Cengage Delmar Learning 3. Marketing your event planning Business by Judy Allen, John Wiley & Sons, Canada 4. Event Management, Vynn Der Wagen, Brenda R. Carlos, Pearson Education.
4	Websites	http://estates.nic.in/estates.aspx
5	Journals	Journal of Hospitality Management and Tourism http://www.academicjournals.org/journal/JHMT

Semester	III	Specialization	Tourism and Hospitality Management
Course Code	313THM	Type	Subject – Elective
Course Title	Facility and Security Management		

Course Objectives	
1	Explain goals and objectives of facilities and maintenance
2	Describe the theoretical aspects of utility systems, energy conservation, mechanical equipment and building design
3	Organization and Management of Maintenance department
4	Describe the basics of HVAC, electrical, water, sewer, refrigeration and illumination system and safety and security systems in the hotel
5	Explain how Green Management practices can contribute to the overall sustainability of the hotel area.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Facility Management: Role of facilities – Cost associated with facilities- Design considerations- Impact of facility design on facility management- Planning considerations- Planning of office area, food & beverage service outlet areas and service support areas- Management's responsibilities towards facility management- Responsibilities of facility manager and facility department.	6
2	Maintenance Management System: Goals – Organization in star rated hotels- Types of maintenance and repair- Contract maintenance services- Computerized and internet based services-Budgeting for POM and utilities- Capital expenditure management.	6
3	Heating, Electrical, Lighting and Laundry Systems: Heating system: Heating sources and equipment- Cooling sources and equipment- HVAC system: types, maintenance and control. Electrical system: components- billing methods of electric utilities- telecommunications system. Lighting system: light sources- lighting system design and maintenance- energy conservation opportunities. Laundry system: equipment design factors- maintenance- emerging trends.	6
4	Environment and Sustainability Management: Motivations for environmental concern- Pollution and control: air, water and noise- Water and sanitation- Land use planning and management- Involving staff,	6

	customers, communities and partnerships	
5	Safety and Security Systems: Building design, maintenance and safety- Safety in the guest bath- Fire safety: prevention, detection, notification, suppression and control- Evacuation plans-Security: key controls, electronic locks- Terrorism, anti-social and extra ordinary events.	6

Learning Resources:		
1	Text Books	Managing facility by Christine Jones - Hotel facility Planning by Tarun Bansal Hotel housekeeping Operations and Management - by G Raghubalan Hotel housekeeping Operations and Management by G Raghubalan The Professional Housekeeper by Georgina Tucker Bernard Davis, Andrew Lockwood and Sally Stone. Food and Beverage Management. Third Edition. Elsevier. 1998 John A. Cousins, David Foscett, Cailein Gillespie. Food and Beverage Management. Prentice Hall. 2002
2	Reference Books	Parvinder S. Bali. Food Production Operations. Oxford. 2009 Denney G. Rutherford and Michael J. O'Fallon. Hotel and Management Operations. Fourth edition. John Wiley & Sons, Inc. 2007 Krishna Arora. Theory of Cooking. Frank Bros. & Co. 2010
3	Supplementary Reading Material	Catering management by Nancy Loman Scanlon-John Wiley & Sons, Inc. 2. Dining Room & Banquet Management- Dy Anthony J Strianese and Pamela P Strianese- Cengage Delmar Learning 3. Marketing your event planning Business by Judy Allen, John Wiley & Sons, Canada 4. Event Management, Vynn Der Wagen, Brenda R. Carlos, Pearson Education.
4	Websites	http://www.in.issworld.com/our-services/facility-management/issfacilitymanagementsystem
5	Journals	Journal of Hospitality Management and Tourism http://www.academicjournals.org/journal/JHMT

Semester	III	Specialization	Tourism and Hospitality Management
Course Code	314THM	Type	Subject – Elective
Course Title	Culture and Ethics Management		

Course Objectives	
1	To provide the background of Indian culture and to give students a solid foundation for understanding and managing cultural diversity in the workplace
2	To learn to apply ethical behavior to our professional interactions
3	The course enables students to understand issues related to cross-cultural management and teaches how to recognize, analyze and implement ethical decisions

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Indian Culture: Salient features of Indian cultures – socio, ethnic historical and religious perspectives of Indian culture; Cultural transition	6
2	Cultural Dimensions and Reflections: Key elements of Indian cultural dimensions – Dimensions of national cultures -Distinctiveness of Indian culture in personal life, social life and work life - Cultural traits under major religious background – Reflection in arts, paintings, dance, music – Ceremonies celebrations – Place of worships – Belief, attitude and perception – Museum – Special interest – Tourism	6
3	Cultural Mix: Cultural dissimilarities across world – across nation; Major issues – challenges to hospitality industry; Influence of global culture – Relationship between national culture and organization structure; International dimensions of organizational culture; Impact on personal and work life – Impact on tourist	6
4	Cross Cultural Management: Frameworks of cross cultural management- Cultural shock and acculturation- Cross- cultural training- Managing multicultural teams- Cultural negotiations- Global leadership and motivational issues-Cultural differences in ethics and decision making	6
5	Value System and Ethics: Indian ethos for management – value oriented holistic Management Practices – ethical issues in business – Role of Government and corporate in promoting ethical code of conduct – Impact of value in hospitality products design and delivery systems.	6

Learning Resources:		
1	Text Books	F.r. Allchin, Conservation of Indian Heritage, Cosmo publications, New Delhi. David C. Thomas, Cross-cultural management- Essential concepts, Sage Publications,2008
2	Reference Books	S.M.Dewan, Corporate governance in public sector enterprises, Pearson Longman, 2006. G. Hofstede, Culture and organizations: intercultural cooperation and its importance for survival, Harper Collins, London, 1994. Rajiv Desai , Indian business culture - An Insider's guide , Butterworth and Heinemann,199
3	Supplementary Reading Material	Ananda Das gupta , Human values in Management , Ashgate publishing limited, 2004..
4	Websites	http://www.indiahospitalityreview.com/
5	Journals	International Journal of Indian Culture and Business Management

MBA SYLLABUS: SEMESTER III
DEFENCE MANAGEMENT SPECIALIZATION

Semester		III	Specialization	DFM
Course Code		305 DFM	Type	Generic - Core
Course Title		Evolution of Strategic Thought of Defence		
Course Objective				
1	To learn the evolution of various thoughts of defence			
2	To understand various concepts related to defence management			
3	To study the importance & evolution of National power in the intention of defence management.			
Syllabus				
Unit No	Contents			Number of Sessions
1	Concept of Defence Management, Case Method of Instruction, Case Writing, Organizational Overview, Organizational Structure & Design, Development of Managerial Thought, Functions of Forecasting, Planning, Organizing, Directing, Controlling and Coordinating, Essentials of the Classical and Modern Organizational Theories, Formal and Informal Organizations, Principles of Organization and their Applicability, Correct Balance in Organizational Design. Management of Time, Management of Change, Authority & Delegation, Personal Managerial and Organizational Time Wasters			7+2
2	Concepts of Authority, Power and Influence, Sources of Power, Theories of Authority, Concepts, Processes and Barriers in Delegation, Empowerment, Pressures for Change, Resisting Change, Approaches to Handle Change, Managing Change in Organisations.Organisational Climate, Factors that Affect Development, Dimensions of Job Enlargement and Job Enrichment, Managerial Values and Ethos, Socialization and Negotiations.			7+2
3	Geopolitics, approaches to political thought, theories of international politics and foreign policy perspective. The concepts of State, Nation and Nation State to include the Treaty of Westphalia. Theories of Heartland & Rim land by Mackinder, Sea Power Theory by Mahaan and Air Power Theory by Douhet. An introduction to Space & Info Power as well as concepts of geo-economics and geo-strategy. Understanding the geopolitics of India and its neighbors			7+2
4	Importance and Evolution of vision and mission for an organization and its applicability to that of National Vision and National Mission. The derivation of National Objectives in terms of Short, Mid & Long term objectives. The significance of core values and national interests in the paradigm of National Security. National Security – its traditional and contemporary meaning. The components and elements of National Power including the spectrum of power and introduction to hard, soft and smart power. Calculation of National Power including			7+2

	Comprehensive National Power.	
5	Concepts and Objectives of Net Assessment, Assessment of National Security Environment, Contribution of Net Assessment towards Identifying Politico Military Competition in Long Term and Developing of Long Term National Security and Military Security Strategies The techniques of carrying out Net Assessment. Environment Scan to include the taxonomy of Environment – Internal and External. Techniques of environment scanning to include BMC Analysis, PESTL Analysis and analysis of events, trends, issues and interests.	7+2

Learning and Resources		
1	Text Books	Aggarwal, A.M. : Economic Mobilization for Defence. Clark J.J. : The new Economics of nation Defence Dass, S.T. An Introduction to the art of war Earl, E.M. Makers of Modern Strategy Fuller, J.F.C. Armament and History
2	Reference Books	Hatfield, marko: The Economics of Defence, New Tork; Praeger Publication Fuller, J.F.C. The Conduct of war Shapherd, E.W A Study of Military History Bajpai,U.S.(1986) India and its Neighbourhood: New Delhi, Lancer International. Chaudhury, Rahul Roy(1995) Sea Power and India's Security, London, Brassey's. Misra, R.N.(1986) Indian Ocean and India's Security: Delhi, Mittal Publications. J. Blondel, Thinking Politically, London, Wildwood House, 1976.
3	Supplementary Reading Material	Economic and Political Weekly Strategic thinking in defence - by Lieutenant-General K.R. Pennie Indian Strategic Thought – An Interpretive Essay , George K. Tanham. The evolution and development of strategic thinking at the Canadian department of national defence, 1 bo- 1963
4	Websites	www.finmin.nic.in
5	Journals	Defence Economics and Management, International Publisher of Science, Technology and Medicine. Journal of Defence Studies and Resource Management

Semester	III	Specialization	DFM
Course Code	306 DFM	Type	Generic - Core
Course Title	Strategic Defence Management		
Course Objective			
1	To acquaint students with various techniques used for Strategic Defence Management		
2	To develop an understanding of the adoption of various techniques of Strategic Defence Management for obtaining Sustainable competitive advantage		
3	To make the student familiar with the integration of various techniques in decision making.		
Syllabus:			
Unit No	Contents		Number of Sessions
1	Overview of Strategic Management, concept of efficiency and effectiveness of an organization, types of organisations based on their response to the dynamic environment, establishing strategic intent, concept of strategic fit and strategic stretch, Strategic Management Process, linkages of Strategic Management to Management of National Security and National Military Security. Understanding of the importance of strategic thinking, strategic culture and strategic leaders in an organization as well as in a nation.		5 + 1
2	Self-Awareness Instruments, Perception, Basis of Human Behaviour, Culture, Value & Attitudes, Process of Perception, Impact of Perception in Organizational Behaviour, Methods by which a Leader could Enhance his Perceptual Skills, Development of Various Psychological Models, Basic Principles of the Psychoanalytic Model, Behaviouristic, Humanistic, Existential and Interpersonal Models, Ego Defence Mechanisms and their relevance to the Observed Behavior of Human Beings.		5 + 1
3	Culture, Values and Attitude; Features, Elements and Impact of Culture on Human Behaviour and in Organizations, Value and Beliefs, Emotional intelligence (EI), Components and EI Competencies, Neuro Linguistic Programming, Psychological Tools to predict and modify Human Behaviour, Facilitate leadership through empathy and Relationship Management.		5 + 1
4	Organizational Climate, Factors that Affect Development, Dimensions of Job Enlargement and Job Enrichment, Managerial Values and Ethos, Socialization and Negotiations, , Basic and Contingency Environments. Crafting of Strategies, Strategy		5 + 1

	Analysis and Strategic Choice based on EVR Congruence.	
5	The techniques of SWOT Analysis and Scenario Building. Identification of Strengths, Weaknesses, Opportunities and Threats from the Internal and External Environment. Evolution of Mandatory and Mixed Strategies using the SWOT Matrix. Threat Analysis and Threat Assessment. Scenarios Building, its evolution, relevance and application in matters of National Security. The technique of carrying out Scenario Building through identification of constants and critical uncertainties (drivers) and determination of Core.	5 + 1

Learning and Resources		
1	Text Books	Rao, P.V.R (1970) Defence Without Drift: Bombay, Popular Prakashan. Singh, Jaswant (1999) Defending India: Bangalore, Macmillan India Ltd. Singh, Nagendra(1974) The Defence Mechanism and the Modern State: New Delhi, Asia Publishing House. Venkateshwaran(1967) Defence Organisation in India: New Delhi, Ministry of
2	Reference Books	Information and Broadcasting, Government of India. Buzan, Barry(1987) People Fear and State: New Delhi, Transasia Publications. Das, S.T.(1987) Publishing House. Frankal, Joseph(1970) National Interest: London, Macmillan Garnett, John(ed)(1970) Theories of Peace and Security: Macmillan St. Martin's Press.
3	Supplementary Reading Material	Economic and Political Weekly Defence Management : An Introduction, Hari Bucur- Maraku, Philip Fluri. Srivastava, JM Practical military science part 1
4	Websites	www.finmin.nic.in www.indiandefencereview.com www.worldfocus.in
5	Journals	Indian Defence Review – Editor Lt.Gen. J.S Bajwa- Quarterly ISSN No – 0970-2512 Defence and Security Alert,ISSN No. 0976-206 (97770976206003)

Semester	III	Specialization	DFM
Course Code	307 DFM	Type	Generic - Elective
Course Title	Legal Aspects of Security & Defence Management		
Course Objective			
1	To acquaint students with general aspects of security and law issues to help become more informed, sensitive and effective business leaders.		
2	To provide the students with an understanding of fundamental legal issues related to defence and international relations to enhance their ability to manage businesses effectively.		
3	To introduce students about International legal principles		
Syllabus:			
Unit No	Contents		Number of Sessions
1	Security: Definition, Concept, Types, and Objectives; Elements of National Security; and, National Defence and Security Policies: Linkages, Challenges and Response.		5+1
2	Conceptual dimensions of Military alliances & pacts; Peace treaties; Defence cooperation; Strategic partnership and Security dialogue; International Strategic environment in post cold war period; Contemporary trends in Arms proliferation; and, Challenges to International security: Proliferation of Weapons of Mass Destruction (WMD) and International terrorism.		5+1
3	International Legal Principles: State Succession, Recognition, Extradition, Asylum, Nationality, Intervention, Hijacking, Diplomatic Privileges & Immunities; Treaties.		5+1
4	State Territory and Jurisdiction over Land, Air & Sea, Acquiring & Losing of State Territory : Laws of Sea; Laws of Outer Space, Protection of Environment, Major Conferences and Position of Third World Countries.		5+1
5	International Law and Economic Development: Third World Concerns, Neutrality, Rights & Duties of Neutrals, Blockade, Prize Courts and Contraband.		5+1

Learning and Resources		
1	Text Books	Waever, Ole(eds)(2003) National Security in Perspective: Delhi, GianPublishing House. Das, S.T.(1987) Brownline, Principles of Public International Law, Oxford, Clarendon Press 1973, Second Edition. C.G. Fenwick, International Law, Bombay, Vakils, 1971.
2	Reference Books	L. Duguit, Law in the Modern State, New York, B.W. Huebsch, 1919. Reference Books W. Friedman, The Changing Structure of International Law, New York, Columbia University Press, 1964. H. Kelsen, Principles of International Law, New York, Rinehart and Co., 1952. Singh, Jaswant(1999) Defending India: Bangalore, Macmillan India Ltd. Venkateshwaran(1967)Defence Organisation in India: New Delhi, Ministry of Information and Broadcasting, Government of India
3	Supplementary Reading Material	A Call for Change: Higher Defence Management in India CHALLENGES FOR DEFENCE MANAGEMENT
4	Websites	http://www.indiandefencereview.com/news/the-basic-military-laws/ http://www.britannica.com/topic/defence-economics#toc53498 http://www.da.mod.uk/Courses/Course-Details/Course/191
5	Journals	Journal of Defence Studies and Resource Management

Semester	III	Specialization	DFM
Course Code	308 DFM	Type	Generic - Elective
Course Title		Defence Marketing Management I	
Course Objective			
1	To understand the concept of Marketing Research in details		
2	To learn the impact of marketing decisions on the cost of business operations and services.		
3	To make aware the students with the Legal Issues Relating to Product Quality and Material Movement		
Syllabus:			
Unit No	Contents		Number of Sessions
1	Introduction to Marketing Research: Meaning & role of Marketing Research, Marketing Research – Sequence of Steps, Role of Information in Marketing Decisions, Meaning & Types of Research Designs – Exploratory, Descriptive & Causal, Concept of validity & reliability of a research study Problem Formulation, The decision maker & the environment, alternative courses of action, objectives of decision maker, Consequences of alternative courses of action, Translating decision problem to research problem		5+1
2	Environmental Influences on Consumer Behaviour Basics: Meaning of Customers & Consumers, Consumer Roles, Consumerism & De-marketing Culture & Sub- Culture: Meaning, Characteristics & Relevance to Marketing Decisions Social Class: Meaning, Measurement, Effect on Lifestyles Social Groups: Meaning & Group Properties & Reference Groups		5+1
3	Finance for Marketing Professionals: Marketing Finance Interdependence – Cost Revenue Investment Framework in Marketing. Marketing Planning, Corporate Planning and Marketing, Budgetary Control in Marketing, Product Planning and Development, Cost Analysis in Marketing Decisions – Marginal Costing and Break-even Analysis – Investment and Capital Budgeting		5+1
4	Service Operations Concept: Nature of Services, Difference between Manufacturing and Service Operations, Service Operations Characteristics, Purpose and objectives of		5+1

	service operation, Functions and processes in service operation, Different Pure Service Organizations and their peculiarities	
5	Legal Issues Relating to Product Quality and Material Movement: Conditions and warranties, Implied Conditions, Rule of Caveat Emptor [Buyer Beware], Transfer of Title, Nemo Dat Quod Non Habet, Sea Transit: FOB, CIF, Ex. Ship, Rights of Unpaid Seller, Lien, Stoppage in Transit, Right to Resale, Remedies.5.2 Laws Relating to Services Marketing: Concept of Service, Deficiency in Service, Real Estates, Hospital, Carrier, Courier, Bank, Transport Service	5+1

Learning and Resources		
1	Text Books	Marketing Research - An Applied Orientation by Malhotra and Dash, Pearson Education. Strategic Brand Management by Kevin Lane Keller, Pearson, 3rd Edition Legal aspects of Marketing Strategy, by Louis W. Stern / Thomas L. Eovaldi Financial Management by Prasanna Chandra, TMGH, 7 Edition Industrial Marketing by Havaladar
2	Reference Books	Marketing Research by Tull, D.S. and D.I. Hawkins (2004), New Delhi: Prentice Hall of India, 6th Edition Marketing Management – A Finance Emphasis by B K Chatterjee, Jaico Books Marketing Finance, Turning Strategies into Shareholder Value by Keith Ward, Elsevier Butterworth Heinemann Successful Service Operations Management by Metters, King-Metters, Pulliman and Walton, Thomson India Edition, 2nd Edition. Customer Service, Robert Lucas, Tata McGraw
3	Supplementary Reading Material	A The Management Challenge of Marketing Costs by Culliton, James W., Harvard Business Review. Jan1948, Vol. 26 Issue 1, p74-88Improved Efficiency and Reduced Cost in Marketing by Parker, Donald D.,Journal of Marketing. Apr1962, Vol. 26 Issue 2, p15-21. The marketing accounting interface -- lessons and limitations by Sidhu, Baljit K.;Roberts, John H., Journal of Marketing Management. Sep2008, Vol. 24 Issue 7/8, p669-686. The Marketing Budgeting Process: Marketing Management Implications by Piercy, Nigel F., Journal of Marketing. Oct87, Vol. 51 Issue 4, p45-59. New Approaches to Analyzing Marketing Profitability by Mossman, Frank H.; Fischer, Paul M.; Crissy, W. J. E., Journal of Marketing. Apr1974, Vol. 38 Issue 2, p43-48. Price-Cost Planning by Fogg, C. Davis; Kohnken, Kent H., Journal of Marketing. Apr1978, Vol. 42 Issue 2, p97-106.
4	Websites	https://www.globalopinionpanels.com/home http://www.marketingdecisions.net/ http://www.commerce.nic.in/
5	Journals	Journal of Marketing Research (JMR).May99, Vol. 36 Issue 2, p277-285.

Semester	III	Specialization	DFM
Course Code	309 DFM	Type	Generic - Elective
Course Title		Defence Acquisition Planning Procedure	
Course Objective			
1	To understand the concept of acquisition planning and procedure		
2	To know the legal regulations related to acquisition.		
Syllabus:			
Unit No	Contents		Number of Sessions
1	Acquisition : Meaning, Aim, Scope, Purpose, Planning Levels - Advanced Acquisition Planning Forecast ,Milestone Acquisition Plans, Formal Acquisition Plans		5+1
2	Acquisition Categories: Meaning - Acquisition, Meaning - Capital Acquisition, Capital Acquisition schemes, Acquisition - Buy (Indian – IDDM),Buy (Indian), Buy and Make (Indian), Buy and Make, Buy (Global)		5+1
3	Acquisition Plans : Meaning, Definitions, Objectives, Policy. Agency-head responsibilities, Contents of written acquisition plans		5+1
4	Acquisition Process : Annual Acquisition Plan (AAP), Acceptance of Necessity (AON), Procurement of Equipment Already Inducted into Service		5+1
5	Acquisition Regulations: FAR - Federal Acquisition Regulations, FAC - Federal Acquisition Circulars, DFARS - Defence Federal Acquisition, Regulation Supplement AFARS - Army Federal Acquisition Regulation, Supplement EFARS - Engineer Federal Acquisition Regulation Supplement, PIL - Procurement Instruction Letters		5+1

Learning & Resources		
1	Text Books	Acquisition Management by R. Marshall Engelbeck Non-Traditional Security Challenges in Asia: Approaches and Responses Defence Acquisition: International Best Practices - Laxman K Behera and Vinay Kaushal Guidebook for the Acquisition of Services The Indian Defence Acquisition System: Improving Oversight and the System-- K Subramaniam Defence Acquisition: Indian Army's Perspective - Viney Handa
2	Reference Books	Government Contracts Reference Book Management Of Defence Acquisition Projects (Library of Flight Series) by Rene G. Rendon Acquisition Basics: From Submission to Contract By Harold Underdown DEPARTMENT OF THE NAVY ACQUISITION PLAN GUIDE
3	Supplementary Reading Material	Reforming India's Defence Acquisition Structure and Procedures Defence services to review acquisition plans, budget needs for next 10 years IAF: Growing capabilities and Acquisition Plans How India plans to change its defence acquisition process DPP-2016 Better Defence Acquisition Improving how we procure and support Defence equipment
4	Websites	http://www.claws.in/1269/make-the-%E2%80%98fast-track-procedure-for-defence-capital-acquisitions-deliver-vikram-taneja.html
5	Journals	Indian Defence Management

Semester	III	Specialization	DFM
Course Code	310 DFM	Type	Generic - Elective
Course Title		Defence Manpower Management I	
Course Objective			
1	To understand the evolution of manpower Resource Management		
2	To learn the concept of Manpower Resource Information Systems in details		
3	To make the student acquaint with the concept of Manpower Outsourcing		
Syllabus:			
Unit No	Contents		Number of Sessions
1	Evolution of Manpower Resource Management :The Role of Information Technology, Database Concepts and Applications in Manpower Resource Information Systems, Systems Considerations in the Design of Manpower Resource Information Systems, Planning for Implementation		5+1
2	Manpower Resource Information Systems: Determining Manpower Resource Information System's Needs: Manpower Resource Information Systems Needs Analysis, System Design and Acquisition, Manpower Metrics and Workforce Analytics, Cost Justifying Manpower Resource Information Systems Investment		5+1
3	Resource Information Systems Implementation And Acceptance: Manpower Resource Information Systems Project Management, Change Management: Implementation, Integration and Maintenance of the Manpower Resource Information Systems		5+1
4	Manpower Department / HRD Audit - Methodology –Interview- Individual, Group, HRD Audit Methodology-Observation-Physical facilities, Meetings, Discussions, and Transaction , Celebration and Events, HRD Score Card: Designing and Using HRD Audit for Business Improvement		5+1

Learning & Resources		
1	Text Books	Human Resource Information Systems- Basics, Application, Future andm Direction by Dr. Michael Kavanagh and Dr. Mohan Thite Human Resource Information System by P.K.Gupta and Sushil Chaabra Employee Relations Management by P.N. Singh, Neeraj Kumar, Pearson

		Publication HRD Audit – Evaluating the Human Resource Functions for Business Improvement by T.V. Rao, Response Books
2	Reference Books	The outsourcing Handbook: How to implement a Successful Outsourcing Process by Mark J. Power, Kevin c. Desouza, carlo Bonifazi Human Resource Outsourcing- An Introduction by V.R. P. Kashyap, E. Mrudula, ICAFAI University Press
3	Supplementary Reading Material	Compensation Management in a Knowledge Based World by Henderson , Pearson Education, 9th Edition
4	Websites	http://humanresources.about.com/od/performancemanagement http://strengthbasedstrategies.com/PAPERS/24%20TVRaoFormatted.pdf
5	Journals	Human Resource Management Journal

Semester	III	Specialization	DFM
Course Code	311 DFM	Type	Generic - Elective
Course Title		Defence Information System	
Course Objective			
1	To study the concept of Information Management		
2	To learn the Business Intelligence & Information Security Risk Analysis		
3	To explore the concept of Strategy and strategic information systems		
Syllabus:			
Unit No	Contents		Number of Sessions
1	Hardware Management – Historical Review - Types of Computers – Computer Peripherals - Input Technologies and Devices– Output Technologies and Devices - Storage Technologies and Devices - Future Scenario – Managerial considerations in acquisition, maintenance, controlling, replacement		5+1
2	Introduction, Background and Current Status, Case studies e-Business Architecture - Enabling Technologies- Information distribution and messaging Technologies- Information Publishing Technology		5+1
3	Business Intelligence: definition , concept and need for Business Intelligence, Case studies BI Basics :Data, information and knowledge, Role of Mathematical models Business Analytics at the strategic level:Strategyand BA , Link between strategy and Business Analytics, BA supporting strategy at functional level, dialogue between strategy and BA functions, information as strategic resource		5+1
4	Information Security Risk Analysis Fundamentals. Importance of Physical Security and Biometric Controls for Protecting Information Systems Assets.		5+1
5	In context :Strategic analysis, Strategy development, Analytical tools, Information systems and strategy alignment, information systems overview, Enabling technologies overview, Information systems modeling.		

		5+1
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Learning & Resources		
1	Text Books	Management Information System Laudon, Laudon and Dass 11th Edition Pearson E-business by Rayudu, Himalaya Publication Decision Support and Business Intelligence Systems, Turban, Sharda, Delen, Pearson
2	Reference Books	Computer Security, Art and Science by Matt Bishop, Pearson Management Information Systems by Laudon, Laudon, Dass, Pearson Software Engineering W S Jawadekar, TMH. System Analysis & Design Elias Awad, Galgotia Publication Oracle 9i, 10g or 11g Manuals Database Administration: The Complete Guide to Practices and Procedures by Craig Mullins
3	Supplementary Reading Material	Management Information System for Enterprise Applications, Adamantions Koumpis
4	Websites	www.unesco-ihe.org
5	Journals	International Journal of Software Engineering & Knowledge Management www.ecommercetimes.com International Journal of Electronic Commerce

Semester	III	Specialization	DFM
Course Code	312 DFM	Type	Generic - Elective
Course Title		Defence Operations Management	
Course Objective			
1	To give an overview of Planning & Control of Operations		
2	To give an overview of various aspects of inventory.		
3	To understand role and importance of Maintenance Management and Manufacturing Resource Planning (MRP II)		
Syllabus:			
Unit No	Contents		Number of Sessions
1	Planning & Control of Operations: Need, Functions - Routing, Scheduling, shop loading and dispatch, follow up. Relations with other departments, Routing-Process layout indicating flow Chart of material from machine to machine. Dispatch in production control-documentation.		5+1
2	Elements of Inventory Management: Inventory concepts, Pressures for Low Inventory, Pressures for High Inventory, Role of inventory in Operations, Types of inventory – seasonal, decoupling, cyclic, pipeline, Safety stock. Inventory costs – carrying costs, ordering costs, shortage costs.		5+1
3	Importance and significance of productivity, Productivity concepts – Macro and Micro factors of productivity, productivity from product and service perspective, different inputs and productivity measures, Various ratios related to finance, material and service.		5+1
4	Need and Importance of Maintenance Management: Maintenance versus Aggregate production planning, Maintenance versus Scheduling, Maintenance versus Quality Control, Equipment Life Cycle, Measures of Maintenance Performance – Mean Time Between Failure (MTBF) and Mean Time to Repair(MTTR)		5+1
5	Manufacturing Resource Planning : Master Production Scheduling (MPS)- Introduction to MPS, Need, objectives& functions of MPS, Role of MPS in management- as a “Link between strategic and tactical planning”, Logical flow of		

	<p>materials in different manufacturing</p> <p>Scenarios (VAT Analysis), Planning horizons and Time periods (Buckets) of MPS, Order management in MPS, Safety and hedges, Projected Available Balance (PAB) and Available To Promise (ATP), Time Fences & effect of changing MPS decisions on time fences, Final Assembly Schedule (FAS).</p>	5+1
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Learning & Resources		
1	Text Books	<p>Operations Management: Theory and Practice by B Mahadevan, Pearson, 2nd Edition.</p> <p>Operations Management-Process and Value Chains by Krajewski, Ritzman, Malhotra, Pearson, 8 Edition.</p> <p>Manufacturing Resource Planning (MRP II) with introduction to ERP, SCM and CRM by Khalid Sheikh, TMGH, 1st Edition</p> <p>Production and Operations Management by S.N.Chary, TMGH, 4th Edition</p>
2	Reference Books	<p>Operations Management by Norman Gaither & Greg Frazier, Cengage Learning, India Ed.</p> <p>Production and Operations Management by S.N.Chary, TMGH, 4th Edition</p> <p>Production & Operations Management by Alan Muhlemann, John Oakland, Keith Lockyer, Macmillan India Ltd.</p> <p>Production & Operations Management by Alan Muhlemann, John Oakland, Keith Lockyer, Macmillan India Ltd.</p> <p>Operations Management by Norman Gaither</p>
3	Supplementary Reading Material	<p>Operations Management: Quality and Competitiveness in a Global Environment by Russell and Taylor, Wiley India.</p> <p>Operations and Maintenance Practices and Their Impact on Power Plant Performance by ShyongWaiFoon; Terziovski, Milé., Academy of Management Annual Meeting Proceedings.2008, p1-6.</p>
4	Websites	<p>www.lifetime-reliability.com</p> <p>www.apics.org/</p> <p>www.npcindia.org</p> <p>ww.unesco-ihe.org</p>
5	Journals	<p>International Journal of Operations & Production Management</p> <p>Journal of Manufacturing Technology Management. Jun2008, Vol. 19 Issue 5, p645-669.</p>

Semester	III	Specialization	DFM
Course Code	313 DFM	Type	Generic - Elective
Course Title	Defence Supply Chain Management I		
Course Objective			
1	To make students understand the role and importance of logistics in modern day economy.		
2	To understand the Essentials of Supply Chain Management.		
3	To recognize the role of Supply chain structure & Coordination.		
Unit No	Contents		Number of Sessions
1	Context of Logistics: Introduction, definitions, logistics in the economy a macro perspective, aim of logistics, activities of logistics, value added role of logistics		5+1
2	Essentials of SCM: 21 Century Supply Chains, Concept & definitions of Supply Chain (SC),Physical distribution, Logistics & Supply Chains, Generalized SC Model,Concept of SCM, Role of SC as a value driver: Integrative Management,Responsiveness, Financial Sophistication, Flows in SC: Forward & Reverse SC, Product, Services, Information, Funds, Demand, Forecast flows in Upstream & Downstream direction		5+1
3	Supply Chain Structure: Shift from enterprise to network, Structure of a SC, Push based SC, Pull based SC, Tradeoff between Push & Pull, Identifying appropriate Push & Pull Strategy for SC, Commodity & cost centric SC, Agile SC		5+1
4	Supply Chain Coordination : Coordinate the Traditional Business Functions Across the Company and Across the SC: Functional Coordination, Supply Chain Relationships, Failing to coordinate Sales Function with SC Capacity, Failing to coordinate Industrial Service SC, Coordinate Retail Functions for Market Expansion, Coordinating Traditional Retail Functions for SC Economics, Coordinating R&D, Order Processing and Inventory Management		5+1
5	Warehousing Operations – handling, storage. Warehouse Ownership Arrangements, Warehouse Decisions – site selection, design, product mix analysis, expansion,		

	material handling, layout, Warehouse Management System	5+1
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Learning & Resources		
1	Text Books	Supply Chain & Logistics Management by Bowersox, Closs& Cooper, TMGH, 2nd Edition. Designing & Managing the SC – Concepts, Strategies & Case studies by Levi, The Management of Business Logistics by Coyle, Bardi, Langley, Cengage Learning India Ed, 7th Edition. Managerial Decision Modeling with Spreadsheets by Balakishnan, Render, Stair, Pearson, 2nd Edition Fundamentals of Supply Chain Management by John Mentzer, Response Books, 1st Edition
2	Reference Books	Supply Chain Management by Mentzer, Response Books, 2007 Excel Models for Business and Operations Management by Barlow, Wiley-India, 2nd Edition. A Logistics Approach to Supply Chain Management by Coyle, Langley, Gibson, Novack, Bardi, Cengage Learning, India Edition, 2009. Warehouse Management Handbook of IIMM
3	Supplementary Reading Material	THE DEFENCE LOGISTICS SUPPORT CHAIN MANUAL DoD Supply Chain Materiel Management Procedures: Operational Requirements Comprehensive Logistics Management in Defence Perspectives AK Nagalia
4	Websites	http://csmp.org/ www.supplychain.org http://www.rand.org/pubs/technical_reports/TR1274.html http://www.cips.org/en-SG/supply-management/news/2016/january/india-reveals-new-defence-procurement-policy/http://www.ciilogistics.com
5	Journals	Logistics & Supply Chain Practices In India by Srivastava, Samir K., Vision , Jul-Sep 2006, Vol. 10 Supply Chain Management: Relationships, Chains and Networks, by Harland, C. M., British Journal of Management, Mar96 , Special Issue, Vol. 7

Semester	III	Specialization	DFM
Course Code	314 DFM	Type	Generic - Elective
Course Title	Negotiating in Business and Organizations		
Course Objective			
1	To understand the basics of Negotiating in Business with Planning & Preparations		
2	To learn Intra-organizational negotiations.		
3	To introduce students the Employment Terms and Conditions		
Unit No	Contents		Number of Sessions
1	Negotiation Planning I :Negotiation preparation, Stating proposals, Exchanging and bargaining, Reaching agreement		5+1
2	Negotiation Planning II: Different contexts both micro and macro, Setting the parameters, Using preparation tools, One to one negotiation.		5+1
3	Intra-organisational Negotiation and Decision Making: The special circumstances of upper echelon negotiations, Selection of appropriate approaches, Achieving goals in group processes.		5+1
4	Price Negotiation: Expected negotiation outcomes, Identifying each party's interests and priorities in potential agreements, Behaviors adopted when negotiating.		5+1
5	Employment Terms and Conditions: Stages when negotiating employment, Defining key personal priorities, Addressing the Salary question.		5+1

Learning & Resources		
1	Text Books	Selling & Sales Management by Geoffrey Lancaster & David Jobber, Macmillan India Ltd. Negotiation: Communication for diverse settings by Michael L Spangle and Myra Isenhardt, Sage South Asia Edition. The Sales Bible: The Ultimate Sales Resource by Jeffrey Gitomer, Wiley India.
2	Reference Books	Sales Management by Bill Donaldson, Palgrave Publications You can negotiate anything by Herb Cohen Managing Sales Leads by Crocker and Obermayer, American Marketing Association The Art of Closing the Sale by Brian Tracy, Pearson Education
3	Supplementary Reading Material	Successful Service Operations Management by Metters, King-Metters, Pulliman and Walton, Thomson India Edition, 2nd Edition. Customer Service, Robert Lucas, Tata McGraw
4	Websites	www.professionalsalestips.com www.eyehsales.com www.semi.org www.salecareersonline.com
5	Journals	Journal of Personal Selling & Sales Management Sales and Marketing by Nielsen Business Media

Semester	III	Specialization	DFM
Course Code	315 DFM	Type	Generic - Elective
Course Title	International Business Economics - I		
Course Objective			
1	To explore the students to understand current issues in International Business Economics		
2	To familiarize students with the cross –cultural behaviour and its management for successful operations of the International firms.		
3	To enable students to formulate strategies as compatible with laws and governing international business operations.		
Unit No			
Contents			
Number of Sessions			
1	International Management: Concept, Dimensions and Approaches; Business culture and corporate culture; Problems of intercultural communication; Cross - cultural values and business management; Business values ethics and social responsibilities.		5+1
2	Forward & Background for International Business Economics : Globalization and International Business – The Emergence of Global Institutions – Drivers of Globalizations - The Globalization Debate - The Gains from Trade – Foreign Trade Multiplier - Balance of Payments		5+1
3	Environmental Context of International Business: Framework for analyzing international business environment – Domestic, foreign and global environments and their impact on international business decisions.		5+1
4	Legal Framework of International Business: Nature and complexities;International conventions and trade law; Code and common laws and their implications to business; International Business contract – Legal provisions; Payment terms; International sales agreements; Rights and duties of agents and distributors. Contract of Enforcement and Dispute Settlement; International Commercial Arbitration and Enforcement of Foreign Awards.		5+1

5	Measuring Competitiveness: Defining Competitiveness, Macro Economic Indicators – Global Competitiveness Index – Pillars of competitiveness. Michael Porter's five force and competitive advantage theory. Indicators of world competitiveness. Ranking of the current year and India's position	5+1
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Learning & Resources		
1	Text Books	International Management: Text and Cases, Irwin McGraw Hill, Boston, 2000. International Economics Theory and Policy , 6/E Paul Krugman, Maurice Obstfeld, Pearson Education Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999. Bartlett, C.A. and S. Ghoshal, Managing Across Borders: The Transnational Solution, Century Business London, 1989. Beamish, Paul w., Allen J. Morrison, Phillip M. Rosenzweig and Andrew C. Inkpen
2	Reference Books	International Economics Theory and Policy , 6/E Paul Krugman, Maurice Obstfeld, Pearson Education International Economics, 9/E, Robert Carbaugh, Thomson – South Western Bansal. A.K., Law of Commercial Arbitration, Universal law House, Delhi. Jain, R., Foreign Exchange Management Law and Practice, Vidhi, New Delhi, 2000. Pam borides, G.P., International Shipping Law: Legislation and Enforcement, Kluwer Law International. London.
3	Supplementary Reading Material	Economic and Political Weekly Enterprise and Society: The International Journal of Business History Global Business Review Business Standard Daily The Hindu Business Line
4	Websites	http://www.wto.org/ http://www3.weforum.org/docs/WEF_GCR_Report_2011-12.pdf
5	Journals	Journal of International Business and Economy Journal of International Trade & Economic Development Global Business Review

Semester		III	Specialization	DFM
Course Code		316 DFM	Type	Generic - Elective
Course Title		Export Documentation and Procedures		
Course Objective				
1	To familiarize students with policy, procedures and documentation relating to foreign trade operations.			
2	To make students acquaints with the Major export promotion schemes in India			
Unit No	Contents			Number of Sessions
1	Significance of procedures and documentation in international trade; procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS) classification System ; Role of ICC; INCOTERMS; nature of export/trading houses.			5+1
2	Export order processing; export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure.			5+1
3	Methods of payment in international trade; documentary collection of export bills; UCPDC Guidelines; realization of export proceeds – provisions of RBI's Exchange Control Manual; pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.			5+1
4	Major export promotion schemes in India – EPCGS, duty exemption scheme; DEPB scheme; SIL; facility for deemed exports; Export promoting institution's – role of export promotion councils, commodity boards and ITPO.			5+1

Learning & Resources		
1	Text Books	Export Import Procedures & Documentation by Dr. Kushpat S. Jain, HPH, 5 th Revised Edition, Aug. 2007 Export Marketing by B. S. Rathor & J. S. Rathor, HPH, 3 Revised & Enlarged Edition, 2006 Export Management by T. A. S. Balagopal, HPH, 18th Revised Edition, 2006 Export Management by D.C. Kapoor, Vikas Publishing House, 2009
2	Reference Books	Export- Policy, Procedures and Documentation by M. I. Mahajan, Show white, 24th Edition, 2010 Export Procedures and Documentation by M.D. Jitendra, Rajat Publications, Delhi. Export Markets and Foreign Trade Management by Pervin Wadia, Kanishka Publications,
3	Supplementary Reading Material	Nabhi's Exporters Manual and Documentation. Nabhi's New Import-Export Policy Procedures.
4	Websites	http://www.eximbankindia.com/
5	Journals	Journal of Economic Perspectives Journal of International Trade & Economic Development Law & Policy in International Business World Affairs: the Journal of International Issues

Semester		III	Specialization	DFM
Course Code		317 DFM	Type	Generic - Elective
Course Title		Defence Mechanism of India		
Course Objective				
1	To understand Role and functions of defence in India.			
2	To understand Army, Navy & Air force Role of Headquarters.			
3	To know Static and Field formation of Indian Army, Navy & Air force			
Unit No	Contents			Number of Sessions
1	The Indian Defence Forces - a. Rank Structure of the three services. b. Recruitment methods for Defence services. c. Important training Institutions of three services. d. Second line of Defence (introduction of BSF, CG,CISF,RR).			5+1
2	Higher Defence Organization of India. - a. Power of the President of India in relation of Defence. b. Role and function of Ministry of Defence. c. Composition and function of Defence Committees/NSS. d. Chief of staff and joint service Organization.			5+1
3	Army Organization - a. Organization of Army Headquarters (role of COAS and PSOs). b. Static and Field formation of Indian Army. c. Arms and Services. d. Weapons of Indian Army. B.A. Defence and Strategic Studies : Syllabus (CBCS)			5+1
4	Air Force Organization - a. Organization of Air Force Headquarters (role of CAS and PSOs). b. Static and Field formation of Indian Air force. c. Types of Aircrafts.			5+1
5	Navy Organization - a. Organization of Naval Headquarters (role of CNS & PSOs) b. Static and Field formation of Indian Navy. c. Types of warships.			5+1

Learning & Resources		
1	Text Books	A.L.Venkateswaran. :Defence Organization of India. NagenderSingh :Defence Mechanisms of Modern State. R. Singh : Aspects of Indian Defence.
2	Reference Books	Lt. Col. Abhyankar :Defence Principles and Organization Annual Report, Ministry of External Affairs, Government of India, New Delhi (Latest available) PradeepBarua, "Military Developments in India, 1750- 1850," Journal of Military History, vol. 58, 1994
3	Supplementary Reading Material	PradeepBarua, "Military Developments in India, 1750- 1850," Journal of Military History, vol. 58, 1994 Ministry of Defence, Annual Reports
4	Websites	www.finmin.nic.in www.indiabudget.nic.in
5	Journals	Journal of Defence Studies Indian Defense Review – Editor Lt.Gen. J.S Bajwa- Quarterly ISSN No – 0970-2512

MBA SYLLABUS: SEMESTER IV

Semester	IV	Specialization	NA
Course Code	401	Type	Generic Core
Course Title	Managing for Sustainability		

Course Objectives:

1	Apply general ethical principles to particular cases or practices in business.
2	Think independently and rationally about contemporary moral problems.
3	Recognize the complexity of problems in practical ethics.
4	Demonstrate how general concepts of governance apply in a given situation or given circumstances.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Corporate social responsibility: Concept, The nature of corporate responsibility and corporate citizenship, Relevance in the present day business environment.</p> <p>Corporate social responsibility and stakeholders: Internal and external stakeholders, Responsibility to various stakeholder groups, Interest and influence of various stakeholder groups, Formulating and implementing a policy for corporate social responsibility</p> <p>Bottom of the pyramid opportunities: Issues and opportunities for business in socially and environmentally sensitive world, Social and environmental problems and how they shape markets.</p>	7 + 2
2	<p>Sustainable Development: concept, definition of sustainable development, need, importance, education, Philosophical development, Gandhian Thought on Sustainable Development, Sustainable Development and social framework, equitable distribution, difference between sustainable development and green development, criticism.</p> <p>Stakeholder Impact: Stakeholders and the power they wield, Reducing socio-environmental costs and risks: managing the downside, Driving revenues and creating intangible value: managing the upside.</p>	7 + 2
3	<p>3.1 Business case for sustainable development: Three dimensions of sustainable development</p> <p>1) Environmental: Atmosphere, fresh water and oceans, land use, management of human consumption, energy, food, waste management, Understanding ecological "footprint": Eco-tracking, carbon marketing, carbon credits, economics of sustainability, Designing for the environment and "greening" the supply chain, regulation, case studies.</p>	7 + 2

	<p>2) Economic: environment degradation and economic growth, nature as an economic externality, economic opportunity.</p> <p>3) Social: Peace, security, social justice, sustainability and poverty, human relationship to nature, human settlements.</p> <p>3.2 Study of business models for sustainable development: Indian & Global perspectives.</p> <p>3.3 Sustainability reporting: Triple bottom line reports - The content of sustainability reports (also CSR reports, ESG reports, social and environmental reports)</p> <p>3.4 Social accountability standard - ISO 26000: Social responsibility guidance standard, Global Compact Principles, Environmental Impact Assessment, Life Cycle Analysis, Social Impact Assessment.</p>	
4	<p>4.1 Corporate Governance : Meaning – OECD principles, Difference between governance and management, Purpose of good governance, Potential consequences of poor corporate governance, Business failure and the contribution of poor governance</p> <p>4.2 Relevant Theories: Agency theory, transaction cost theory, stakeholder theory. Friedman's theory of CSR.</p> <p>4.3 Stakeholder value approach: Stakeholder value approach, Enlightened stakeholder approach, stakeholder approach to Governance, risk and financial stability. The balancing of conflicting objectives</p> <p>4.4 Key issues in corporate governance: Role and composition of the board, remuneration of directors and senior executives, accounting and audit, internal controls, checks and governance, relations with shareholders and other stakeholders. Clause 49 of Listing agreement & Corporate Governance Code, CEO, CFO Certification. Role of regulators – SEBI, IRDA, RBI, ED, etc.</p> <p>4.5 Applying best practice in governance: Voluntary and regulatory approaches, rules or principles, concept of 'comply or explain'. Governance problems for global companies and groups. Governance issues in the public sector. Governance issues in the voluntary sector (NGOs and charitable organizations)</p> <p>4.6 Governance aspects: Sarbanes-Oxley Act 2002: Section 302: CEO/CFO certifications, Section 404(a): internal control report, Governance and role of auditors and audit committee.</p> <p>4.7 Case Studies on Corporate Governance: Satyam, Infosys, Tata, Wipro.</p>	7 + 2
5	<p>Corporate Ethics:</p> <p>5.1 The Ethical Value System: Universalism, Utilitarianism, Distributive Justice, Social Contracts, Individual Freedom of Choice, Professional Code,</p>	7 + 2

	<p>5.2 Values: Importance, Sources of Value Systems, Values across Cultures</p> <p>5.3 Indian Values and Ethics: Respect for Elders, Hierarchy and Status, Need for Security, Non – Violence, Cooperation, Simple Living high Thinking, Rights and Duties, Ethics in Work life, Holistic relationship between Man and Nature, Attitudes and Beliefs.</p> <p>5.4 Business Ethics: Nature, Characteristics and Needs, Ethical Practices in Management, Ethical Values in different Cultures, Culture and Individual Ethics, Relationship between Law and Ethics, Impact of Laws on Business Ethics.</p> <p>5.5 Ethics and Corporate Excellence: Code of Ethics in Business Houses, Strategies of Organizational Culture Building, Total Quality, Customer Care, Care of the Employees as per Statutes, Objective and Optimistic Approach.</p> <p>5.6 Indian and Global case studies.</p>	
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Note:

Introductory treatment of all topics is expected to sensitize the students.

Compliance / Regulatory aspects should not be overemphasized.

Learning Resources:

1	Text Books	<p>Corporate Governance by Christine A Mallin, Oxford University Press.</p> <p>Corporate Governance in India – An Evaluation by S C Das, PHI – Eastern Economy Edition.</p> <p>Corporate Governance Codes, Systems and Practices by S C Das, PHI – Eastern Economy Edition.</p> <p>Triple Bottom Line Reporting and Corporate Sustainability by S Singh, PHI – Eastern Economy Edition.</p> <p>Ethics, Business & Society Edited by Ananda Das Gupta, Response Books</p> <p>Business Ethics by Crane and Matten, Oxford University Press, 2nd Edition.</p> <p>Business Ethics – An Indian Perspective, by Ronald Francis and Mukti Mishra, TMGH.</p> <p>Corporate Governance Values and Ethics by Dr. Neeru Vasishth & Dr. Namita Rajput, Taxman</p> <p>Corporate Governance – Principles, Mechanisms & Practice, Swami Dr. Partasarathy, Biztantra Publications.</p>
2	Reference	The Satyam Saga – Business Standard Publication

	Books	<p>Ethics for the Real World by Howard and Korver, Harvard Business Press.</p> <p>Ethics in Practice by Kenneth Andrews, Harvard Business School Press.</p> <p>Mastering Business in Asia by Peter Wallace and John Zinkin, Wiley India.</p> <p>The Sustainable Enterprise – Profiting from best practice by Simmons and Simmons, Kogan Page, 2nd Edition.</p> <p>Corporate Governance – Principles, Policies & Practices, by Bob Tricker, Oxford University Press.</p> <p>Corporate Governance – Principles, Policies & Practices, by A C Fernando, Oxford University Press.</p> <p>Corporate Governance by K Prasad, PHI – Eastern Economy Edition.</p> <p>Corporate Governance – Global Concepts & Practices, Dr. S Singh, Excel Books.</p>
3	Supplementary Reading Material	<p>An Introduction to Business Ethics by Joseph DesJardins, TMGH, 2nd Edition.</p> <p>Business Ethics – Text and Cases by C S V Murthy, Himalaya Publications, 2nd Revised Edition.</p> <p>Case Studies on Ethics and Corporate Governance Vol I and II , ICFAI Books</p>
4	Websites	<p>www.icgn.org/</p> <p>http://www.oecd.org/document/49/0,3343,en_2649_34813_31530865_1_1_1_1,00.html</p>
5	Journals	<p>Business & Society</p> <p>Corporate Governance: An International Review</p> <p>Corporate Governance: The International Journal of Effective Board Performance</p> <p>Journal of Business Ethics</p> <p>Ethics & Accountability in a Context of Governance & New Public Management</p>

Semester	IV	Specialization	NA
Course Code	402	Type	Generic Core
Course Title	Dissertation		

Course Objectives:	
1	To offer the opportunity for the young students to acquire on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity.
2	To provide means to immerse students in actual supervised professional experiences
3	To gain deeper understanding in specific areas.

Dissertation:

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

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

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

There will be concurrent evaluation for 50 marks and external evaluation of 50 marks.

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

The Panel shall comprise of 2 Faculty members (One who has guided the student and the other appointed by SPPU).

MBA SYLLABUS: SEMESTER IV
MARKETING MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	Marketing
Course Code	403MKT	Type	Subject Core
Course Title	Services Marketing		

Course Objectives:

1	To emphasize the significance of services marketing in the global economy.
2	To make the students understand the deeper aspects of successful services marketing.
3	To provide insights to the challenges and opportunities in services marketing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction to Services marketing :</p> <p>Definition, Significance, Characteristics of Services: Intangibility, Inconsistency, Inseparability and Inventory. Classification of Services.</p> <p>Consumer Behavior in Services: Search, experience and credence attributes, Pre & post experience evaluation, factors influencing customer expectation of service, Moment of truth</p> <p>Extended Marketing Mix for Services: Need for additional three marketing mix elements in Services</p> <p>Financial & economic impact of service.</p>	7 + 2
2	<p>Traditional Marketing Mix Elements in Services:</p> <p>Service Product: Customer perception, Customer satisfaction, Tolerance zone, Service quality - ServQual, GAP model and Critical incident model, Concept of loyalty & creation of a loyalty programme, Service recovery, Impact of service failures versus product failures, Nature of complaining behavior—Complaint Resolution, Service Recovery Process.</p> <p>Service Pricing: Costs of service delivery, Customer Profitability Measurement, Revenue management Techniques, Price Discrimination and Segmented Pricing.</p> <p>Service Place: Delivering services through intermediaries & electronic channels.</p> <p>Service Promotion: Integrated service marketing communication, Visual merchandising, Referrals, Challenge of Service communication.</p>	7 + 2
3	<p>Service Process:</p> <p>Service design & standards – Process service blue print</p>	7 + 2

	<p>Demand & capacity management ,</p> <p>Quality function deployment (QFD), Standardization (hard / soft measures),</p> <p>Service delivery, self-service technologies.</p>	
4	<p>People & Physical Evidence:</p> <p>Employees' Role in Service Delivery, Service Culture: Internal Marketing, Service-Profit Chain, Emotional labor</p> <p>Customers' role in service delivery, Customer as a co-producer</p> <p>Physical Evidence: Experience Servicescape elements (to include architectural design), Virtual Servicescape.</p>	7 + 2
5	<p>Applications of Service Marketing: Marketing in Tourism, Hospitality, Airlines, Telecom, IT & ITES, Sports & Entertainment, Logistics, Healthcaresectors (Examples/Case studies on these applications are expected).</p>	7 + 2

Learning Resources:

1	Text Books	<p>Services Marketing by Zeithaml, Bitner, Gremler& Pandit, TMGH, 4th Edition</p> <p>Services Marketing by Christopher Lovelock</p> <p>Services Marketing, Rama Mohan Rao, Pearson</p> <p>Services Marketing by Rampal & Gupta</p> <p>Services Marketing by Helen Woodruff</p>
2	Reference Books	<p>Services Marketing: Concepts and Practices by Ramneek Kapoor, Justin Paul & Biplab Halder, McGraw Hill</p> <p>Services Marketing by Rajendra Nargundkar, McGraw-Hill, 3rd Edition</p>
3	Supplementary Reading Material	C H Lovelock, Journal of Marketing Vol. 4 Summer 1983, pages 9-20
4	Websites	www.itsma.com/
5	Journals	<p>The service encounter: diagnosing favorable & unfavorable incidents by Bitner M. J., Booms B. H. & Tetreault M. S., Journal of marketing, Jan 1990, Vol. 54, pp. 71-84.</p> <p>Marketing intangible products & product intangibles by Levitt T., Harvard Business Review, 1981, Vol. 59, pp. 95-102</p> <p>The services marketing: an approach by Blois K. J., European journal of</p>

		<p>marketing, Vol. 8, Issue 2, 1974, pp. 137-145</p> <p>Services marketing is different by Berry L.L., Business, May-June, 1980, pp. 24-30.</p> <p>Putting the Service Profit Chain to Work by Heskett, James L., Jones, Thomas O., Loveman, Gary W., Sasser, W. Earl, and Schelsinger, Leonard A. Harvard Business Review, (March-April 1994) pp. 164-174</p> <p>The customer as co-producer by Solveig Wikström, European Journal of Marketing, 1996, Vol. 30, Issue 4</p> <p>Customer contributions & roles in service delivery by Bitner, Faranda, Hubbert & Zeithaml, International Journal of Services and Industrial Marketing, Vol. 8, Issue 3, pp. 193-205</p> <p>Delivering Quality Service; Balancing Customer Perceptions and Expectations by Zeithaml, Parasuraman & Berry. Free Press, 1990.</p> <p>Service quality models: A review by Sheth, Deshmukh & Vrat IJQRM, 2005, Vol. 22, Issue 9, pp. 913-49</p>
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Semester	IV	Specialization	Marketing
Course Code	404MKT	Type	Subject Core
Course Title	Sales & Distribution Management		

Course Objectives:

1	To provide foundations in components of sales and distribution management.
2	To introduce various facets of the job of a sales manager.
3	To focus on decision making aspects and implementation of decisions in sales and distribution management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Sales and Distribution Management: 1.1 Sales Management: Objectives, Nature & Scope, Sales Environment, Sales Planning, Strategic role of sales management 1.2 Marketing Channels: Functions and Significance, Structure - Vertical and Horizontal, Symbiotic, Role of marketing channels in the dynamic market place, Designing the Market Channel system, Channels for Consumer goods, Industrial goods, Inter Dependency of Sales & Distribution 1.3 Managing Marketing Channels: Channel Policies, Choice of the channel, Organizational Pattern in the Channel, Assessing Channel Performance, Causes for Channel Conflict & Techniques to overcome conflict, Channel Information System.	8 + 2
2	Organizing the Sales Force: 2.1 Objectives & Structure of Sales Organization, 2.2 Organizing the Sales Force, Recruitment, selection and training the sales force, 2.3 Field Sales Planning, Compensation and Evaluation of Sales Force.	4 + 2
3	Sales Planning & Control: 3.1 Sales Planning: Sales Forecasting & Budgeting, Sales Quotas and Targets 3.2 Sales Control: Reporting Formats for Primary and Secondary Sales, Monthly Sales Plan, Territory Sales and Coverage Plan, Daily Sales Call Report, Expired Goods and Breakage Return Report, Fortnightly Sales Review Report, Order Booking Report, Monthly and Quarterly Sales Report. 3.3 Sales Audit: Sales Force Productivity Indicators (Value and Volume) –	8 + 2

	<p>Territory Productivity, Per Person per Month Productivity, Sales to Marketing Expenses Ratio.</p> <p>3.4 Specialized Techniques in Selling: Tele / Mobile Marketing, Online Marketing, E Commerce.</p>	
4	<p>Marketing Channels</p> <p>4.1 Significance and role of channels, C&F Agents, Types of the Wholesalers</p> <p>4.2 Franchising: Significance and importance of Franchisee in Channel Decision –Advantages of Franchisee –Process of appointment of Franchisee-Franchiser Franchisee relationship. RoI calculation at Dealer Level.</p>	+ 2
5	<p>Retailing:</p> <p>5.1 Nature and Importance of Retailing , Types of Retailers, Organized &unorganized Retailing Formats, Retail Merchandising, Retail Decision Location and Size ,</p> <p>5.2 Retailer Promotion: Advertising, Sales Promotion and POP Promotion, Shelf Management, Communicating with the retailer customer, Economic cost of retailing, New Trends in Retailing, Role and Significance of Multi-level Marketing.</p>	9 + 2

Learning Resources:

1	Text Books	<p>Sales and Distribution Management by Havaladar & Cavale, TMGH</p> <p>Sales Management by Still, Cundiff & Govani, Pearson Education</p> <p>Sales and Distribution Management, SL Gupta, Excel books</p>
2	Reference Books	Retailing Management by Michael Levy & Barton Weitz, TMGH, 5 th Edition
3	Supplementary Reading Material	<p>Retail Management by Gibson Vedamani , Jaico Books</p> <p>Retailing Management by Swapna Pradhan , TMGH</p>
4	Websites	<p>http://www.franchiseindia.com/</p> <p>http://www.franchising.com/</p>
5	Journals	<p>How Potential Conflict Drives Channel Structure: Concurrent (Direct and Indirect) Channels by Sa Vinhas, Alberto; Anderson, Erin., Journal of Marketing Research, Nov2005, Vol. 42 Issue 4</p> <p>Channel Structure and Strategic Choice in Distribution Channels byWren, Brent M., Journal of Management Research, Aug2007, Vol. 7 Issue 2,</p> <p>Effects Of Sales Force Automation Use On Sales Force Activities And Customer Relationship Management Processes by Moutot, Jean-Michel; Bascoul, Ganaël., Journal of Personal Selling &Sales Management,</p>

		<p>Spring2008, Vol. 28 Issue 2</p> <p>Using your sales force to jump-start growth by Hancock, Maryanne; Hatami, Homayoun; Rayan, Sunil. McKinsey Quarterly, 2011, Issue 2</p> <p>Franchising: An Overview by Windeshausen H. Nicholas; Joyce, Mary L., American Journal of Small Business, Jan77, Vol. 1 Issue 3</p> <p>Sales Employees Compensation: An Optimal Balance Between Fixed and Variable Pay by Madhani, Pankaj M., Compensation & Benefits Review., Jul/Aug2009, Vol. 41 Issue 4, p44-51.</p>
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Semester	IV	Specialization	Marketing
Course Code	405MKT	Type	Subject - Elective
Course Title	Retail Marketing		

Course Objectives:

1	To provide insights into all functional areas of retailing.
2	To give an account of essential principles of retailing.
3	To give a perspective of the Indian retailing scenario.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Overview of Retailing: Definition, Scope, Role of Retailer in the Channel of Distribution, Benefits of Retailing, Functions of Retailers, Evolution of Retailing – Global Retail Scenario – Indian Retail Scenario – Drivers of retail change in India - Emerging Trends and Opportunities in India, Retailing Industry – Size of Retail in India and its components.</p> <p>1.2 Retailing Environment: Economic Environment – Legal Environment – Technological Environment – Competitive Environment – Indian Experience in Retailing – Foreign Direct Investment in Retail in the Indian context.</p> <p>1.3 Classification of Retailers: Classification by Ownership – Independent Stores – Chain stores – Franchise Stores – leased Departments – Cooperatives, Classification by Strategy – General Merchandise Retailers – Discount Stores – Specialty Stores – Off Price Retailers, Classification by Product Line – Department stores – Supermarkets – Hypermarkets – Convenience Stores - Services retailing.</p> <p>1.4 Non Traditional Retail Classifications: Non store retailer – Direct Marketing – Catalog Marketing– Telemarketing – TV Home shopping – Automatic vending – E – Tailing – Malls and other formats</p>	5 + 1
2	<p>2.1 Retail Market Strategy: Definition, target market & retail format, Differentiating, Growth strategies, Strategic Retail planning process.</p> <p>2.2 Strategic Profit Model : Gross Margin Return On Inventory Management (GMROI)</p> <p>2.3 Retail Location & Site Selection: Types of retail locations, Steps involved in choosing a retail location, Methods of evaluating a trading area,</p> <p>2.4 Store Layout, Design & Visual Merchandising: Store planning, Store Design and the retailing mix, Space mix, effective space management, Store layout – circulation plan, Floor Space management. Markups and Markdowns, Shrinkage in merchandise management.</p>	5 + 1

3	<p>3.1 Retail Administration : Store management, Human resource management, Information System & SCM</p> <p>3.2 Planning Merchandise Assortment: Category management, Buying organization, Assortment planning process, Analyzing merchandise performance.</p> <p>3.3 Planning Merchandise Assortments: Organizing the buying process by categories- Category Management – The Buying Organization – Setting Financial Objectives for the Merchandise Plan – Gross Margin Return On Inventory Management (GMROI), Measuring Inventory Turnover – Sales Forecasting – Assortment Planning Process – Variety – Assortment – Product Availability – Tradeoffs between Variety, Assortment and Product Availability – Assortment Plan, Product Mix Trends.</p>	5 + 1
4	<p>4.1 Merchandise Pricing: Setting the Retail Price- Pricing Objectives – Pricing strategies – Pricing Methods – Pricing Adjustments – Price Discrimination</p> <p>4.2 Retail Communication Mix: Role of Communication in Retailing – Methods of communication – Planning the Retail Communication Programs – Implementing and Evaluating the Retail Communication Programs</p>	5 + 1
5	<p>5.1 Mall Management: Major players nationally & internationally, Role of promoter, developer & retailer: selecting tenant stores, Managing experience, target footfalls & their conversion to sales. Identifying customers, differentiating the mall, real estate pricing, Measuring duration & sequence of visit, Number & nature of outlets visited & spend of share of wallet across the tenants.</p> <p>5.2 Challenges to Indian Retail Sector : Political & legal, economic, real estate pricing, customer coming of age to shop in organized sector</p>	5 + 1

Learning Resources:

1	Text Books	<p>Retailing Management by Michael Levy & Barton Weitz, TMGH, 5th Edition</p> <p>Retailing Management by Swapna Pradhan , TMGH</p>
2	Reference Books	<p>Retail Management by Gibson Vedamani , Jaico Books</p> <p>Retailing by Patrick Dunne, Robert Lusch, David Griffith, Cengage Learning, Indian reprint.</p> <p>Retail Marketing Management by David Gilbert, Pearson Publication.</p> <p>Retail Management, Arif Sheikh, Himalaya Publishing</p>
3	Supplementary Reading Material	<p>It happened in India by Kishore Biyani, Rupa & Co.</p> <p>Business Today, November 1999, Mall Management, pp. 7-22</p>
4	Websites	<p>http://www.cci.in/pdf/surveys_reports/indias_retail_sector.pdf</p>

		http://www.indiaretailing.com/ http://www.imagesretail.com/
5	Journals	<p>Organized Retailing in India: Upstream Channel Structure and Management by Dabas, Chitra Srivastava; Sternquist, Brenda; Mahi, Humaira., Journal of Business & Industrial Marketing, 2012, Vol. 27 Issue 3</p> <p>India: Shopping with the Family by Sheth, Kartik N.; Vittal, Ireena., McKinsey Quarterly, 2007, Issue 4</p> <p>The Future of Shopping by Rigby, Darrell., Harvard Business Review, Dec2011, Vol. 89 Issue 12</p> <p>The Wheel of Retailing by Hollander, Stanley C., Journal of Marketing, Jul1960, Vol. 25 Issue 1</p> <p>The Mall as Bazaar: How Kiosks Influence Consumer Shopping Behavior by Runyan, Rodney; Kim, Jung-Hwan; Baker, Julie., Journal of Marketing Management. Feb2012, Vol. 28 Issue 1/2, p85-102.</p>

Semester	IV	Specialization	Marketing
Course Code	406MKT	Type	Subject - Elective
Course Title	Rural Marketing		

Course Objectives:

1	To understand rural aspects of marketing
2	To learn nuances of rural markets to design effective strategies
3	To enhance deeper understanding of rural consumer behavior

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Rural Marketing 1.1 Defining rural markets & rural marketing, evolution of rural marketing 1.2 Rural Marketing Environment – PEST analysis 1.3 Rural Economic Structure, Rural Occupation Pattern, Incomes & Consumption, Rural market Size 1.4 Rural Infrastructure	4+1
2	Rural Consumer Behavior& Marketing Research 2.1 Characteristics of Rural Consumers, Role of Opinion Leaders, Diffusion of Innovation in Rural Markets 2.2 Sources & Type of Secondary Data on Rural markets 2.3 Collecting Primary Data in Rural setting	4+1
3	Segmentation, Targeting & Positioning 3.1 Bases of Segmenting Rural Markets 3.2 Target Marketing, Coverage of Markets 3.3 Positioning in Rural Markets	4+1
4	Product & Pricing Strategy in Rural Markets 4.1 Rural Product Categories 4.2 Packaging for Rural Markets 4.3 Branding in Rural Markets, Problem of Fake Brands	6+1

	4.4 Pricing Strategy – special considerations in rural markets 4.5 Credit in rural markets – need, sources & innovative credit delivery systems	
5	Rural Distribution & Communication 5.1 Challenges of distribution in Rural markets, Rural Retail System – last mile problem, public distribution system, cooperatives 5.2 Emerging Models in Rural Markets: E-Chaupal, Project Shakti 5.3 Challenges for Rural Communication: Massage & Media for Rural Communication	7+1

Learning Resources:		
1	Text Books	The Rural Marketing Book by Pradeep Kashyap & Siddhartha Raut
2	Reference Books	Rural Marketing – Concepts & Practices by Balram Dogra, Karminder Ghuman Rural Marketing by R.V. Badi, N.V. Badi
3	Supplementary Reading Material	A New Approach to Rural Marketing by Kaushik Sircar
4	Websites	http://www.echaupal.com/ http://www.rmai.in/
5	Journals	International Journal of Rural Management by SAGE E-Journals of RMAI Indian Journal of Marketing

Semester	IV	Specialization	Marketing
Course Code	407MKT	Type	Subject - Elective
Course Title	Service Operations Management		

Course Objectives:	
1	To acquaint the students with the service operations strategy aspects.
2	To provide students with the concepts and tools necessary to effectively manage field service operations.
3	To familiarize the students with the concepts of CRM and role of IT in managing service operations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Service Operations Concept: Nature of Services, Difference between Manufacturing and Service Operations, Service Operations Characteristics, Purpose and objectives of service operation, Functions and processes in service operation, Different Pure Service Organizations and their peculiarities.	4 + 1
2	Service Operation Strategy: Service objectives and goal formulation, Service organization: In house Vs. Outsourcing, Centralized Vs. Decentralized, Creating Customer Connection, Effect of technology on service operations- strategic and tactical problems of managing operations functions in service environment, economies of customer loyalty, alignment between target market segments, manpower implications. Enhancing customer satisfaction, Service Operations as Profit Centre.	5 + 1
3	Designing & Managing Service Operations: Technology and its Impact on Services, Design and Development of Service Delivery Systems, Factors determining design of service systems-Impact of customer contact on design of service system , Work Measurement, Locating Facilities, Designing their Layout. Service capacity, Capacity Planning process design in service systems -basic structure of waiting line model-Principles of queuing theory for capacity analysis issues-Short term capacity planning problems- service quality measurements. Service operation processes for Event management, Financial management, IT service consultancy management.	6 + 1
4	Field Service Management, Service Manpower Planning & Scheduling: Field Service Organization, Field Service Inventory Management, Field Technical Support Service, Integrating Field Service with Information Technology, Field Service Effectiveness Evaluation, Field Service and its impact on Customer satisfaction, Field Service and Customer Relations Management, Uncertainty in Manpower Requirements, Cyclical and Seasonal nature of demand, Service Level Considerations and Cost Considerations in Manning.	5 + 1

5	<p>5.1 Customer Relationship Management: Customer requirement assessment, Customer satisfaction parameters and indices, Manpower recruitment and training, Customer feedback collection and analysis, Customer service evaluation.</p> <p>5.2 IT Enabled Customer Service: Call Centre Operations and Management, Web-enabled Services, ERP enabled Field and Technical Support Services, Tele marketing and servicing.</p>	5 + 1
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Learning Resources:

1	Text Books	<p>Successful Service Operations Management by Metters, King-Metters, Pulliman and Walton, Cengage India Edition, 2nd Edition.</p> <p>Customer Service, Robert Lucas, Tata McGraw</p>
2	Reference Books	Service Operations Management - Improving Service delivery by Robert Johnston Graham Clark, Prentice Hall.
3	Supplementary Reading Material	Service Strategy by Fitzsimmons, J.A. and Fitzsimmons, M.J. Chapter 3 in Service Management, McGraw-Hill International Edition, 2006, 37 – 58.
4	Websites	www. msom.journal.informs.org/
5	Journals	<p>Service Operations Management: Return to Roots by Robert Johnston, International Journal of Operation and Production Management Vol.19 No.2, 1999 pp.115-124.</p> <p>Compassionate High Quality Health care at Low Cost: The Arvind Model by Shah, J. and Murty, L.S., IIMB Management Review, 16 (3), 2005, 31 – 43.</p> <p>Will You Survive the Service Revolution? by Karmarkar, U., Harvard Business Review, 82 (6), 2004, 101 – 107.</p>

Semester	IV	Specialization	Marketing
Course Code	408MKT	Type	Subject – Elective
Course Title	International Marketing		

Course Objectives:

1	To make the students understand the concept and techniques of international marketing.
2	To train the students to develop plans and marketing strategies for entering into international markets and managing overseas operations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	International Marketing: Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment. Global markets, International market groups- EU, ASEAN, SAFTA, NAFTA, Emerging economies. International marketing research and information system; foreign market entry modes; global marketing operations and strategies; International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.	9 + 1
2	International Product Strategies: Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, International Trade Product Life Cycle, New Product Development; counterfeiting and IPR issues.	4 + 1
3	Pricing for International Markets: Factors Affecting International Price Determination; Price Quotations and Terms of Sale, pricing strategies; international dumping; financing marketing transactions.	4 + 1
4	Managing International Distribution: The structure of international distribution systems; International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; channel selection decisions; aspects of international supply chain management; international direct marketing; leveraging international distribution for competitive advantage.	4 + 1
5	Managing International Promotion Mix: Planning for Trade Fairs and Exhibitions; Advertising and other Modes of Communication, International promotion mix; push and pull strategies; aspects of international sales management; challenges of international advertising; global media strategy.	4 + 1

Learning Resources:

1	Text Books	<p>International Marketing by Cateora, Graham & Salwan, Mc Graw Hill, 13th Edition, 2008.</p> <p>International Marketing by Rakesh Mohan Joshi, Oxford University Press, 2005.</p> <p>International Marketing by Czinkota & Ronkainen, Cengage Learning, 8th Edition (India), 2008.</p> <p>International Marketing Management by Subhash Jain, CBS Publishers & Distributors, 3rd Edition, 1997.</p> <p>International Marketing, 4th Ed., PK Vasudeva, Excel Books</p> <p>International Marketing by Rajgopal, Vikas Publication, New Delhi</p>
2	Reference Books	<p>International Marketing by Terpstra, Vern and Sarathy, Ravi, The Dryden Press, Chicago , 2000.</p> <p>Global Marketing Management by Keegan, Warren J. , Pearson Education , New Delhi, 7th Edition, 2002.</p> <p>Global Marketing Management by Kotabe Masaaki and Helsen Kristiaan, John Wiley & Sons (Asia) Ltd., 2nd Edition, 2001.</p> <p>International Marketing: Analysis and Strategy by Onkvisit, Sak and Shaw, John J. Edition, Prentice Hall., 2004.</p> <p>International Marketing: An Indian Perspectives by Varshney, R. L. and Bhattacharya, B. , Sultan Chand, New Delhi, 2001.</p> <p>International Marketing Strategy by Doole Isobel and Robin Lawe, , Cengage Learning</p>
3	Supplementary Reading Material	<p>EXIM Policies</p> <p>World Bank Reports</p>
4	Websites	<p>Websites of the Ministry of Commerce</p> <p>Websites of the Ministry of Finance</p>
5	Journals	<p>Journal of International Marketing</p> <p>AMA's Journal of International Marketing</p>

Semester	IV	Specialization	Marketing
Course Code	409MKT	Type	Subject – Elective
Course Title	Export Documentation and Procedures		

Course Objectives:

1	To familiarize students with policy, procedures and documentation relating to foreign trade operations.
2	To provide a review of the main documents involved in export order processing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Significance of Procedures and Documentation in International Trade: procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS) classification System ;Role of ICC; INCOTERMS; nature of export/trading houses.	5 + 1
2	Export Order Processing: export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure.	5 + 1
3	Methods of Payment in International Trade: documentary collection of export bills; UCPDC guidelines; realization of export proceeds – provisions of RBI's Exchange Control Manual; pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.	5 + 1
4	Major Export Promotion Schemes in India: EPCGS, duty exemption scheme; DEPB scheme; SIL; facility for deemed exports; Export promoting institution's – role of export promotion councils, commodity boards and ITPO.	5 + 1
5	Regulations for International Trade: Major laws governing India's export import trade- Foreign Trade (Development & Regulation) Act, Pre-shipment Inspection & Quality Control Act, 1963 & Customs Act, 1962; Foreign Exchange Management Act, 2000	5 + 1

Learning Resources:

1	Text Books	<p>Export Import Procedures & Documentation by Dr. Kushpat S. Jain, HPH, 5th Revised Edition, Aug. 2007</p> <p>Export Marketing by B. S. Rathor & J. S. Rathor, HPH, 3rd Revised & Enlarged Edition, 2006</p> <p>Export Management by T. A. S. Balagopal, HPH, 18th Revised Edition, 2006</p> <p>Export Management by D.C. Kapoor, Vikas Publishing House, 2009</p> <p>Export- Policy, Procedures and Documentation by M. I. Mahajan, Show white, 24th Edition, 2010</p> <p>International Business Management, Text and Cases, Dutta, Excel Books</p>
2	Reference Books	<p>Export Procedures and Documentation by M.D. Jitendra, Rajat Publications, Delhi.</p> <p>Export Markets and Foreign Trade Management by Pervin Wadia, Kanishka Publications, New Delhi.</p>
3	Supplementary Reading Material	<p>Nabhi's Exporters Manual and Documentation.</p> <p>Nabhi's New Import-Export Policy Procedures.</p> <p>Export/Import Procedures and Documentation by Thomas E. Johnson, Donna L. Bade, AMACOM</p>
4	Websites	<p>www.eximbankindia.com</p>
5	Journals	<p>A Study of Export and Import Problems Faced by the Mumbai Based Importers and Exporters by Shinde, Govind P, Advances in Management; Apr2012, Vol. 5 Issue 4, p44-51.</p> <p>A Study on Export Performance of Indian Spices by Muthusamy, A. Global Management Review. 2010, Vol. 5 Issue 1, p25-38.</p> <p>External Sector: Outlook. India Country Monitor. Feb2012, p17-18</p> <p>Economic Forecast, Country Report. India. Jul2011, Issue 7, p7-11</p>

Semester	IV	Specialization	Marketing
Course Code	410MKT	Type	Subject – Elective
Course Title	Marketing Strategy		

Course Objectives:

1	To introduce a systematic understanding of marketing strategy and decision making in dynamic marketing environment.
2	To understand and apply the STP of marketing (segmentation, targeting, positioning).
3	To understand and appreciate the concept of marketing strategy formulation and implementation.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Marketing Strategy: Marketing's role in formulating & implementing strategies, market oriented management, Overview of the process of formulation & implementation of marketing strategy, integrating marketing strategy with the firm's other strategies & resources, market opportunity analysis, formulating strategies for specific situations, implementation & control.	3 + 1
2	Understanding Market Opportunities 2.1 Meaning of markets & industry, assessing market & industry attractiveness using Mullins' framework – Market Domain, Industry Domain, Team Domain 2.2 Forecasting Based on Current Demand: Market build up method, chain ratios, market factor index method 2.3 Forecasting Based on Past Demand: Time series analysis, Trend analysis, Leading indicators 2.4 Forecasting through Experimentation: Concept testing, Test marketing 2.5 Forecasting through Intentions & Expert Opinion: Buyers intentions, sales force opinion, trade opinion, expert opinion, Delphi method, Bootstrapping, Cross impact analysis	6 + 1
3	Targeting Attractive Market Segments & Positioning 3.1 Choosing Attractive Market Segments – A five step process 3.2 Different Targeting Strategies: Mass market, niche market, growth market 3.3 Differentiation Based on Product, Image, Channel, Personnel & Services 3.4 Positioning Process: identifying relevant competitors, identifying determinant attributes, collecting information on perceptions of products &	5 + 1

	brands, determine a product's current position, determine customers' most preferred position, examine the fit between current position & market preferences, writing positioning statement	
4	Marketing Strategies for New Market Entries & Growth Markets 4.1 Market Entry Strategies for Pioneers & Followers: Sources of competitive advantage for pioneers & followers 4.2 Components of strategic marketing programmes for Mass market penetration & niche market penetration 4.3 Growth Market Strategies for Market Leaders: Different types of marketing objectives for leaders, market share maintenance strategies 4.4 Growth Market Strategies for Followers: Different types of marketing objectives for followers, market share growth strategies	6 + 1
5	Marketing Strategies for Mature & Declining Markets 5.1 Challenges in mature & declining markets, transition from growth to maturity 5.2 Marketing Strategies for Mature Markets: Maintaining current market share, extending volume growth 5.3 Marketing Strategies for Declining Markets: Marketing objectives & programmes for Harvesting, Maintenance, Survivor & Niche Strategy	5 + 1

Learning Resources:

1	Text Books	Marketing Strategy by Walker, Mullins, Boyd & Larreche Marketing Strategy and Competitive Positioning by Graham Hooley, Brigitte Nicoulaud, Nigel F. Piercy, Pearson Education, , 5 th Edition. Strategic Marketing Management-Richard Wilson & Colin Gilligan
2	Reference Books	Strategic Management & Marketing by Narendra Singh, Himalaya Publication Strategic Marketing Text & Cases- S. Shajahan, Viva Books Strategic Marketing Management -Text & Cases, by UC Mathur, Macmillan
3	Supplementary Reading Material	Strategic Marketing by A. Nag, Macmillan Publication Strategic Marketing by Musadiq Sahaf, Prentice-Hall of India Pvt. Ltd. Strategic Marketing for Non-Profit Organization-Alan Anderson & Philip Kotler http://www.iitk.ac.in/infocell/announce/convention/papers/Changing%20Playfield-06-Saurabh%20Kumar%20Saxena.pdf

4	Websites	http://www.mhhe.com/walker http://marketing-strategy-examples.com/
5	Journals	Journal of Strategic Marketing of AMA Marketing & strategy-The Wall Street Journal of Business Strategy- Emerald Journal of Marketing

Semester	IV	Specialization	Marketing
Course Code	411MKT	Type	Subject – Elective
Course Title	Marketing Decision Models		

Course Objectives:

1	To study scientific and data based developments that assist marketing professionals in arriving at cost effective marketing strategies
2	To analyze the important developments in marketing theory to understand and control markets effectively

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Modeling in Marketing 1.1 Analytical decision making , Science & Marketing, marketing decision support systems, intelligent marketing systems, Data Warehousing & Data Mining applications , Benefits of modeling in marketing, 1.2 Model building process, trends in building & using models, information value chain 1.3 Taxonomy of Market Response Models based on number of marketing instruments, market response modeled, functional forms, competitive effects, nature of data used, level of aggregation, estimation methods, uncertainty.	4 + 1
2	Mathematics & Statistics for Marketing Models 2.1 Relationship between Marketing Variable: Graphs & functions 2.2 Linear Algebra and Systems of Equations in Marketing 2.3 Differential Equations: applications for market dynamics 2.4 Calculus for optimization 2.5 Basic Probability Concepts 2.6 Statistical Distributions for Modeling: Bernoulli, Binomial, Chi-Squared, Exponential, F-Distribution, Normal, Poisson, Student's t distribution	6+ 1
3	3. Applications in Environment Analysis 3.1 Demand decomposition framework for environment analysis & models 3.2 Identifying Competitors through Brand Switching Matrix, 3.3 Models for Forecasting Competitors' Actions, Game Theory	5 + 1

	3.4 Stochastic Models of Consumer Behavior: Purchase Incidence Models, Brand Choice Models	
4	Applications in Forecasting & Resource Allocation 4.1 Demand Forecasting Models: Extrapolations & curve fitting, Regression techniques, Analogy Methods 4.2 Models for Forecasting Sales for Consumer Durable , Diffusion of Innovation – Bass Model & its revisions, Repeat Purchase Models 4.3 Models for Resources Allocation among Sbus & Products: STRATPORT, & AHP 4.4 Models for resources allocation across geographical territories	5 + 1
5	Models for Marketing Mix Variables 5.1 Modeling for Product Positioning & Design -Preference Choice Model – Expectancy value, preference regression, PERCEPTOR, LINMAP & DEFENDOR models of product design 5.2 Pricing Models 5.3 Models for Promotional Budget Decisions 5.4 Models for Media Scheduling 5.5 Sales Promotion Models: Rao Lilien Model	5 + 1

Learning Resources:		
1	Text Books	Marketing Models by Lilien, Kotler & Moorthy, Prentice-Hall of India
2	Reference Books	Analysis for Strategic Marketing by Rao & Steckel Marketing decision models by Randall L. Schultz, Andris A. Zoltners, North Holland
3	Supplementary Reading Material	The Handbook of Marketing Decision Models by Berend Wierenga, Springer
4	Websites	http://www.12manage.com/i_m.html
5	Journals	Modeling and Forecasting Sales Data by Time Series Analysis by Kapoor, S. G.; Madhok, P.; Wu, S. M., Journal of Marketing Research (JMR). Feb 1981, Vol. 18 Issue 1, p94-100. Judgment Based Marketing Decision Models: Problems and Possible Solutions by Chakravarti, Dipankar; Mitchell, Andrew; Staelin, Richard., Journal of Marketing. Fall 1981, Vol. 45 Issue 4, p13-23

		<p>Econometric Models for Marketing Decisions byWittink, Dick R.,Journal ofMarketingResearch,Feb2005, Vol. 42 Issue 1, p1-3</p> <p>Bridging the Academic-Practitioner Divide in Marketing DecisionModels byLilien, Gary L.,Journal ofMarketing. Jul2011, Vol. 75 Issue 4, p196-210.</p> <p>Using Buyer Behavior Modelsto Improve Marketing Decisions byAaker, David A.,Journal ofMarketing. Jul1970, Vol. 34 Issue 3, p52-57</p> <p>Endogeneity in Marketing Decision Models byShugan, Steven M.,MarketingScience. Winter2004, Vol. 23 Issue 1, p1-3.</p>
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Semester	IV	Specialization	Marketing
Course Code	412MKT	Type	Subject – Elective
Course Title	Marketing of High Technology Products		

Course Objectives:

1	To provide students with the concepts and tools necessary to effectively market a high technology product.
2	To help the students learn the marketing mix aspect of marketing high technology products.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to High Technology: Common Characteristics of High Technology, Continuum of Innovations - Radical/Breakthrough Innovations - Incremental Innovations - Implications of Different Types of Innovations - Contingency Model for High-Tech Marketing - Does Marketing Need to Be Different for High-Technology Products and Innovations? - Framework for Making High-Technology Marketing Decisions.	5 + 1
2	Product Development and Management Issues in High-Tech Markets: Market Orientation, R&D–Marketing Interaction, High-Tech Marketing Research Tools - Concept Testing - Conjoint Analysis - Customer Visit Programs - Empathic Design - Lead Users - Quality Function Deployment - Prototype Testing - Beta Version Testing, Technology Development - The “What to Sell” Decision, Product Architecture: Modularity, Platforms and Derivatives, New Product Development Teams - Developing Services as Part of the High-Technology Product Strategy, Implications for High-Tech Marketing - Protection of Intellectual Property - Understanding Gray Markets - Black Markets, Piracy, and Restricted Exports - Managing Intellectual Property. Categories of Adopters - Crossing the Chasm. The Choice of Customer, Customer Strategies to Avoid Obsolescence, Customer Migration Decisions, Marketers’ Migration Options.	8 + 1
3	Pricing Considerations in High-Tech Markets: The High-Tech Pricing Environment, Customer Oriented Pricing- Steps and Implications. Pricing of After-Sales Service - The Technology Paradox- Solutions to the Technology (Pricing) Paradox - From Free to Fee. The Effect of the Internet on Pricing Decisions - Additional Pricing Considerations - Outright Sale of Know-How versus Licensing Agreements - Licensing Restrictions - Pay-Per-Use versus Subscription Pricing - Price Bundling – Leasing.	4 + 1
4	Distribution Channels in High-Tech Markets: Channel Considerations in High-Tech Markets - Blurring of Distinctions Between Members in the Supply Chain - Need for Indirect Channels to Provide Value for Manufacturers - Evolution of High-Tech Channels.	4 + 1

5	Advertising and Promotion in High-Tech Markets: Tools to Build and Maintain Customer Relationships: The Importance of Branding in High-Tech Markets, Developing a Strong Brand - Ingredient Branding - Branding for Small Business. New-Product Pre-announcements - Advantages and Objectives of Pre-announcements -Disadvantages of Pre-announcements - Tactical Considerations in the Pre-announcement Decision.	4 + 1
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Learning Resources:

1	Text Books	Marketing of High-Technology Products and Innovations by Jakki Mohr, Sanjit Sengupta, Stanley Slater, 2 nd Edition
2	Reference Books	Marketing High Technology by William H. Davidow Product Marketing for Technology Companies by Mark Butje
3	Supplementary Reading Material	Crossing the chasm: Marketing and Selling High Tech Products to Mainstream Customers by Geoffrey Moore Product Strategy for High Technology Companies by Michael E. McGrath. Next Generation Product Development : How to Increase Productivity, Cut Costs, and Reduce Cycle Times by Michael E. McGrath The Innovator's Dilemma by Clayton M. Christensen
4	Websites	http://marketinghightech.net/
5	Journals	Drucker's Insights on Market Orientation and Innovation: Implications for Emerging Areas in High-technology Marketing by Mohr, Jakki J.; Sarin, Shikhar. Journal of the Academy of Marketing Science. Spring2009, Vol. 37 Issue 1, p85-96. High Technology Marketing: Conceptualization and Case Study by Yadav, Naveen; Swami, Sanjeev; Pal, Prosanto. Vikalpa: The Journal for Decision Makers. Apr-Jun2006, Vol. 31 Issue 2, p57-74. The Marketing of Innovations in High-technology Companies: A Network Approach by Borg, Erik A. European Journal of Marketing. 2009, Vol. 43 Issue 3/4, p364-370. Sales Forecasting in High-Technology Markets: A Utility-Based Approach by Decker, Reinhold; Gribba-Yukawa, Kumiko. Journal of Product Innovation Management, Jan2010, Vol. 27 Issue 1 Sales Forecasting of Products with Very Short Life Cycles by Pizzano, Rudolph.

		<p>Journal of Business Forecasting, Summer2011, Vol. 30 Issue 2</p> <p>Forecasting Organizational Adoption of High-technology Product Innovations separated by impact: Are traditional macro-level diffusion models appropriate? By McDade, Sean; Oliva, Terence A.; Thomas, Ellen. Industrial Marketing Management, Feb2010, Vol. 39 Issue 2, p298-307.</p> <p>What High-Tech Managers Need to Know About Brands by Ward, Scott; Light, Larry; Goldstine, Jonathan. Harvard Business Review. Jul/Aug1999, Vol. 77 Issue 4, p85-95.</p> <p>Innovation and the Management of Marketing in High Technology Small Firms by Oakley, Ray. Journal of Marketing Management. Oct91, Vol. 7 Issue 4, p343-356.</p> <p>Introduction to the Special Issue: Marketing Of High-Technology Products and Innovations by Mohr, Jakki J.; Shooshtari, Nader H. Journal of Marketing Theory & Practice. Summer2003, Vol. 11 Issue 3, p1-12.</p> <p>Success in High-Technology Markets: Is Marketing Capability Critical? by Dutta, Shantanu; Narasimhan, Om; Rajiv, Surendra. Marketing Science. 1999, Vol. 18 Issue 4, p547-568.</p> <p>Sustaining Competitive Advantage in a High-Technology Environment: A Strategic Marketing Perspective by Rao, P. M. Advances in Competitiveness Research. 2005, Vol. 13 Issue 1, p33-47</p>
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Semester	IV	Specialization	Marketing
Course Code	413MKT	Type	Subject – Elective
Course Title	E Marketing and Analytics		

Course Objectives:

1	To contextualize marketing concepts in electronic marketing and marketing analytics context.
2	To give insights into various aspects of E Marketing and analytics from the perspective of creating Customer Value.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 E Marketing: Concept & scope, E Marketing and E Business interrelationship, Marketing implications of Internet technologies and convergence, Convergence and M commerce.</p> <p>1.2 E Marketing 7 Step Plan: Situation Analysis, E – Marketing Strategic Planning, Objectives, E- Marketing Strategies, Implementation Plan, Budget, Evaluation Plan</p>	4 + 1
2	<p>2.1 E -Marketing Environment: Global markets, Emerging Economies, Technological readiness, Ethical & Legal issues: Privacy and Security Concerns, Electronic Payment System - Different types of payment modes, e-cash, e-check, e-money - E-Security Firewalls</p> <p>2.2 The Virtual Value Chain: Marketplace vs. Market space - Visibility, Mirroring capability, The network economy - "Moore's Law" and "Gilder's Law" , E-Marketplaces and Economic Impacts</p>	4 + 1
3	<p>3.1 Consumer Behavior: Social & cultural context, Individual characteristics and Resources, Motivations for shopping on the net, attributes of online shopping.</p> <p>3.2 Segmenting and Targeting Online Customers: Business – Government and Customer Markets, Important geographic segments for E-Marketing, Demographic segments, Psychographic segments, Behavior segments, Targeting online customers.</p> <p>3.3 Differentiation and Positioning Strategies: Product – Service – Personnel – Channel and Image differentiation. Differentiation Strategies – site atmospherics, making the intangible tangible, building trust, efficient and timely order processing, pricing, CRM, Enhancing the customer experience.</p>	4 + 1

4	<p>4.1 Product Mix of E-Marketing: Product, Creating Customer Value online, Product benefits, Enhanced product development, Taxonomy of Internet products.</p> <p>4.2 Price: Buyers & sellers perspectives, Pricing strategies, Distribution System, Distribution channel metrics.</p> <p>4.3 Integrated Communication: Internet advertising, Website, blogs, community building, on line events, coupons, sampling, contests, games, e mail, permission marketing, viral marketing, messaging, spam, IMC metrics.</p>	4 + 1
5	<p>5.1 Customer Relationship Management: Valued customer experience, CRM Technology & metrics.</p> <p>5.2 The Economics of e-Loyalty: The importance of focusing on the "right" customers Relationship Capital – eCRM - Internet strategies facilitating CRM including personalization, collaborative filtering, data mining, data warehousing and real-time profiling.</p>	4 + 1
6	<p>Marketing Analytics- Understanding influence of analytics on marketing, The Basics Of Web Analytics” – Laying The Foundation For Marketing Analysis.</p> <p>Understanding The Key Web Analytics Tools At Your Disposal. Analytics exercises</p>	4
7	<p>Where It All Begins” – Starting With The Consumer, The Consumer–Brand Relationship” – Understanding How And Why Data Is Shared In Digital Channels, Identifying Valuable Data Sources.</p> <p>New Media – New Data, New Opportunities, New Dangers” – Understanding The Promise And Pitfalls Of Digital Data. Analytics exercises</p>	4+1

Learning Resources:

1	Text Books	<p>E- Marketing by Judy Strauss, Adel Ansary, Raymond Frost, Prentice Hall</p> <p>Digital Marketing for Dummies by Carter-Brooks-Catalano-Smith</p> <p>Marketing Analytics : Data-Driven Techniques with Microsoft Excelby Winston, Wayne L John Wiley & Sons, Incorporated 2014, Web Analytics 2.0: The Art of Online Accountability & Science of Customer Centricity (Sybex) by Avinash Kaushik</p>
2	Reference Books	Guide to E-Marketing by Prasad Gadkari
3	Supplementary Reading Material	e-Service-New Directions in Theory & Practice by Roland T. Rust and P.K. Kannan
4	Websites	http://www.emarketingstrategiesbook.com/

5	Journals	<p>The Impact of e-service Quality, Customer Satisfaction and Loyalty on e-Marketing: Moderating effect of perceived value by Hsin Hsin Chang; Yao-Hua Wang; Wen-Ying Yang. Total Quality Management & Business Excellence, Apr2009, Vol. 20 Issue 4</p> <p>Modeling Web Site Design across Cultures: Relationships to Trust, Satisfaction, and E-Loyalty by CYR, Dianne. Journal of Management Information Systems, Spring2008, Vol. 24 Issue 4</p> <p>Innovativeness and Involvement as Determinants of Website Loyalty: II. Determinants of consumer loyalty in B2C e-commerce by Wang, Hui-Chih; Pallister, John G.; Foxall, Gordon R. Technovation, Dec2006, Vol. 26 Issue 12</p>
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Semester	IV	Specialization	Marketing
Course Code	414MKT	Type	Subject – Elective
Course Title	Marketing to Emerging Markets & Bottom of the Pyramid		

Course Objectives:

1	To understand difference between emerging & developed markets
2	To understand opportunities & challenges in Emerging Markets in general & Bottom Of the Pyramid (BOP) segment in particular
2	To provide a framework for marketing to BOP markets

Syllabus:

Unit Number	Contents	Number of Sessions
1	Overview of Emerging Markets: Countries constituting emerging markets. Countries constituting BRICS & Next 11, Growing economic power of emerging markets, Demographic & economic scenario of emerging market countries. Emerging market size for different business sectors	5 + 1
2	Emerging Markets - Perspectives & Practices: 2.1 Characteristics of Emerging Markets: Emerging markets versus developed markets - market heterogeneity, sociopolitical governance, chronic shortage of resources, unbranded competition, and inadequate infrastructure. 2.2 Comparative Advantage of Emerging Markets: Policy based advantage, raw material based advantage, NGO based advantage, Marketing Implications in terms of strategy, policy & practice of marketing, Marketing Mix Implications.	7 + 1
3	Bottom of the Pyramid Markets: 3.1 Difference between Emerging Markets & BOP Markets, Definition, size & composition of BOP markets all over the world, 3.2 Characteristics of BOP markets, need for segmenting BOP markets	5 + 1
4	Marketing Strategies for BOP Markets: 4.1 Four elements of BOP strategy - creating buying power, shaping aspirations, improving access, and tailoring local solutions. 4.2 C K Prahalad's 12 principles, BOP Protocol	5 + 1

5	Criticism of Marketing to BOP & Alternate Perspectives	3 + 1
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Learning Resources:

1	Text Books	The Fortune at the Bottom of the Pyramid, Prahalad, C.K., Pearson –Singapore.
2	Reference Books	We are like that only, Bijapurkar, R. (2007), New Delhi: Penguin Portfolio.
3	Supplementary Reading Material	<p>World Business Council for Sustainable Development (WBCSD). (2004), Doing business with the poor – a field guide. (March). [Online] Available: http://www.wbcsd.org/DocRoot/uCxCgEiOhrCEXcsN5slo/sl-field-guide-reprint.pdf</p> <p>United Nations Development Programme (UNDP). (2008), “Creating Value For All: Strategies For Doing Business With Poor”, The Growing Inclusive Markets Initiative,(July). [Online] Available: http://www.undp.org/gimlaunch/download.shtml.</p> <p>Preston, K, A. Libow, A. Bruno, C.Meade, and R. Wells. (2007), Opportunities for the Majority Index: Analysis of Corporate Performance in Latin America and the Caribbean, The Inter-American Development Bank, 21st December. [Online] Available:http://www.iadb.org/am/2008/docs/OM_Index_Final_Report_v2.pdf.</p> <p>Hammond, A., W. J. Kramer, R. S. Katz, J. T. Tran, and C. Walker. (2007), The Next 4 Billion: Market size and Business strategy at the Base of the Pyramid, World Resources Institute (WRI) and International Finance Corporation (IFC) [Online] Available: http://www.wri.org/publication/the-next-4-billion</p> <p>Bang V.V. and Joshi S. L. (2008), “Conceptualization of Market Expansion Strategies in Developing Economies”, Academy of Marketing Science Review, 4, [Online] Available: http://www.amsreview.org/articles/bang04-2008.pdf</p> <p>Simanis, E. and S. Hart With J. DeKoszmovszky, P. Donohue,D. Duke, G. Enk, M. Gordon, and T. Thieme. (2008), The Base of the Pyramid Protocol: Toward Next Generation BoP Strategy, Center for Sustainable Global Enterprise, Johnson School of Management, Cornell University, 2nd Ed.[Online] Available: http://www.wdi.umich.edu/files/BoPProtocol2ndEdition2008.pdf.</p> <p>Karamchandani, A., M. Kubzansky, and P. Frandano. (2009), Emerging Markets, Emerging Models: Market-Based Solutions To The Challenges Of Global Poverty, Monitor group, (March).</p> <p>Wilson, D. and R. Purushothaman. (2003) “Dreaming With BRICS: Path to 2050.” Goldman Sachs, Global Economics Paper No.99, 1st October.</p> <p>Prahalad, C.K., and A. Hammond. (2002), “Serving the World’s Poor, Profitably”, Harvard Business Review, 80(September), pp. 48-57.</p>

		<p>Prahalad, C. K. and S. L. Hart. (2002), "The Fortune at the Bottom of the Pyramid", Strategy + Business, 26, pp.54-67.</p> <p>Beshouri, C.P. (2006), "A Grassroots Approach to Emerging-Market Consumers." The McKinsey Quarterly, (March), pp.61-71</p> <p>Karnani, A. (2007), "The Mirage of Marketing to the Bottom of the Pyramid: How the Private Sector Can Help Alleviate Poverty", California Management Review, 49(4), (Summer), pp.90-111.</p> <p>Sheth, J. N. (2011), "Impact of Emerging Markets on Marketing: Rethinking Existing Perspectives and Practices", Journal of Marketing, Vol. 75 (July), 166 – 182.</p>
4	Websites	http://www.wri.org/
5	Journals	<p>International Journal of Emerging Markets</p> <p>Harvard Business Review</p> <p>California Management Review</p> <p>Journal of Macro Marketing</p>

Semester	IV	Specialization	Marketing
Course Code	415MKT	Type	Subject – Elective
Course Title	Marketing of Financial Services – II		

Course Objectives:

1	To equip young managers with the knowledge of retail banking, corporate banking and investment banking practices in India.
2	To familiarize the students to the requisite regulatory compliances in Wealth Management industry.
3	To make the student understand the Risk-Return principle and its practical use in marketing of financial services.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Financial Framework: An Overview of the Financial Framework, Bank, Categories of Banks, NBFIs, Regulators, Regulations, Key Concepts</p> <p>1.2 Banking Business: Banking Business Overview, Structure of a Bank, Banking Channels.</p> <p>1.3 Retail Banking: Overview, Liability Products, Liability Products-Process & Roles, Asset Products, Asset Process and Roles, Typical Loan Products, Other Services.</p> <p>1.4 Corporate Banking: Overview, Classification of Products - Fund Based & Non Fund Based, Funded Facilities, Non Funded Facilities, Credit Evaluation, SME Banking.</p>	5 + 1
2	<p>2.1 Specialized Divisions & Support Function: Investment Banking - Advisory Services & Funding; Financial Markets and Treasury, Private Banking and Wealth Management, Rural and Agricultural Banking (India specific), Other Functions.</p> <p>2.2 Risk Management in Banks and NDFIs: Risk Management Overview, Typical Causes of Financial Crises, The Risk Management Process, Asset Liability Mismatch, Fraud, Identifying/Measuring Risk, Implementing Risk Measures.</p> <p>2.3 Technology in Banking: An Overview of Technology in Banking, Core Banking Solutions (CBS), Application for Various Channels, Modules for Various Divisions, Cheque Truncation - India & U.S.A</p>	5 + 1
3	<p>3.1 Wealth Management Business: Concept of 'Wealth' and 'Net worth', Concept of HNI, Segmentation of HNIs into various categories - overall profile of each category, Investments needs of HNIs, the 'management' part of 'Wealth Management' for the HNIs.</p>	5 + 1

	3.2 Wealth Management Industry: Insight into the Wealth Management Industry, Growth potential of Indian HNI segment, Regulatory aspect of Wealth Management at various levels, Money laundering, Terrorism Financing and compliances across the financial services world to block it.	
4	<p>4.1 Wealth Management Services: Service providers (both corporate and individuals) in the area of Wealth Management, Range of products and services offered to each segment of HNIs, Services provided under Holistic Wealth Management such as, Private Banking, Preferred Banking etc., Service mandates a wealth manager needs to know and follow. Various segment - mandate mixes.</p> <p>4.2 Wealth Management Process: Client Engagement, Client Profiling and Targeting, Building Relationships etc. Investment Advisory, Product Manager and Credit Operations etc. available in the Front, Middle and Back offices. Various steps in a KYC process, Wealth Management process and their distribution among front end, middle end and back end offices to ensure better services and products.</p>	5 + 1
5	<p>Risk and Return:</p> <p>5.1 Segmenting Clients Based on The Risk- Return Principle: Risk-Return principle, Risk taking behavior of the client during various stages of human life, clients' comfort zone for investment, Risk Tolerance, determining investment objectives.</p> <p>5.2 Asset Classes and Portfolio: Various asset classes, Portfolio classification based upon the proportion of various asset classes. Asset Allocation, Risk profile of the portfolio, Performance indices of the portfolio - Money Weighted Returns, Risk Adjusted Return, Sharpe Ratio, Treynor Ratio, etc., Analyzing performance of portfolio according to the asset class and the markets.</p>	5 + 1

Learning Resources:		
1	Text Books	<p>Security Analysis and Portfolio Management by Sudhindra Bhat, Excel Books, 2011 Edition</p> <p>Wealth Management by S. K. Bagchi, Jaico Publishing House, 1st Edition</p>
2	Reference Books	<p>Marketing Financial Products by IBS Centre for Management Research</p> <p>Marketing Financial Services by Hooman Estelami</p>
3	Supplementary Reading Material	<p>Principles and Practices of Banking by Indian Institute of Banking & Finance, Macmillan Publication, 2nd Edition</p> <p>Marketing of Financial Services by V.A. Avadhani, Himalaya Publishing House</p>
4	Websites	http://www.financeindia.org

		http://www.rbi.org.in
5	Journals	<p>Building Relationships to Last by Hartmann, Ann W. Journal of Financial Service Professionals. Jan2010, Vol. 64 Issue 1, p42-46.</p> <p>Dimensions of Relationship Marketing in business-to-business financial services by Theron, Edwin; Terblanche, Nic S. International Journal of Market Research. 2010, Vol. 52 Issue 3, p383-402</p> <p>The Management of Customer Relationships as Assets in the Retail Banking Sector by Persson, Andreas. Journal of Strategic Marketing. Feb2011, Vol. 19 Issue 1, p105-119.</p>

Semester	IV	Specialization	Marketing
Course Code	416MKT	Type	Subject – Elective
Course Title	Cross Cultural Relationship Marketing		

Course Objectives:

1	To help students understand the cultural aspects of relationships.
2	To emphasize the need for cultural adaptation in relationship development and negotiations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Mapping Players and Process: Identifying players, deciders, Informal influences that make or break a deal. Cross cultural etiquette and behavior-the basics.	5 + 1
2	Buyer and Seller Feedback Loop: Relational embeddedness - dependency and influence of network members over buyer and seller.	5 + 1
3	Communication in Cross Cultural Relationships: Cross communication between network members.	5 + 1
4	Andersen's model (2003) on cross cultural relationship Initiation and development. Cross cultural sales negotiations.	5 + 1
5	Approaches to Negotiations: Top down, Protocol & Deportment, Deeper cultural characteristics, Consensus, Coalition Building-Negotiation specific expectations to shape process of negotiation.	5 + 1

Learning Resources:

1	Text Books	<p>Relationship Marketing in Cross-cultural contexts by Rugimbana and Nwankwos, Cengage Learning-S. Melbourne</p> <p>The World's Business Cultures and How to Unlock Them by Barry Tomalin and Mike Nicks, Viva Books Pvt. Ltd.</p> <p>Relationship Marketing-the IMP Perspective in Handbook of Relationship Marketing by Jagdish Seth and Atul Parvatiyar 2nd Edition. Thousand Oaks California, Sage Publications</p> <p>Hofstede G - Cultural Consequences International differences in Work Related Values, Beverly Hills, CA Sage Publications</p> <p>Relationship Marketing -The UK Perspective in Hand book of Relationship Marketing by Jagdish Seth and Atul Parvatiyar 2nd Edition California, Sage Publications</p>
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2	Reference Books	<p>Cross-Cultural Business Behavior: Marketing, Negotiating, Sourcing and Managing across Cultures by Richard Gesteland, 3rd Edition, Copenhagen Business School Press</p> <p>Cross-Cultural Business Behavior - A guide for Global Management by Richard Gesteland 5th Edition</p> <p>Marketing by Agreement: A Cross-cultural Approach to business negotiations by McCall, J.B. & M.B. Warrington 2nd Edition, John Wiley & Sons</p>
3	Supplementary Reading Material	<p>Global Marketing: A Decision Oriented Approach by Svend Hollensen, 5th Edition.</p> <p>Advances in International Marketing: Establishing Marketing Relationships in Cross Cultural Business, Emerald Insight Books</p> <p>Bargaining Across Borders - How to Negotiate Successfully Anywhere in the world by Foster D.A., MGH, New York</p>
4	Websites	Nil
5	Journals	<p>Cross-Cultural Examination of Relationship Quality, by Barry, James M.; Doney, Patricia M. Journal of Global Marketing, Sep/Oct2011, Vol. 24 Issue 4</p> <p>An investigation of relationship learning in cross-border buyer–supplier relationships: The role of trust, by Liu, C.-L.E. International Business Review, Jun2012, Vol. 21 Issue 3</p> <p>The Complexities of Perceived Risk in Cross-Cultural Services Marketing by Keh, Hean Tat; Sun, Jin. Journal of International Marketing. 2008, Vol. 16 Issue 1, p120-146.</p> <p>The Effects of Adaptation, Commitment and Trust In Cross-Cultural Marketing Relationships by Walton, James R.; Salazar, Ronald J.; Jifu Wang. Journal of Applied Business Research. 2008 3rd Quarter, Vol. 24 Issue 3, p29-38.</p>

MBA SYLLABUS: SEMESTER IV
FINANCIAL MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	Finance
Course code	403 FIN	Type	Specialization – Core
Course Title	Indirect Taxation		

Course Objectives:

1. To understand the basic concepts in various Indirect Tax Acts.
2. To understand procedural part of Indirect Taxes
3. To acquaint with online filling of various Forms & Returns.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	Central Excise Duty : Introduction to Central Excise, Goods, and Excisable goods, Manufacture and Manufacturer, Classification of goods, Assessment of Duty and Valuation of Goods, Small Scale Industries (SSI's) Scheme, General Procedure under central Excise, E-filling of Central Excise Return.	(Hours:7+2)
Unit – 2	Custom Duty : Introduction to Custom Duty, Levy and types of Duties, Clearance of Goods, Valuation of Goods, E-Filling of Customs Duty Return.	(Hours: 7+2)
Unit – 3	Central Sales Tax : Introduction to Central Sales Tax, Formulation of Principles for Determining (a) When a sale or purchase of goods takes place in the course of Inter State Trade and Commerce (b) Outside a State (c) Inter State Sales Tax (d) Rates, Levy and collection of Tax (e) Goods of Special Importance in Inter State Trade and commerce.	(Hours: 7+2)
Unit – 4	Value Added Tax : Evaluation of VAT in India and it's Justification, Design of State level VAT, Principals, Variants and Methods of Computation of VAT, General requirement for VAT system, E-filling of Sales Tax Return.	(Hours: 7+2)
Unit – 5	Service Tax : Service Tax – Concept and general Principles, Charges of Service Tax, Mega Exemption and other exemptions, Negative list of Services not taxable, place of provision of services Rules 2012, Registration, Valuation of Taxable Services, Payment of Service Tax, E-filling of service Tax Return, CENVAT Credit.	(Hours: 7+2)
	<u>Note:</u> 1. The theoretical questions will be asked on all topics. 2. Students have to do Practical's on E-filling of Central Excise Duty, Custom Duty, VAT	

	and Service Tax in the Computer Lab as a part of their Concurrent Evaluation.	
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Learning Resources:		
1	Text Books	Systematic Approach to Indirect Tax- Kumar, Sanjeev Text Book of Indirect Tax – Sinha P.K
2	Reference Books	Indirect Taxes : V.S.Datey – Taxman Publication M Vat Subramanian Snow White Publication Systematic Approach to Taxation – Dr. Girish Ahuja & Dr. Ravi Gupta
3	Supplementary Reading Material	Various Bare Acts
4	Websites	Website of Custom Department, Website of Excise Department, Website of Sales Tax Department
5	Journals	The Chartered Accountant The Management Accountant

Semester	IV	Specialization	Finance
Course code	404 FIN	Type	Specialization – Core
Course Title	International Finance		

Course Objectives:

4. To make students familiar with the operations in foreign exchange markets.
5. To sensitize students with complexities of managing finance of multinational firm.
6. To highlight the importance of the regulatory framework within which international financial transactions can take place, with special reference to India.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	<p>1.1: Nature & Scope of International Finance, The role of information technology and financial integration in the process of globalization. International Financial Institutions: International Monetary Fund, World Bank. International credit rating agencies and rating criteria. International Financing decision.</p> <p>1.2: Issues in Overseas Funding Choices, Economic Circumstances and overall funding choices, funding and risk management aspects. Parity conditions in International Finance: Purchasing power parity, Covered Interest Parity, Real Interest Parity, Parity Conditions and Managerial Implications.</p>	(Hours: 6+2)
Unit – 2	<p>2.1: Foreign Exchange Markets: Forecasting Exchange Rates, Fundamental Factors affecting Exchange Rates, Time Series Forecasting Models Functions of Foreign exchange market. Role of participants in foreign exchange market. Foreign exchange Management Act 1999, Role of Reserve Bank of India in Management of foreign exchange. Exchange Rates Spot rate, Forward rate, Cross Rates, Types of exchange rate regimes.</p> <p>2.2: Parity relations, Purchasing power parity, interest parity, exchange risk, types of exchange risk, Management of exchange risk. Hedging, Internal & External techniques of heading. Currency futures and options, Currency swaps. Speculation in foreign exchange market. Currency arbitrage. Covered interest arbitrage. Convertibility of Indian Rupee. Exchange Rate Behaviour, Efficiency and Forecasting.</p>	(Hours: 8+2)
Unit – 3	<p>3.1: Global Capital Markets, Historical perspective and development, participants, issues, investors, intermediaries. External Commercial Borrowing, Foreign Bonds & Euro Bonds. Foreign equity and Euro equity. Depository Receipts (A.D.Rs and G. D.Rs) Disintermediation, Deregulation, Securitization, Globalization.</p> <p>3.2: Methods of raising resources by borrowers in international markets – domestic foreign currency loans out of foreign currency resources like FCNR (B), EEFC, etc. International portfolio investment, International liquidity, Foreign Exchange Market Mechanism, Foreign Trade zone.</p>	(Hours: 6+2)

Unit – 4	<p>4.1: International Bond Markets, Development, Types of Bonds, floating Rate Notes (FRNs), Deep Discount Bonds, Zero Coupon Bonds, Dual Currency Bonds, and Equity related Bonds. Procedure for Bonds Issues.</p> <p>4.2: Syndicated loans, Multicurrency options, Syndication process in practice, offer documents and mandate, loan Agreements. Rights and Duties of Managing and Agents Banks.</p>	(Hours: 7+2)
Unit – 5	International Financial Reporting Standards (I.F.R.S) and Indian Accounting Standards (I.A.S) on foreign transactions. International Receivables and cash management.	(Hours: 8+2)
	<p><u>Note:</u></p> <p>1. Theoretical questions will be asked on all topics.</p>	

Learning Resources:		
1	Text Books	<p>International Financial Management by P.G. Apte 2010 Ed.</p> <p>International Financial Management by Vyuptakesh Sharan</p> <p>International Financial Management by S.P. Srinivasan</p> <p>International Finance by Mauric Levi, Keith P. (2013 Edition)</p> <p>Foreign Exchange, International Finance, Risk Management by A.V. Rajwade</p> <p>Currency Exposures and Derivatives by A.V Rajwade</p>
2	Reference Books	<p>Multinational Finance by Adrian Buckley</p> <p>Multinational Finance Management by Alan C.S</p> <p>International Corporate Finance by Madura</p> <p>International Finance Management by Clark</p>
3	Journals	Economic Times, Business Standard, Hindu, Business Line, Financial Express, Money Hike, Business India, business Today, Business World Capital Market

Semester	III	Specialization	Finance
Course Code	405 FIN	Type	Subject – Elective
Course Title	Behavioral Finance		

Course Objectives:	
1	To provide an alternative framework for understanding financial market behavior.
2	To demonstrate how cognitive biases and heuristics influence investment behavior and determine asset prices.
3	To highlight the basic theories and strategies that makes us aware of behavioral finance and investing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Behavioral Finance: The Winner's Curse, Bubbles, and IPOs: Introduction, Market Efficiency, The Winner's Curse – Auction, Ingredients of the Winner's Curse, Valuation uncertainty, Many bidders, Historical Bubbles. Experimental Bubbles – Liquidity, Inexperience, Internet Bubble, Uncertain Values, Liquidity, IPOs. Limits of Arbitrage & Systematic Trading: Limits of Arbitrage theory, Relative mispricing, Closed-end Mutual Funds, Equity Carve outs, Systematic Noise. Anomalies.	3 + 1
2	Biases, heuristics, and the individual investor: Individual investors -why should we care? Asset prices, Investor welfare, Our own welfare, The investor's problem , Estimate probabilities – Returns, Variance, Co-variances, Match with own preferences, i.e., choose portfolio , Integrate new information. Intuition versus reasoning, Probability not intuitive, Positive self-illusions psychology, Overconfidence, Calibration, Entrepreneurs' perceived chances for success – Optimism, Self-attribution bias, Illusion of control, Information based overconfidence, Advantages of positive self-illusions, Disadvantages of positive self-illusions, Lowering overconfidence. Positive self-illusions investors, Volume Volatility Price and Profit, Learning - Frequent feedback, Quick feedback, Clear feedback, Weather forecasters, Physicians. Learning to be overconfident - Do investors trade too much? Trading is hazardous to your wealth, Representativeness, Availability, Anchoring & Adjustment – psychology, Hot hand, Ignoring base rates, Regression to the mean, Hindsight bias, Confirmation bias, Representativeness, Availability, Anchoring & Adjustment – investors, Mutual funds, The Inside View.	7 + 1
3	Preferences: Framing, Prospect Theory, and violations of Expected Utility, Expected Utility – Cancellation, Transitivity, Dominance, Invariance, Violations of Expected Utility, Prospect Theory, Risk aversion—Rabin and Thaler, “Coherent Arbitrariness.” Mental accounting, Prospect Theory, & Attention: Mental accounting, Prospect Theory & mental accounting—investors, Disposition effect - Are investors reluctant to realize their losses? IPOs revisited—money on the table, Attention - All that Glitters, Anomalies revisited - Accounting based anomalies, Calendar anomalies, Celestial and meteorological anomalies, Attention based	5 + 1

	anomalies, Value vs. growth, Size, Equity premium, Myopia, Momentum, Behavioral theories of momentum - Representativeness, Overconfidence and self-attribution bias, Disposition effect. Savings Behavior - Own company stock, Naïve diversification, Default savings rates and allocations, Should Social Security be privatized?	
4	Behavioral Corporate Finance: Limits of arbitrage, No need for aggregation, Overconfidence, Executive compensation, Capital budgeting, Fairness, Ethics, Advertising to investors - Where do new investors learn what to do? Illusion of control, Information based overconfidence, Affect, Loss aversion.	5 + 1
5	Case Studies on above topics.	5 + 1

Learning Resources:

1	Text Books	Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves. Understanding Behavioral Finance by Ackert The Psychology of Investing by John R. Nofsinger, Pearson Prentice Hall, (4th Edition) What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill
2	Reference Books	Handbook of Behavioral Finance – Brian R. Bruce Title Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch
3	Supplementary Reading Material	Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing – HershShefrin
4	Websites	www.nseindia.com www.bseindia.com
5	Journals	Caginalp, Gunduz, David Porter, and, Vernon Smith, "Financial Bubbles: Excess Cash, Momentum, and Incomplete Information," Journal of Psychology and Financial Markets, 2001, Vol. 2, No. 2, pp. 80-99. Fama, Eugene F., "Market Efficiency, long-term returns, and behavioral finance," Journal of Financial Economics, 49, 1998, 283-306. Garber, Peter M., "Famous First Bubbles," Journal of Economic Perspectives, Spring 1990, pp. 35-54. Thaler, Richard H., "Anomalies: The Winner's Curse," Journal of Economic Perspectives, Winter 1988, 191-202. Shleifer, Andrei and Lawrence H. Summers, "The Noise Trader Approach to Finance," Journal of Economic Perspectives, Spring 1990, pp. 19-33. Jones, Charles M., and Owen A. Lamont, "Short-sale constraints and stock returns," Journal of Financial Economics, 66, 2002, 207-239. Taylor, Shelley E. and Jonathan D. Brown, "Illusion and Well-Being: A Social Psychological Perspective on Mental Health," Psychological Bulletin, 1988, vol 103, no. 2, pp. 193-210. Odean, Terrance, "Volume, Volatility, Price, and Profit When All Traders Are Above

	<p>Average," Journal of Finance, 53, 6, 1998, 1887-1934.</p> <p>Barber, Brad M., and Terrance Odean, "The Internet and the Investor," Journal of Economic Perspectives, Winter, 2001, 41-54.</p> <p>Tversky, Amos and Daniel Kahneman, "Judgment under uncertainty: heuristics and biases," Science, 1974, 185, 1124-1131.</p> <p>Tversky, Amos and Daniel Kahneman, "Rational Choice and the Framing of Decisions," Journal of Business, 1986, vol. 59, no. 4, pt. 2.</p> <p>Thaler, Richard H., "Mental Accounting Matters," Journal of Behavioral Decision Making, 1999, 21, pp. 183-206.</p> <p>Rabin, Matthew and Richard H. Thaler, "Anomalies: Risk Aversion," Journal of Economic Perspectives, Winter, 2001, 219-232.</p> <p>Kahneman, Daniel and Dan Lovallo, "Timid Choices and Bold Forecasts: A Cognitive Perspective on Risk Taking," Management Science, vol. 39, no. 1, pp. 17-31.</p> <p>Messik, David M. and Max H. Bazerman, "Ethical Leadership and the Psychology of Decision Making," Sloan Management Review, Winter 1996, pp. 9-22.</p>
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Semester	III	Specialization	Finance
Course Code	406 FIN	Type	Subject – Elective
Course Title	Financial Modeling using Excel		

Course Objectives:

1	To develop the ability to utilize the core functionality of excel in decision framework to solve managerial problems in the finance functions of the business.
2	To master modeling techniques to eliminate the substantial risk of poor spreadsheet coding.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Modeling Practice And Principles: Making decisions based on numbers, Features of MS Excel to its maximum advantage to calculate and communicate decision information. Understanding The Make-Up Of Analytical Decision Calculus, How problems in business are framed, Construction of integrated financial statement, Developing the decision matrix, Case Studies. Excel 2010 Logic And Tool Sets - How Excel is structured – the Toolsets, The Excel Ribbon Interface, Understanding Excel Objects, The limitations of Excel, Working With Functions - Utilizing the existing Excel formulae functions: Financial, Logical, Date and Time, Lookup and Reference, Statistical, Strategy for developing nested formulae functions, Good Excel coding techniques. Consolidation: Linking principles in excel, Consolidation function, Outlining function, Linking to external data sources.	5 + 1
2	Exploring The Visualization Power Of Excel: Specific functions of Excel, Advanced Chars, Understanding the Excel for Charts, What are the appropriate graphs to assist in analytics? Examining the different types of graphs, Advanced graphing formatting techniques, Creating interactive graphs. Advanced Formatting Techniques - Formatting strategies in Excel – how we develop rich reports, Examining the Conditional Formatting functionality, Inserting Objects into Excel. Developing A Dashboard - What is a dashboard and good design principles, Utilizing Indirect, Lookup and Match functions, Using SLICERS, Case Study – Producing world class Monthly Management Accounts.	5 + 1
3	Data And Statistical Analysis of Large Tables: Data Management In Excel, Examining the concept of data and how excel deals with them, Creating data input tables , Data cleaning functions, Creating tables, Filtering functions, Special functions using tables, Case study – analyzing a large marketing customer. Analyzing Data with Excel Pivot - Understanding what is OLAP, Importing from external Databases (SQL and Access), Performing calculations in PIVOT TABLE, Creating graphs in PIVOT CHART, Case Study – analyzing a large Sales Database. Data Analysis: Data Summation and Graphing using the Data Analysis Pack, Introduction to Inference Capabilities, Working with advanced statistical functions, Forecasting, Multiple Regression, Other Advanced Functions - Linear Programming, Data mining Toolset from SQL 2008.	5 + 1
4	Developing The Interactive Model: The Modeling Methodology, Designing the Model Structure , Developing the Input Screen and assumption	5 + 1

	interface, Incorporating exogenous and macroeconomic dimensions, Structuring the Calculation Sheets, Developing The Calculation Modules - Investment size and timing, Capacity Modeling, Revenue Modeling with major emphasis on pricing elasticity and demand drivers, Cost modeling and the impact of inflation. Funding Considerations - Structuring the Funding Model, Determining the Weighted Average Cost of Capital, Developing the Debt Funding Repayment Schedules, Integrating the modules, Developing the Working Capital requirements - Linking the CAPEX, Income Statement and Working Capital to Cash Flow Statement, Integrating the Cash flow Statement to the Balance Sheet, Developing the Free Cash Flow Model for NPV , Summarizing the results. Auditing The Model - Spreadsheet Audit, Stress testing the model to determine logic, Documentation.	
5	Modeling Analytics: Developing The Output Screens And Report, Developing an Investment Dashboard, Preparing the report outputs, Report presentation dynamics, Examining The Output, “What If” functionality of Excel to analyze the sensitivity of the numbers, Preparing the DATA TABLES to determine the impact of key variables, Utilizing the SCENARIO MANAGER to determine profitability, Utilizing the GOAL SEEK function, Preparing The Investment Report To Management- Preparation of Investment Report that complies with disclosure requirement, Dealing with risk and the limitations of the assessment, Assessing the Cash Flow of a “no-invest” option, Writing up the investment report utilizing the rich features of Word 2010. Presenting the Report - Using PowerPoint 2010, Web enable your report, Good presentation technique.	5 + 1

Note:

1	Depending upon the data available regarding research projects available with the institute, small assignments can be created to develop the models using Excel. Selecting different sectors and using their cost structure develop models for financial analysis and decision making. Risk measurement and portfolio management tools also can be incorporated in the same.
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Learning Resources:

1	Text Books	Business Data Analysis using Excel – David Whigham – Oxford University Press Mastering Financial Modeling in Microsoft Excel – Alastair L. Day Practical Financial Modeling – Jonathoan Swan
2	Reference Books	Building Financial Models with Microsoft Excel: A Guide for Business Professionals , K. Scott Proctor, 2nd Edition, John Wiley & Sons Financial Modeling Using Excel and VBA by ChandanSengupts, John Wiley & Sons Advanced Modeling in Finance using Excel and VBA By Mary Jackson, Mike Staunton, John Wiley & Sons Next Generation Excel: Modeling in Excel for Analysts and MBAs By Isaac Gottlieb, John Wiley & Sons
3	Supplementary Reading Material	http://www.pdfbookes.com/financial-modeling-using-excel-and-vba-wiley-finance-PDF-553819/
4	Websites	www.proschoolonline.com

		www.wallstreetprep.com www.financialmodelling.net
5	Journals	International Journal of Theoretical and Applied Finance (IJTAF) International Journal of Financial Markets & Derivatives (IJFMD) Journal of Economic & Financial Modeling

Semester	IV	Specialization	Finance
Course Code	407 FIN	Type	Subject – Elective
Course Title	Financial Risk Management		

Course Objectives:

1	To understand what is risk and the basic concepts of modeling its application for measuring and managing financial risks
2	To measure volatility in market prices, highlight Risk Management issues in investments.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Risks: Financial Risk: An Overview, Evolution, and the Environment, Risks definition (market, credit, liquidity, operational), more specifically on the identification of different forms of risk (currency, interest rate, equity, commodity). Market Data Analysis, Probability and distributions of asset prices, measuring return and risk, Modeling Risk Factors, Using implied volatility in Value-at-Risk measures.	5 + 1
2	Risk and volatility Measurement : Risk and volatility Measurement, the issue of time aggregation, different measures of volatility such as EWMA, ARCH & GARCH processes, volatility clusters and the issue of time varying volatility . Measuring risk using Value-at-Risk, concept and computation of VAR using variance-covariance approach, Calculating portfolio risk of more than one Assets. Historical simulation & multifactor Var, marginal and relative var, expected shortfalls, treasury applications Stress testing and back-testing, Forecasting correlation & Volatility during market crash, Extreme Value Theory - Basic Principles, Extreme Value Theory methods in measuring financial risk, Monte Carlo simulation, issues in generating price process (Brownian Motion, Ito Process), Cholesky decomposition in computing multi-asset VaR. Risk & Forecasting issues in asset prices (exchange rates & interest rates), modeling interest rates such as Cox-Ingersoll-Ross Models, ARMA processes in generating currency forecasts and using in decision making.	5 + 1
3	Currency risk analysis: Currency risk analysis in global investing, interest rate parity (covered and uncovered), yen-carry trade syndrome, risk environment in Indian Forex markets, forwards and non- deliverable forwards, cross-currency risk analysis. Value at risk for fixed income portfolio, cash flows mapping in fixed income portfolios, relation of Var measures with duration, comparing with yield v/s price volatility, etc.	5 + 1
4	Credit Risk Basics: Probability of Default, Credit ratings & Transition Matrix analysis, Contingent claim approach and the KMV Model, Credit Risk Management and Credit VaR. Indian environment in VaR applications (NSE, BSE, NCDEX, CCIL), RBI guidelines for credit & market risk management, VaR based margining.	5 + 1
5	Integrated Risk Management framework: Operational, An integrated approach to risk management considering issues such as operational, supervisory, legal, Accounting, Issue of Governance ratings and risk in institutions, the role of risk management offices (front, middle and back	5 + 1

	offices), Risk reporting, Risk Budgeting and Setting Risk Limits, limits using notional, stop loss and Var based limits, establishing trading limits.	
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Note:

1	In addition to suggested case discussion, live cases can be built and studied using Excel, live price movements on stock exchanges along with statistical tools. Valuation and risk modeling with the link to Financial statement analysis can be used to create live assignments.
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Learning Resources:

1	Text Books	Corporate Financial and Risk Management - Nersesian, Roy L. - Jaico Publishing House Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk - Steve L. Allen Modern Corporate Risk Management: A Blueprint for Positive Change and Effectiveness by Koller
2	Reference Books	Investment Science. Luenberger, Oxford University Press, 1998 Options, Futures and other Derivatives, John Hull, 7 th Edition, Prentice Hall, 2008 An Introduction to Market Risk Measurement by Dowd, Kevin, John Wiley & Sons. Risk Management and Financial Institutions by Hull, John C., Pearson, Prentice Hall, 2007 Measuring Market Risk by Dowd, Kevin, John Wiley & Sons, 2005. Value at Risk by Jorion, Philippe, McGraw Hill. Beyond Value at Risk, by Dowd, Kevin, John Wiley & Sons Mastering Value at Risk ,Butler, Comac, Financial Times Prentice Hall Risk Takers, Marthinsen, John, Pearson Prentice Hall, 20096.
3	Supplementary Reading Material	Cases for Discussions (Asia Currency Crisis , Amaranth Hedge funds, Allied Irish Bank, Bank of Credit and Commerce International (BCCI), ERM Crisis, Orange County, Barings, Daiwa, Kidder Peabody, Metallgesellschaft, Northern Rock, Procter and Gamble (P&G), US Savings & Loan Crisis, etc.) A survey of major financial institutions by E & Y (2012): Progress in Financial Services Risk Management.
4	Websites	http://www.scirp.org/journal/jfrm http://www.ey.com/Publication/vwLUAssets/Banking_and_financial_services_risk_management_survey_2012/\$FILE/Progress_in_financial_services_risk_management.pdf
5	Journals	The IUP Journal of Financial Risk Management http://www.iupindia.in/FinancialRisk_Management.asp The ICAI journal of financial risk management Journal of Financial Risk Management

Semester	III	Specialization	Finance
Course Code	408 FIN	Type	Subject – Elective
Course Title	Online Trading of Financial Assets		

Course Objectives:

1	To understand how to do the trading of financial assets online.
2	To know practically the prerequisites of trading.
3	To analyze the securities using the MIS reports available online.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Overview of Capital Markets: Overview of Indian Capital Market and Global Capital Market, Stock exchanges in India: Vision, Mission and Functions, Products & Participants, Key indicators of securities market, market segments & their products, options available with investors for trading online.	3 + 1
2	Products in Capital Markets: Capital Market(Equity, Indices, MFs, ETFs, IPOs, Offer for sale, IPP, SLBs) Derivatives (Equity derivatives, Currency Derivative, Interest rate derivatives, Global indices) Debt (Retail debt market, Wholesale debt market, Corporate bonds) Investors' rights and obligations	6 + 1
3	Trading Online: Pre requirements and documentation, Online trading and mobile applications, Verifying trades, contract notes, bills, demands Verifying margin requirements and balance in trading account	6 + 1
4	Analysis using online information: Using online reports and charts for analysis and decision making (daily, monthly)...creating data base for your portfolio, Understanding Trading, Clearing & settlement and Risk Management related to each product in Capital Market	6 + 1
5	Profit Management: Managing online 3 portfolios and related customized market watch (e.g. My NSE) along with related detailed MIS in excel	4 + 1

Learning Resources:

1	Text Books	Mastering the Trade: Proven Techniques for Profiting from Intraday and Swing Trading Setups (McGraw-Hill Trader's Edge Series) by John F. Carter. A Beginner's Guide to Day Trading Online (2nd edition) by Toni Turner.
2	Reference Books	Day Trade Online – Christopher A. Farrell
3	Supplementary Reading Material	Indian Financial System – M.Y.Khan –Tata Mc Graw Hill Capital Markets magazine Equity research, Investment and Finance Magazine Stocks and commodities magazine
4	Websites	www.nseindia.com www.bseindia.com www.moneycontrol.com www.bloomberg.com www.reuters.com
5	Journals	Financial Analysts Journal International Journal of bonds and currency Derivatives

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

Semester	IV	Specialization	Finance
Course Code	409 FIN	Type	Subject – Elective
Course Title	Banking Operations – II		

Course Objectives:

1	To get acquainted with the changed role of Banking post 1991 Reforms.
2	To know the lending and borrowing rates along with the various mandatory reserves.
3	To know the procedural compliances by bank's functionality.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Role of Banking in India: Banking in India pre and post-independence, Banking in post 1991 Reforms, Role of foreign players in Indian Banking, change in the role of Nationalized banks	5 + 1
2	Legal Aspects of Banking in India: Commercial Laws with reference to Indian Banks, Security Norms, Core Banking Environment, Standard Books maintained for different accounts	4 + 1
3	Interest Rates by and for banks: Differentiation in lending and borrowing rates, Interest as an important source of revenue of banks, various interest rates in funding schemes of banks, SLR, CRR, REPO and REVERSE REPO Rate	4 + 1
4	Funding and Procedural Compliances: Working Capital Gap, BASEL Norms for Working Capital Finance, Significance of documentation and procedural compliances in funding by the banks, Modes of Payments including Letters of Credit, Deferred Payments, Valuation of Securities, Internal Checks and Controls in Banks	6 + 1
5	International Banking: Currency Swaps, Multinational Banking, International Risk Management, Asset Liability Management, Exposure Management, Offshore Banking, International Financial Institutions, Operations of Indian Banks abroad	6 + 1

Learning Resources:

1	Text Books	Banking - E.Dharmaraj – Scitech Publications
2	Reference Books	Accounting and Finance for Bankers – Indian Institute of Banking & Finance – Mac Milan Publications,
3	Supplementary Reading Material	All publications of NIBM
4	Websites	www.iba.org.in www.rbi.org.in www.iib.org finmin.nic.in
5	Journals	The Indian Banker

Semester	III	Specialization	Finance
Course Code	410 FIN	Type	Subject – Elective
Course Title	Wealth and Portfolio Management		

Course Objectives:

1	To understand the concept of Wealth Management.
2	To understand the concept of Portfolio Management.
3	To understand various tools and methods of evaluating the portfolio.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: objectives of investment decisions, types of investors, goal of investors, investment opportunities (debt instruments, equity instruments, derivatives and others), Investment and risk management : equity, debt, alternate assets, Investment products and services.	5 + 1
2	Wealth Management: Concept, measuring investment returns in wealth management, investment vehicles of wealth management, managing investment risk in wealth management, Indian Tax Laws & Taxation of investment products, wealth management planning / financial planning, Financial planning process, systematic approach to investing.	4 + 1
3	Portfolio Management - Active v/s Passive Portfolio Management, Costs of Management – Entry / Exit load and fees, Net Asset Value, Classification of funds, Phases of portfolio management, evolution of portfolio management, role of portfolio management, Portfolio building process – benchmark portfolios, market index portfolios, approaches for building portfolios - building bond portfolios, equity portfolios, mixed portfolio, Rebalancing Portfolios, Cost benefit analysis of Portfolio Rebalancing, Portfolio Management Plans, Portfolio Management plans under different market scenarios.	6 + 1
4	Portfolio analysis & Selection: Expected return of portfolio, risk of a portfolio, Diversification - a tool for reducing risk, portfolio having more than two securities Portfolio Revision: Need for revision, Meaning of portfolio revision Constraints, strategies, plans for revision Portfolio Evaluation: Need, meaning, Differential return, Decomposition of performance, Sharpe's Portfolio Performance Measure, Treynor's Portfolio Performance Measure, Jensen's Portfolio Performance Measure. Forecasting Portfolio Performance & Hedging Portfolio Risk.	4 + 1
5	Portfolio Theory - Efficient Market Theory, Capital Asset Pricing Model (CAPM), Random Walk theory, Markowitz Model, Sharpe's single index portfolio selection method, Arbitrage Pricing Theory.	6 + 1

Learning Resources:		
1	Text Books	Portfolio Management : S Kevin, Security Analysis and Portfolio Management - M. Rangannatham& R. Madhumathi Value Innovation Portfolio Management: Achieving Double-Digit Growth through Customer Value by Mello Analysis of Investments & Management of Portfolios by Reilly/Brown
2	Reference Books	Investments – An Introduction, Herbert B Mayo, Cengage South-Western Investment Management, V A Avadhani, Himalaya Publishing House Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas Damodaran on Valuations, Ashwath Damodaran, Wiley Stock Exchanges, Investments and Derivatives, V Raghunathan, Prabina Rajib, Tata McGraw Hill An Introduction to Investments by Mayo Basics of Personal Financial Planning by NIA
3	Supplementary Reading Material	Financial Statement Analysis – Gokul Sinha Security Analysis and Portfolio Management – Fisher, Jordan Investments: Principles and concepts, Jones, Wiley Analysis of Investments & management of Portfolio, Reilly & Brown, Cengage Learning Investment Management (Security Analysis and Portfolio management) – V K Bhalla Capital Markets and Dalal Street Magazine
4	Websites	www.nseindia.com www.bseindia.com www.moneycontrol.com www.valueresearchonline.com/ , http://topics.bloomberg.com/india/
5	Journals	Journal of Finance Global Finance Journal Journal of Property Valuation and Investment Review of Financial Economics The Journal of Private Equity Journal of Property Valuation and Investment Journal of Financial Economics etc.

Semester	IV	Specialization	Finance
Course code	411 FIN	Type	Elective Courses
Course Title	Fixed Income Securities & Technical Analysis		

Course Objectives:

1. To analyze the fixed income securities markets and its implications for investments.
2. To explain the market characteristics, instruments, selling techniques, pricing and valuation issues with money market instruments.
3. To explain the specific features of the Indian Fixed Income Securities Markets.

Syllabus:

Unit Number	Contents	
Unit – 1	<p>Introduction: Fixed Income Markets, Institutional Arrangements, Market Participants and Instruments, Investors Perspectives, & Market Conventions, features of government securities market, Understanding market linkages, bonds and money market instruments, MIFOR Curve. Risk Identification in Bonds: Duration, Convexity, and Immunization. Risk measurement in fixed income securities using value at risk, STRIPS, Theories of Term Structure of Interest Rates, Term structure and the economy, Treasury Securities Auction, Market Implications, When-Issued markets, Government securities auction & Bidding, Uniform v/s discriminatory auction, bidding behavior, winners curse analysis.</p> <p>Bond Valuation: Time Value of Money, Price and Yield Conventions, Bond Valuation under flat term structure, Yield & return & horizon return, Valuation of other Bonds, Floating Rate securities, index bonds, illiquid bonds, Corporate Debt Valuation, valuation of convertibles, Bond Indexing, methodology for constructing a bond index, index return comparison.</p>	6 + 1
Unit – 2	<p>Yield Curve Analysis: Par Value, Zero, Spot Curve, Bootstrapping, spot & forward rates, (Nelson-Seigel model of the Indian NSE) Auction Game: Portfolio construction, setting portfolio objectives, interpreting portfolio parameters, Passive v/s Active portfolio management strategies, bullet v/s barbell, other strategies. Global Bond Markets, foreign currency bonds, dual currency bonds, analysis of global bond spread behavior in recent times. Fixed Income Derivative Markets: FRAs, Interest rate Swaps, swap pricing and swap curve, Interest rate futures, Interest Rate Options, Caps & Floors pricing.</p>	5 + 1
Unit – 3	<p>Advanced Term Structure Modeling (Cox-Ingersoll-Ross, Vasicek), Black- Derman-Toy (BDT) model representing binomial tree model of valuation of bonds with embedded options, Markets for Asset Backed Securities, Prime and Subprime Mortgage-Backed Securities. Fixed Income Investing: An Analysis</p> <p>& Strategies, Summary of learning experience. Technical Analysis :Technical analysis – definition and concept, Price discounts everything , Price movements are not totally random , Technical Analysis: the basic assumptions, Strengths and weakness of technical analysis, Importance of technical analysis, Constructing and Interpreting Charts and the significance of volume while using patterns, chart patterns (bar chart, line chart, point & figure chart & candle stick chart), Understanding the psychology behind a pattern and its</p>	6 + 1

	formation, Evolving a Trading strategy based on patterns, Candlestick analysis	
Unit – 4	<p>What to look for on charts – Trends, Support & Resistance levels, Moving Average, P Gaps, Volume, Comparative Relative Strength, Head and shoulders top reversal, Inverted head and shoulders, Head and shoulders bottom, Double top and double bottom, Rounded top and bottom, Gap theory, Common gaps, Breakaway gaps, Runaway/continuation gap, Exhaustion gap, Island cluster. Indicators and Oscillators: Indicators - Covering the set of classical as well as unconventional indicators and focus on their application towards investments / positions / day trading, Moving Averages: An in-depth study of Moving Averages and the role it plays in determining a trade, multiple uses of Moving Averages for different time horizons of trades, Oscillators, Relative strength index , What is momentum?</p> <p>Applications of RSI , Overbought and oversold , Divergence , Stochastic , William %R, Real life problems in use of RSI, Advanced concepts – Moving average convergence/divergence(MACD) , calculations for MACD , MACD benefits , uses , Money Flow Index, Bollinger Bands, Using multiple indicators for trading signals, Price sensitive technique, Volume sensitive techniques , Composite methods, How to use tool kit of trading techniques? Trading market tool kit applications, Bull market tool kit applications, Bear market tool kit applications, Trading market changing to bull market tool kit application , Trading market changing to bear market tool kit application, Bull market changing to trading market tool kit application , Bear market changing to trading market tool kit application.</p>	6 + 1
Unit – 5	<p>Trading Strategies: Day trading, Advantages of day trading, Risks associated with risk day trading, Strategies for day trading, Momentum trading strategies. Technical Theories: Dow Theory and Elliot Wave Theory - Introduction , Principles of Dow Theory , Significance of Dow Theory , Problems with Dow Theory , Elliot Wave - Introduction , Fundamental Concept , After Elliott Trading Psychology & Risk Management: Introduction , Risk Management , Components of risk management, Stop loss, Analyze reward risk ratio, Trail stop loss, Booking Profit, Uses of stop loss , Qualities of successful trader , Golden rules of traders , Do's and don'ts in trading , Rules to stop losing money Choosing the right market to trade, Importance of discipline in trading.</p>	5 + 1

Learning Resources:		
1	Text Books	<ol style="list-style-type: none"> 1. Technical analysis of financial markets – a comprehensive guide to trading methods and applications – John J. Murphy 2. Technical Analysis Explained: The Successful Investor's Guide to Spotting. 3. Investment Trends and Turning Points - Martin J. Pring. 4. Technical Analysis of Stock Trends, 8th Edition - Robert D. Edwards, John Magee, W. H. C. Bassetti. 5. Valuation, Risk Management and Portfolio Strategies (The Wiley Finance Series) – Lionel Martelline, Philippe Priaulet, Stephane Priaulet. 6. The Handbook of Fixed Income Securities - Frank J. Fabozzi, Steven V. Mann
2	Reference Books	Encyclopedia of Chart Patterns (Wiley Trading) - Thomas N. Bulkowski

3	Supplementary Reading Material	Supplementary NCFM Modules on Technical analysis Reading Capital Markets Magazine Material
4	Websites	www.nseindia.com www.bseindia.com www.moneycontrol.com www.sebi.gov.in
5	Journals	Journal of Financial Markets Journal of Investing Journal of Investment Management Journal of Portfolio Management

Semester	III	Specialization	Finance
Course Code	412 FIN	Type	Subject – Elective
Course Title	Commodity Markets		

Course Objectives:

1	To equip young managers with the knowledge of emerging commodities derivatives trading practices in India.
2	To explain the regulatory framework of these markets and domestic and international historical developments in commodities market.
3	To highlight the importance of hedgers, speculators and arbitragers.
4	To highlight the importance of Commodity indices as an investment class.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Historical changes and growth of global and domestic Commodities derivatives markets, FCR Act 1952 and Regulatory structure of Commodities Derivatives Markets in India, Commodities as a New Asset Class, International commodity indices and as an investment tool for investors, Internationally traded Commodities based ETFs, Difference between commodity and financial derivatives, Evolution of Commodity Exchange, NCDEX Platform - Structure of NCDEX, exchange membership, capital requirements, commodities traded on NCDEX platform, instruments available for trading, pricing of commodity futures, trading, clearing, settlement and risk management, use of commodity futures in hedging, speculation and arbitrage.	5 + 1
2	Product Design: Issues Related to Product Design and contract specifications, Issues related to Spot price and present practices of commodities exchanges, Basis Risk and its importance in pricing, Commodity Options on Futures and its mechanism	5 + 1
3	Market Mechanism: Clearing House operations and Risk Management Procedures, Delivery Related Issues like delivery centers, deliverable varieties, assaying, Issues related to monitoring and surveillance by Exchanges and Regulator, Role of intermediaries in Commodities Markets	5 + 1
4	Agricultural Commodities Markets & Non- Agricultural Commodities Markets: Issues in Agricultural Commodities Markets, Agricultural Commodity Futures trading pattern in Exchange – Case study , Issues in Non-Agricultural Commodities Markets, Commodities Derivative Exchanges and design of the markets, Non- Agricultural Commodity Futures trading pattern in Exchange – Case study	5 + 1
5	Regulation Framework & Taxation Aspects: Essential Commodities Act and role of state governments, Intermediaries, Investor Grievances and arbitration, Implications of Sales Tax, Warehousing Act Bill and its implications. Commodity Research: Introduction to Fundamental and technical analysis of commodity.	5 + 1

Learning Resources:		
1	Text Books	Commodity Derivatives – IIBF Futures & Options (equities & commodities) – A.N. Sridhar Commodity Derivatives: Markets and Applications - Neil C. Schofield Commodity Derivatives: Markets and Applications (The Wiley Finance Series) - Neil C. Schofield
2	Reference Books	Commodities and Commodity Derivatives: Modeling and Pricing for Agricultural, Metals and Energy – Helyette Geman Risk Management in Commodity Markets: From Shipping to Agricultural and Energy (The Wiley Finance Series) – Helyette Geman Guide to Indian Commodity Market : Ankit Gala & Jitendra Gala
3	Supplementary Reading Material	NCFM Module on Commodity Derivatives Capital Market Magazine
4	Websites	www.nseindia.com www.bseindia.com www.mcxindia.com www.ncdex.com
5	Journals	International Journal of Financial Markets and Derivatives Financial markets, Institutions and Instruments

Semester	IV	Specialization	Finance
Course Code	413 FIN	Type	Elective
Course Title	Financing Rural Development		

Course Objectives:	
1	To understand the need and importance of financing rural development.
2	To know the schemes floated by the Government of India and its scope.
3	To analyze the needs of rural businesses and its viability.

Syllabus:

Unit Number	Content	Sessions
1	Rural Financial Services: Introduction, rural indebtedness – causes – Magnitude and legislation – rural financial markets formal/informal Need and Nature of financial services, Rural credit needs, estimate of credit requirements. Financial services paradigm shift-supply vs. demand led financial services – selling vs. marketing – design and delivery of financial services understanding rural clientele, Area approach and Credit Planning: Lead Bank scheme – priority sector lending –Innovation in rural lending.	5+1
2	Assessment of Credit Needs: Production credit – crop loan requirements–rescheduling in case of crop failure and recovery through sale of crops by tie up arrangements with marketing societies. Financing of Trade and Business: Appraisal of rural non- farm sector schemes – concepts of rural non- farm sector – importance in employment generation – Khadi and village industries, village and cottage industries, tiny industries, Draft rural industrialization policy of Govt. of India Entrepreneurship development programs, composite loan scheme.	5+1
3	Investment credit: Project approach and appraisal of investment – technical, financial, commercial, social and economic feasibility – cost benefit analysis and return on investment – determining bank loan, repayment schedule with built in monitoring and evaluation mechanism.	5+1
4	Government Initiatives involving Bank Credit: Poverty alleviation Programs/employment programs/ production oriented programs – rationale and philosophy, progress and impact, problems and deficiencies. IRDP, DWACRA, TRYSEM.SCAP/STAP, MNPA, JRY – Mehta Committee Report on IRDP.	5+1
5	Problems and Prospects in Rural Financing: Problems and prospects in rural	5+1

	financing – sustainability and outreach – overdue – Examples of Rural Banking.	
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Learning Sources:		
1	Text Books	Rural Development: Concept, Approach and Strategy - B. K. Prasad
2	Reference Books	Rural Development in India - Kulwant Rai Gupta Books Institutional Finance for Rural Development - eerashekarappa
3	Supplementary Reading Material	Institutional finance and rural development - Benson Kunjukunju, Mohanam
4	Websites	rural.nic.in www.nabard.org
5	Journals	Journal of Rural Development

Semester	IV	Specialization	Finance
Course Code	414 FIN	Type	Elective
Course Title	Principles of Insurance		

Course Objectives:	
1	To understand the various operations involved in managing insurance.
2	To understand the pricing, financing and risk diversification strategies of insurance companies

Syllabus:

Unit Number	Content	Sessions
1	Fundamentals: Functions and Organization of Insurance -Types of Organization– Organization Structure-Function of Insurers	4+1
2	Underwriting, Claims, Intermediaries: Underwriting - Objectives and Principles- Underwriting in Life Insurance - Underwriting in Non- Life Insurance. Claims Management – Principles - Claim Settlement in Life Insurance - Claim Settlement in General Insurance - Repudiation of Claims. Insurance Intermediaries - Distribution of Insurance products - Role of Intermediaries - Surveyors and Loss Assessors - Third Party Administrators – Agents – Brokers - Corporate Agents- Banc assurance — Ombudsman – Lok-Adalats	5+1
3	Pricing And Finance: Insurance Pricing - Pricing Objectives - Types of Rating - Rating Considerations - Rating in Life Insurance - Rate Making Entities – Rate Making in General Insurance – De tariffing and its impact in India. Financial Aspects of Insurance Companies - Balance Sheet, Profit and Loss Account of Insurance Companies - Ratio Analysis in Insurance Companies - Risk Return Trade off -Measuring Financial Performance	6+1
4	Marketing of Insurance Products: Marketing of Insurance Products – Marketing Practices - Critical success Factors for Insurance Marketers – Distribution Channels - e-Commerce in Insurance Industry - Case studies of Indian Companies	5+1
5	Risk Management: Reinsurance - Principles, Role, Nature and Techniques of Reinsurance - Reinsurance in Indian Perspective - Global Reinsurance Market - Reinsurance Trading. Risk Management in Insurance Companies - Evaluation of Risk in Insurance Services - Risk Management Systems - Management of Systematic Risk - IRDA Framework for Risk Management – Catastrophe (CAT)Bonds	5+1

Learning Sources:		
1	Text Books	Insurance and Risk Management, 2nd Edition, P.K.Gupta, Himalaya Publishin House Insurance, Principles and Practice, S.N.Mishra, S.B.Mishra, S Chand Principles of Insurance Management, Neelam Gulati, Excel Books Legal & Regulatory Aspects of Insurance by NIA Elements of Actuarial Science by NIA Insurance Business Environment & Insurance Company Operations by NIA Financial Management & Insurance Accounting by NIA
2	Reference Books	Principles of Risk Management and Insurance,9th Edition, George Rejda, Pearson BooksEducation Risk Management and Insurance by Trieschmann
3	Supplementary Reading Material	Economic Times, Business Standard
4	Websites	National Insurance of India www.actuariesindia.org ,
5	Journals	Journal of Insurance Management

MBA SYLLABUS: SEMESTER IV
INFORMATION TECHNOLOGY MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	Information Technology
Course Code	403IT	Type	Subject Core
Course Title	Software Project Management		

Course Objectives:

1	To understand different aspects of Software Project Management as an important field of practice under IT Management
2	To learn tools and techniques of Software Project Management
3	To understand importance of, and learning techniques to ensure, software quality
4	To learn to use a Software Package for Software Project Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Software Project Management – Software Projects Vs. Other Projects – Contract Management and Technical Project Management – Activities under technical project management – Plans, Methods and Methodology – Stakeholders – Business Case.	7 + 1
2	Project Planning, Evaluation and Program Management – Steps in Project Planning and Project Evaluation – Strategic Assessment – Technical Assessment – Cost Benefit Analysis –Cash Flow Forecasting – Process Models – Prototyping – Dynamic Systems Development – Extreme Programming – Managing Iterative Processes.	7 + 2
3	Software Effort Estimation – Estimation Techniques – Expert Judgment – Analogy – Function Point Analysis – Object Points – Procedural Codes – COCOMO Model Activity Planning – Project Schedules – Sequencing and Scheduling – Network Planning – Using PERT and CPM for activity planning – Forward Pass – Backward Pass – Activity-on-arrow networks Managing Contracts – Types of contracts – Stages in contract placement – Contract Management and Acceptance Software Quality Management – Defining Software Quality – Requisite ISO Standards – Product Vs. Process Quality – Enhancing Software Quality – Quality Planning	9+2
4	Risk Management in Software Projects – Nature and Types of risk – Managing risks – Risk Analysis, Planning and Control – Strategies for risk reduction – PERT as a tool of Risk Management Resource Monitoring and Control–Creating Control Framework – Reporting for	7+2

	Control – Visualizing Progress – Cost Monitoring – Change Control	
5	Using Project Management Software – Introduction to either of Microsoft Project 2010, Prince2 and Primavera and learning to use any one of these products	5+3

Learning Resources:

1	Text Books	Software Project Management, 5 th Edition, Hughes, Cotterel, Rajib Mall, Tata McGraw Hill
2	Reference Books	Software Project management in practice by Pankaj Jalote Software project management by Rajendra Mishra
3	Supplementary Reading Material	
4	Websites	www.projectbubble.com www.sei.cmu.edu
5	Journals	International Journal of Software Project management

Semester	IV	Specialization	Information Technology
Course Code	404IT	Type	Subject Core

Course Title	Enterprise Resource Planning
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Course Objectives:

1	To acquire in-depth knowledge of ERP as a prime Application Software product
2	To learn operational aspects of ERP implementation and support
3	To know features of important ERP modules
4	To learn, through case studies, practical aspects of ERP in various industries

Syllabus:

Unit Number	Contents	Number of Sessions
1	Enterprise Resource Planning What is ERP? - Features of ERP (Basic and Advanced) – ERP Architecture – ERP Need Analysis – Return on Investment for ERP	7+2
2	ERP Implementation and Support ERP Life Cycle, Methodologies and Strategy – Vendor and Software Selection –Business Process Re-engineering related to ERP - Implementation Process – Change Management – Post Implementation Support, Maintenance, Security	5+2
3	ERP Functional Modules Human Resource Management Accounting and Finance Procurement, Inventory Control Production Planning, Operations Sales, Customer Relationship Management e-Commerce	9+2
4	ERP Technology Areas, Enterprise Applications Portal and Content Management, Data Warehousing and Data Mining, Business Intelligence and Analytics - Emerging Trends in ERP Applications	7+2
5	ERP Case Studies Case Studies of ERP Implementation in Manufacturing and Service Sectors	7+2



Learning Resources:		
1	Text Books	Enterprise Resource Planning, Ray, Tata McGraw Hill
2	Reference Books	ERP Demystified, Alexis Leon, Tata McGraw Hill Enterprise Resource Planning, A Managerial Perspective, Goyal, Tata McGraw Hill
3	Supplementary Reading Material	Enterprise Resource Planning (ERP): A review of the literature by Young B. Moon, International Journal of Management and Enterprise Development, Vol. 4, No. 3
4	Websites	www.sap.com erp.iitkgp.ernet.in
5	Journals	Journal of Enterprise Resource Planning Studies

Semester	IV	Specialization	Information Technology
Course Code	4051T	Type	Subject - Elective
Course Title	Web Designing & Multimedia Applications		

Course Objectives:

1	To acquire technical competence in Web Designing and Multimedia Applications
2	To learn to use HTML, VB Script and Java script
3	To integrate Web and Multimedia with business objectives of the organization

Syllabus:

Unit Number	Contents	Number of Sessions
1	Multimedia and hypermedia, world wide web, overview of multimedia software tools. Graphics and image data representation graphics/image data types, file formats, Color in image and video: color science, color models in images, color models in video.	5+1
2	Fundamental concepts in video and digital audio Types of video signals, analog video, digital video, digitization of sound, MIDI, quantization and transmission of audio.	5+1
3	HTML - tags, lists, tables, Frames, layers , using images in web pages and DHTML	5+1
4	Introduction in VB Script - Data types, operators, control structures, functions and strings.	5+1
5	Introduction to java script - Operators, identifiers, control structures, functions arrays and error handling.	5+1

Learning Resources:

1	Text Books	Mastering HTML- CYBEX Publication
2	Reference Books	Complete Reference VB Script and Java Script – Tata McGraw Hill Dynamic HTML- O'Reilly Media Internet & Web Technologies- Tata McGraw-Hill Education
3	Supplementary Reading Material	
4	Websites	www.3school.com
5	Journals	International Journal of Web & Semantic Technology

		Web Technology Journal
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Semester	IV	Specialization	Information Technology
Course Code	406IT	Type	Subject - Elective
Course Title	Network Technologies& Security		

Course Objectives:

1	To acquire an overview of (but not technical proficiency in) various computer networks, technologies behind networks and application protocols, e-mail and communication protocols
2	To develop awareness of managing networks well so as to offer high quality service to the users

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction to Networking:Hardware Architecture, Topologies, Media, Devices. Transmission Technique , Twisted Pair, Coaxial Cable, Fiber optics, Wireless Transmission Switching, Circuit Switching, Message Switching, Packet Switching</p> <p>Common Network Architecture:Connection oriented Networks, Connectionless Networks Example of Networks -P2P, X.25, ATM, Ethernet Wireless LANs - 802.11, 802.11x, Gigabit</p>	5+1
2	<p>The OSI Reference Model:Protocol Layering, TCP/IP Model, OSI vs. TCP/IP</p> <p>Local Area Networks:Components & Technology, Access Technique, Transmission Protocol & Media</p> <p>Broad Band Networks:Integrated Service Digital Networks (ISDN), Broad Band ISDN, ATM, ATM Traffic Management. Introduction to Very Small Aperture Terminal(VSAT)</p>	5+1
3	<p>IP Addressing & Routing:IP addresses – Network Part and Host Part, Network Masks, Network addresses and Broadcast addresses, Address Classes, Loop Back Address, IP routing Concepts, Routing</p> <p>Tables, Stream & Packets. What IP does? What TCP does? Sliding Windows, TCP – a reliable pipe, TCP connection – Multiple conversations, Port Numbers, Multiple Connection from many hosts and one host. IPV6: The next generation Protocol</p> <p>Domain Network Services (DNS): Domain Names, Authoritative Hosts, Delegating Authority, Resource Records, SOA records, DNS protocol, DHCP & Scope Resolution</p> <p>SNMP:An IP Management Protocol Network Management protocols SNMP the Simple Network Management Protocol, Agents & Managers, SNMP Organization, Object Identifiers, Problem withSNMP</p>	5+1
4	Network Applications: (HTTP, Email, etc.)Hyper Text Transfer Protocol (HTTP)	5+1

	<p>HTTP communications - HTTP request, Request Headers, Responses, Status Code, Error Status.</p> <p>Code Email- Sending & Receiving Emails, Email Addressing, Message Structure MIME–Multipurpose Internet Mail Extensions SMTP–Simple Mail Transfer Protocol with examples Mail Exchangers – Delivering a message, Mail Boxes. POP – Post Office Protocol. IMAP – Internet Message Access Protocol. FTP – File Transfer Protocol. Telnet – Remote Communication Protocol. Proxy Server, Proxy Web Servers.</p>	
5	<p>Network Security: Threats, Packet-filtering firewalls, Firewall policies and rules, Common Problem with Packet Filtering, SSL – Secure Socket Layer, Internet Protocol Security (IPSEC) , Virtual Private Networks, Symmetric Key Signatures, Public key Signatures, The Birthday Attack</p>	5+1

Learning Resources:		
1	Text Books	Computer Networks Andrew S. Tanenbaum 4e
2	Reference Books	<p>Network Essential Notes GSW MCSE Study Notes</p> <p>Internetworking Technology Handbook CISCO System</p> <p>Introduction to Networking and Data Communications Eugene Blanchard</p>
3	Supplementary Reading Material	Computer Networks and Internets with Internet Applications Douglas E. Comer
4	Websites	www.cert.org
5	Journals	<p>International Journals of Internet Security & Its Applications</p> <p>International Journal of Wireless Networks and Broadband Technologies</p>

Semester	IV	Specialization	Information Technology
Course Code	4071T	Type	Subject - Elective
Course Title	Database Administration		

Course Objectives:

1	To know duties and responsibilities of a Data Base Administrator
2	To learn DBA skills through select tasks

Syllabus:

Unit Number	Contents	Number of Sessions
1	Job Specifications of Data Base Administration. Overview of Memory structure, process structure and storage structure of Oracle , Installation of Oracle using Oracle Universal Installer	6
2	Create database using DBCA, startup and shutdown of oracle using log and trace files and data dictionary	6
3	Configure and manage oracle network, create and manage tablespaces	6
4	Create and manage database user accounts, privileges, role and profiles	6
5	Monitor and resolve locking conflicts, manage undo.	6

Learning Resources:

1	Text Books	Oracle 9i, 10g or 11g Manuals
2	Reference Books	Database Administration: The Complete Guide to Practices and Procedures by Craig Mullins DBA Survivor Expert Oracle Database Administration by Sam Alapati, Dreamtech Press
3	Supplementary Reading Material	
4	Websites	www.databasejournals.com www.dbametrics.com
5	Journals	Database Journals: The knowledge center for database professionals

Semester	IV	Specialization	Information Technology
Course Code	408IT	Type	Subject - Elective
Course Title	Software Testing Methods		

Course Objectives:	
1	To understand scope of Software Testing Activity
2	To learn tools and techniques of Software Testing
3	To develop skill to design suitable test procedure in a given software development environment

Syllabus:

Unit Number	Contents	Number of Sessions
1	Software Testing Principles: Basic concepts - Need of testing , errors, faults, defects Defects – Process defects, design defects, data defects Reducing the frequency of defects in software development Factors affecting software testing Testing constraints Life cycle testing Tester's workbench	5+1
2	Levels of Testing: Verification and Validation Functional and Structural Testing Static and Dynamic Testing V Concept of Testing with Testing Stages Types of Testing: Unit Testing, Integration Testing, System Testing- Performance, Load, Stress, Volume Testing, Regression Testing, Alpha, Beta and Acceptance Testing , Functional Testing, Performance Testing, Recovery Testing, White Box Testing, Black Box Testing, Gray Box Testing Security testing- Types of Security Testing:	5+1

	<p>Network Scanning, Vulnerability Scanning, Password Cracking, Log Reviews, File Integrity Checkers, Virus Detectors, Penetration Testing</p> <p>Usability Testing</p> <p>Manual versus Automated Testing</p> <p>Static versus Dynamic Testing</p> <p>Compliance Testing</p>	
3	<p>Test Management:</p> <p>Testing Life Cycle – Roles and activities,</p> <p>Test Planning – forming a test team, develop test plan reviews, structured walkthroughs</p> <p>Test Cases design strategies</p> <p>Test Execution: build test data, life cycle of defect, defect tracking, defect detection stages, defect detection stages, defect types, defect severity, defect analysis and prevention.</p>	5+1
4	<p>Functional Testing(black box): random testing, equivalence class partitioning and boundary value analysis, Cause effect graphing, Syntax testing</p> <p>Structural Testing(white box): test adequacy criteria, coverage</p> <p>(Branch and decision coverage, path coverage) and control flow graphs, paths, loop testing, mutation testing.</p> <p>Black Box testing versus White Box Testing</p>	5+1
5	Overview of testing tools including open source tools for software testing	5+1

Learning Resources:

1	Text Books	Effective Methods for Software Testing, William E Perry, 2nd Edition, Wiley Publication
2	Reference Books	<p>Practical Software Testing, Ilen Burnstein, Springer Publication, 2003</p> <p>Software Testing and continuous Quality improvement, William E Lewis, CRC Press, 2009</p> <p>Software Engineering , Pressman, Fifth Edition</p>
3	Supplementary Reading Material	

4	Websites	www.onestoptesting.com
5	Journals	Software Testing, Verification and Reliability, Wiley Automated Software Engineering, MetaPress

Semester	IV	Specialization	Information Technology
Course Code	409IT	Type	Subject - Elective
Course Title	Information Security & Audit		

Course Objectives:

1	To understand perspectives of Information Security risks
2	To appreciate security audit as a preventive system
3	To know other techniques / approaches of risk prevention

Syllabus:

Unit Number	Contents	Number of Sessions
1	Information Security Risk Analysis Fundamentals. Importance of Physical Security and Biometric Controls for Protecting Information Systems Assets.	5+1
2	Overview of Network Security Perspectives, Networking and Digital Communications, Security of Wireless Networks.	5+1
3	Cryptographic Techniques and Encryption. Intrusion Detection Systems and Firewalls. Security of Virtual Private Networks.	5+1
4	Auditing concepts - Information Security Audit - Need, Concept, Standards, Performance, Steps, Techniques, Methodologies, around and through computer	5+1
5	Controls – Concept, Objectives, Types, Risk, Exposure	5+1

Learning Resources:

1	Text Books	Information Security and Auditing in the Digital Age by: Amjad Umar
2	Reference Books	Computer Security, Art and Science by Matt Bishop, Pearson Management Information Systems by Laudon, Laudon, Dass, Pearson
3	Supplementary Reading Material	-
4	Websites	-
5	Journals	-

Semester	IV	Specialization	Information Technology
Course Code	410IT	Type	Subject - Elective
Course Title	Data Warehousing & Data Mining		

Course Objectives:	
1	To learn operational aspects of Data Warehousing and Data Mining
2	To know applications of Data Warehousing / Data Mining in business

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to data mining (DM) Kind of data, DM Functionalities, Classification of DM Systems, Issues in DM. What is Data warehousing (DW)? Multidimensional data model: Data cubes, Stars, snowflakes and fact constellations Defining schemas, concept hierarchies, OLAP	5+1
2	Data Warehouse Architecture Steps for design and construction, Three-tier Data Warehouse architecture, Types of OLAP servers: ROLAP versus MOLAP versus HOLAP	5+1
3	Data Warehouse Implementation: Efficient computation of Data cubes Indexing OLAP Data and efficient processing of OLAP queries Back-end tools and utilities	5+1
4	Data Preprocessing Why to preprocess data?, Data cleaning: Missing Values, Noisy Data, Data Integration and transformation, Data Reduction: Data cube aggregation, Dimensionality reduction. Data Compression, Numerosity Reduction Discretization and Concept Hierarchy Generation	5+1
5	Data Mining Primitives, Languages and System Architectures:	5+1

	<p>Task relevant data, Kind of Knowledge to be mined, DM Query languages: Syntax, Designing GUI, Architectures of DM Systems</p> <p>Concept of Cluster Analysis.</p> <p>Application and trends in Data mining</p> <p>Data Mining for Financial data analysis, Data Mining for retail industry, Data mining for telecommunication industry</p>	
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Learning Resources:		
1	Text Books	Data Mining Concepts and Techniques, J. Han, M. Kamber, Morgan Kaufmann Publishers, 2001.
2	Reference Books	<p>Data mining: Concepts, Models, Methods and Algorithms, M. Kantardzic, John Wiley & Sons Inc., 2003.</p> <p>Data Mining: Introductory and Advanced Topics, M. Dunham, Pearson</p> <p>Data mining: Practical machine learning tools and techniques, H. Witten, E. Frank, 2nd ed., Morgan Kaufmann Publishers, 2005.</p> <p>Data mining: A tutorial-based primer, R. J. Roiger, M. W. Geatz, Pearson Education, 2003.</p> <p>UCI Repository of Machine Learning, C. L. Blake, C. J. Merz. 19 July 2002.</p>
3	Supplementary Reading Material	
4	Websites	<p>http://www.cs.waikato.ac.nz/ml/weka</p> <p>http://www.infoacumen.com</p> <p>ftp://axon.cs.byu.edu/pub/randy/ml/drop/</p> <p>http://www.crisp-dm.org.</p> <p>http://www.dmg.org</p>
5	Journals	<p>International Journal of Data Warehousing and Mining (IJDWM)</p> <p>International Journal of Data Mining, Modeling and Management</p>

Semester	IV	Specialization	Information Technology
Course Code	411IT	Type	Subject - Elective
Course Title	Geographical Information System & its Applications		

Course Objectives:

1	To explore and understand concept of Geographical Information Systems
2	To know tools and techniques of G. I. S.
3	To develop skills to implement G. I. S. in appropriate situations

Syllabus:

Unit Number	Contents	Number of Sessions
1	Conceptual Framework of GIS , GIS Structure & Function Coordinate Systems, GIS Data, Database Design & Development	5+1
2	Function and Structure of Maps, Overview of Public Data Sources	5+1
3	Basic GIS Operations, Fundamentals of Data Visualization, Advanced Querying	5+1
4	Linear Operations on Spatial Data, Spatial Modeling and Analysis Data Visualization and Presentation for GIS, GIS Modeling , Spatial Interpolation Error Evaluation and Management	5+1
5	GIS for Decision Making, GIS Organization and Management GIS Applications	5+1

Learning Resources:

1	Text Books	Concepts and Techniques of Geographic Information Systems , Lo, C.P. and Yeung, A.K.W. (2002).. Prentice Hall.
2	Reference Books	Fundamentals of Geographic Information Systems. DeMers, M.N. (1999) 2nd Ed., Wiley Press.
3	Supplementary Reading Material	Principles of Geographical Information Systems Burrough, P.A. and R.A. McDonald (1998), Oxford University Press.
4	Websites	www.esri.com
5	Journals	-

Semester	IV	Specialization	Information Technology
Course Code	412IT	Type	Subject - Elective
Course Title	MS-Projects Lab		

Course Objectives:

1	To learn operational aspects of MS-Projects
2	To know tools and techniques of MS-Projects
3	To acquire / develop skills of implementing MS-Projects in appropriate situations

Syllabus:

Unit Number	Contents	Number of Sessions
1	1.1 Introduction to MS Project 2007 : Understanding Projects, Managing Projects & Project Management Software, Taking a first look at Project – Starting Project, Entering Information, Changing Views, What's new in Project 2007	2
2	2.1 Creating a New Project: Gathering Information, Opening a Project file, Establishing Basic Project Information, Looking at Project Calendars, Entering tasks, Adding subtasks, Saving Project files, Working with Project Outline – Adjusting tasks in an outline, Copying tasks	3 + 2
3	3.1 Building Tasks: Establishing Timing for Tasks, Assigning Task Timing, Using Recurring Tasks, Establishing Constraints and Deadline Dates, Manipulating Gantt Chart to View Timing, Entering Task Notes, Establishing Dependencies Among Tasks, Viewing Dependencies	4 + 2
4	4.1 Creating Resources & Assigning Costs: Understanding Resources, Creating Resource List, Modifying Resource Information, Using Resources and Tasks, Handling Unusual Cost Situations 4.2 Understanding Basics of Views: What is a View?, Examining Indicators, Admiring Views – Calendars, Detail Gantt, Gantt Chart, Leveling Gantt, Tracking Gantt, Multiple baselines Gantt. Resource Allocation , Resource Form, Resource Graph, Resource Name Form, Resource Sheet, Resource Usage, Roll up Views, Task Details Form, Task Entry, Task Form, Task Name Form, Task Sheet, Task Usage, Printing Project	5 + 3
5	5.1 Tracking Project Progress I: Understanding the Principles of Tracking, Using Baseline, Changing the Baseline, Viewing Progress with the Tracking Gantt Chart View – Interpretation, Task Variance Table, Task Cost Table, Task Work Table, Understanding Tracking Strategies 5.2 Tracking Project Progress II: Recording Actuals – Organizing the Updating Process, Understanding Calculation Options, Updating Tasks to Reflect Actual Information, Using Actuals and Costs, Techniques and Tips for	6 + 3

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

Semester	IV	Specialization	Information Technology
Course Code	413IT	Type	Subject - Elective
Course Title	Internet Marketing & Internet of Things (IOT)		

Course Objectives:

1	To understand, various approaches to Internet Marketing
2	To learn advantages and disadvantages of approaches to Internet Marketing
3	To develop skills to implement Internet Marketing under appropriate situations

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction:</p> <p>What is internet marketing? Significance of internet marketing, benefits of internet to the marketer, how internet marketing differs from traditional marketing</p> <p>Marketplace, customers, online buyer behavior, competitors, suppliers, intermediaries</p> <p>Websites:</p> <p>People behind websites- owners, venture capitalists, creative directors, account and project managers, programmers, graphic designers, copy writers, marketers</p> <p>Types of websites- web portals, B2B, B2C, C2C, B2E(Business to employee), social networking, informational, entertainment</p>	5+1
2	<p>Social Media and social networking sites:</p> <p>An overview of social media and networking sites,</p> <p>The rise and dominance of social networking- Social media optimization, social media marketing</p> <p>Who is using social media and how?</p> <p>Social networking sites- types of audiences, generalist social networking, Niche market social networking, social bookmarking</p> <p>Blogging as a marketing strategy:</p> <p>Blogging basics- What is blogging? Types of blogs, who blogs, who reads them, how and why.</p> <p>Blogging as a marketing strategy- Benefits of blogging, pitfalls of blogging, the requirements for a successful marketing blog</p>	5+1

3	<p>Web based video:</p> <p>Who is watching what, video as a social media tool, web based video as a marketing tool</p> <p>Wikis , RSS, Mashups , virtual worlds and marketing</p> <p>Web and brand building - Brand – brand promise, brand personality, unique selling proposition,</p> <p>The web's place in brand building</p>	5+1
4	<p>E- commerce sites:</p> <p>sources of revenue - direct sales, indirect sales, paid memberships and Subscriptions, advertising</p> <p>Shopping on the social web- store layout, the shopping cart and check out process, intuitive and personal content provision, Feedback and reviews</p>	5+1
5	<p>Online promotion techniques:</p> <p>Search engine marketing, online PR, Online partnerships, interactive advertising, e-mail marketing, viral marketing</p>	5+1

Learning Resources:

1	Text Books	Principles of Internet Marketing- new tools and methods for web developers by Jason I. Miletsky, Course Technology, Cengage Learning, 2009
2	Reference Books	<p>Internet marketing- strategy, implementation and Practice- David Chaffey, Fiona Ellis- Chadwick, Richard Meyer, Kevin Johnston, Pearson Education Limited, 2006</p> <p>The ultimate Web- Marketing Guide- Michael Miller, Pearson Education(QUE) , 2011</p>
3	Supplementary Reading Material	Search Engine optimization your visual blueprint for effective internet marketing- Kristopher B. Jones, Wiley Publishing
4	Websites	www.interdigitalmarketing.com/
5	Journals	Internet Marketing Research & Theory

Semester	IV	Specialization	Information Technology
Course Code	414IT	Type	Subject - Elective
Course Title	Microsoft Office 2010Lab		

Course Objectives:

1	To enable students working in Microsoft office 2010 organize work more efficiently & develop a fully unified office with Microsoft suite.
2	To provide an opportunity to learn advanced and uncommon features of office – 2010 as an aid to career growth

Syllabus:

Unit Number	Contents	Number of Sessions
1	Microsoft Word : Tabs Tablets & sorting, Working with Graphics, Templates, wizards & sample documents, writers tools, Macros, custom toolbars , key board shortcuts & menus, Introduction to mail merge	5
2	Microsoft Excel : Excel Formatting Tips, & techniques, organizing large projects, introduction to functions, excel chart features, working with graphics in excel, vlookup, conditional formatting, command macros, IF function, Pivot Table, Excel 2010 keyboard shortcuts	8
3	Presenting With PowerPoint:Creating Presentations, use photos in PowerPoint, Working with Graphics & Multimedia in PowerPoint, Presenters Mode	5
4	Microsoft Access: Introduction to access, Creating database & tables, Forms, Entering & Editing Data, Relational Database, Expressions, Macros & other automation, graphics in Database , Troubleshooting, Maintaining & protecting database	6
5	Microsoft Outlook: Managing address book& distribution lists, organizing, filtering& using automatic response, Managing your contacts, scheduling appointments, meetings, Using Templates, Use e-mail signature in outlook, use e-business cards in outlook, manage the mails with conditional formatting	6

Learning Resources:

1	Text Books	Excel 2010 Bible [With CDROM] by John Walkenbach John Wiley & Sons Word 2010 Bible by Herb Tyson John Wiley & Sons MOS 2010 Study Guide for Microsoft Word, Excel, PowerPoint, and Outlook by
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		<p>Joan Lambert III and Joyce Cox (Apr 8, 2011)</p> <p>Microsoft Word 2010 Step by Step by Joyce Cox and Joan Lambert III</p> <p>PowerPoint 2010 Bible [Paperback] by Faithe Wempen</p>
2	Reference Books	<p><u>Microsoft Word 2010 in Depth</u>by <u>Faithe Wempen</u></p> <p><u>Microsoft Word 2010 Plain & Simple</u>by <u>Katherine Murray</u></p> <p>Beyond Bullet Points: Using Microsoft PowerPoint to Create Presentations That Inform, Motivate, and Inspire [Paperback] BPG</p> <p><u>Microsoft PowerPoint 2010 Plain & Simple</u> by <u>Nancy Muir</u></p> <p>Office 2010 Bible by <u>John Walkenbach</u>, <u>Herb Tyson</u>, <u>Michael R. Groh</u>, <u>Faithe Wempen</u>, <u>Lisa A. Bucki</u></p>
3	Supplementary Reading Material	<p>Business Analysis with MS Excel by Conard Carlberg, Pearson Education</p>
4	Websites	<p>www.microsoft .com</p> <p>www.office.microsoft.com</p>
5	Journals	-

MBA SYLLABUS: SEMESTER IV
OPERATIONS MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	Operations Management
Course Code	403OPE	Type	Subject Core
Course Title	Operations Strategy and Research		

Course Objectives:

1	To emphasize the key role of operations in bringing about the growth and profitability of organizations.
2	To impart ideas, concepts and principles in operations strategy.
3	To understand use of quantitative tools in solving typical Operations Domain Problems

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction: Importance and Linkage with Corporate strategy, Strategies and values, Competing through operations. Operation strategy in global economy- Strategic alliances and production sharing, fluctuations of international financial conditions and international companies. Changing nature of world business.</p> <p>Quality, Customer service and cost challenges and social responsibility, Current perspective-Strategic fit</p>	7 + 2
2	<p>Methodology for Developing Operations Strategy: Value as business concept – strategic issues in manufacturing – Value Chain concept Focus, core competence and distinctive capabilities – stake holders & strategy, Checking markets, Outcome of Market debate – Linking manufacturing to Markets – strategic integration – why products sell in the markets – Order Winners, Order Qualifiers. Lean systems-Eliminating waste.</p>	7 + 2
3	<p>Operation Strategy Implementation: Technology strategy Issues in New Product development Time to market – strategic nature of process– Business implication of Process choice – Hybrid Process. Change management and Sustainability Procedure – company or plant based profiles – decisions for product reallocation – downsizing – Capacity decisions Progression & Regression. Evaluating various</p> <p>tradeoffs alternatives – Focused manufacturing – Product or process focus – Make or Buy – merits /demerits – value chain approach – just in time – lean manufacturing.</p>	7 + 2
4	<p>Linear Programming: Formulation of LPP, Simplex method, Duality, Sensitivity Analysis, Goal Programming, (Numerical is expected on simplex method)</p>	7 + 2

5	Decision trees: Concept of decision making & decision trees; Application of decision trees in making manufacturing decisions like expansion of present plant, build new plant or sub-contract. (Numerical is expected on decision tree)	7 + 2
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Learning Resources:		
1	Text Books	<ul style="list-style-type: none"> • Operations Research- by Nita Shah, Ravi Gor, Hardik Soni- Prentice Hall India • Operations Management by Terry Hill, Palgrave, 2nd Edition. • Operations Now by Byron Finch, TMGH, 3rd Edition. • Operations Management by Norman Gaither, Greg Frazier, Cengage Learning, India Ed. • Operations Research- Hari Prakash et.al.- Scitech Publications
2	Reference Books	<ul style="list-style-type: none"> • Managerial Decision Modeling with Spreadsheets by Nagraj Balakrishnan, Barry Render, Ralph M. Stair Jr.- Pearson • Introduction to Operations Research-by Billey E. Gillett- Tata Mc Graw Hill • Operations Management – An Integrated Approach by Samson and Singh, Cambridge. • Operations Management for Competitive Advantage by Chase, Jacobs, Aquilano and Agarwal, TMGH, 11th Edition.
3	Supplementary Reading Material	<ul style="list-style-type: none"> • Operations Research- Hamdy A. Taha- Pearson Publication • Strategic Operations Management by Brown, Lamming, Bessant and Jones, Butterworth Heinemann, 2nd Edition.
4	Journals	<ul style="list-style-type: none"> • International Journal of Operations and Quantitative Management • International Journals of Operations Research and Management Science

Semester	IV	Specialization	Operations Management
Course Code	404OPE	Type	Subject Core
Course Title	Total Quality Management		

Course Objectives:

1	To give various perspectives on Quality and various contributors to Quality.
2	To provide an in-depth understanding of the various QC tools.
3	To introduce the frameworks of Global Quality Awards.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Quality Concepts :Defined, Quality Cost perspective ,Cost of Quality</p> <p>Quality Function, Spiral of Progress in quality, Little q and Big Q, Juran Trilogy, Internal and external quality perspective. Goods and service quality. Cost of poor quality, internal failure cost and external failure cost, appraisal cost, Prevention cost, Analysis of quality cost, hidden quality cost, Discovering the optimum, economic models of quality of conformance-Zone of improvement, zone of high appraisal, zone of indifference.</p> <p>Strategic Quality management: Companywide quality culture, Organizational vision, Mission and quality policy, formulation of quality goals, competitive benchmarking, Steps in implementing Total quality-Decide, Prepare, Start, Expand and Integrate. Quality Circle</p>	7 + 2
2	<p>Quality Gurus: Demings' 14 point philosophy, Juran, Crosby philosophy, Ishikawa, Taguchi, Feigenbaum. Comparison of quality philosophy.</p>	7 + 2
3	<p>QC Tools: Problem Solving Methodology - Check list, Flow Chart, Tally charts and Histograms, Graphs, Pareto Analysis ,Cause and Effect Diagram, Brainstorming, Scatter diagram and regression analysis. Quality Function Deployment - Introduction, Customer needs, Customer priorities and competitive comparisons and planned improvements, Design features or requirements, Central relationship matrix-What's versus the How's , relative weights of importance. Design features interactions, target values, Technical comparison ,service information and special requirements-Difficulties associated with QFD, Implementation of QFD</p>	7 + 2
4	<p>Statistical Quality Control: Necessity and Importance of SQC, Process capability, Six Sigma quality, Process control, Process control for attributes, p charts and c charts, Process control for variables, X bar R chart, acceptance sampling, OC curves, Average Outgoing Quality Limit (AOQL),Sampling plans</p>	7 + 2

5	Quality Management Awards and frameworks: Malcolm Baldrige National quality award, Deming prize, ISO 9000-2000, CII, Ramakrishna Bajaj Awards, Tata Business Excellence Model (TBEM)	7 + 2
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Learning Resources:		
1	Text Books	<p>Operations Management: Theory and Practice by B Mahadevan, Pearson, 2nd Edition</p> <p>Production and Operations Management by RB Khanna, PHI</p> <p>Managing Quality by Dale, Blackwell Publication.</p> <p>Quality Management by Howard Gitlow, Alan Oppenheim, Rosa Oppenheim and David Levine, TMGH, 3rd Edition.</p> <p>Total Quality Management - Senthil Arasu et.al. 2nd Edn Sci-tech Publications</p>
2	Reference Books	Operations Management: An Integrated Approach by Danny Samson and Prakash Singh, Cambridge University Press.
3	Supplementary Reading Material	Managing Quality Edited by Barrie G Dale, Ton van der Wiele and Jos van Iwaarden, Blackwell Publishing, 5 th Edition.
4	Websites	<p>http://managementhelp.org/quality/total-quality-management.htm</p> <p>www.isixsigma.com</p> <p>www.asq.org</p>
5	Journals	<p>Journal of Operations Management</p> <p>Total Quality Management & Business Excellence</p> <p>Quality Assurance</p> <p>International Journal of Reliability, Quality & Safety Engineering</p> <p>Journal of Quality Management</p>

Semester	IV	Specialization	Operations Management
Course Code	405OPE	Type	Subject - Elective
Course Title	Quality Management Standards		

Course Objectives:

1	To introduce various management system standards.
2	To explain the implementation and role of MR for IMS.
3	To help the students understand the implementation of IMS through cases in services and manufacturing .

Syllabus:

Unit Number	Contents	Number of Sessions
1	Over view of IMS – QMS, EMS, OHSAS, TS: Introduction to core tools and TS 16949, Introduction to CMMI, Introduction to EFQM, Implementation requirements for certification	5 + 1
2	QMS Standards: Key clauses - 4.1 Process & documentation, 5.0 Top management , Organization and Role of MR, 6.0 Resource management, 7.0 Process control from Contract review to Calibration, 8 Monitoring measurement and improvement	5 + 1
3	EMS Standards: Key clauses -4.1General requirement, 4.2 Policy, 4.3 Planning – registers , objectives & programs, 4.4 Implementation and operation, 4.5 Checking	5 + 1
4	OHSAS 18001:2007 Standards: Key clauses -4.1 General requirement, 4.2 Policy, 4.3 Planning – registers , objectives & programs, 4.4 Implementation and operation, 4.5 Checking	5 + 1
5	Study of Apex manual & Procedural manual for QMS: Service and Manufacturing set up, Study of Apex manual and procedural manual for EOHS, Study of core tools implementation requirement, Study of ERP, Legal register, Risk register and Impact registers and various programs & monitoring programs and SOPs & their inter relation	5 + 1

Learning Resources:

1	Text Books	ISO 9001:2008 ISO 19011: 2002
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		<p>ISO 9004 :2002</p> <p>ISO 14001 :2004</p> <p>OHSAS 18001: 2007</p> <p>TS 16949:2002</p> <p>EFQM model</p>
2	Reference Books	Operations Management: An Integrated Approach by Danny Samson and Prakash Singh, Cambridge University Press.
3	Supplementary Reading Material	Managing Quality Edited by Barrie G Dale, Ton van der Wiele and Jos van Iwaarden, Blackwell Publishing, 5 th Edition.
4	Websites	<p>http://www.ohsas-18001-occupational-health-and-safety.com/</p> <p>http://www.iso14000-iso14001-environmental-management.com/</p> <p>http://www.efqm.org/en/</p>
5	Journals	<p>The Integration of the Standards Systems of Quality Management, Environmental Management and Occupational Health and Safety Management by Matias, Joao Carlos De Oliveira; Coelho, Denis A., International Journal of Production Research, 10/15/2002, Vol. 40 Issue 15</p> <p>Usefulness of the EFQM Excellence Model: Theoretical explanation of some conceptual and methodological issues by Rusjan, Borut., Total Quality Management & Business Excellence, May2005, Vol. 16 Issue 3</p> <p>A Framework for TQM to Achieve Business Excellence by Hafeez, K.; Malak, N.; Abdelmeguid, H., Total Quality Management & Business Excellence, Nov2006, Vol. 17 Issue 9</p> <p>Journal of Operations Management</p> <p>Total Quality Management & Business Excellence</p> <p>Quality Assurance</p> <p>International Journal of Reliability, Quality & Safety Engineering</p> <p>Journal of Quality Management</p>

Semester	IV	Specialization	Operations Management
Course Code	406OPE	Type	Subject - Elective
Course Title	World Class Manufacturing		

Course Objectives:	
1	To bring out the relevance and basics of World Class Manufacturing.
2	To highlight the current state of Indian Manufacturing
3	To provide a road map for World Class Manufacturing

Syllabus:

Unit Number	Contents	Number of Sessions
1	World Class Manufacturing and the Information Age: The emergence of the Information Age, Competing in the Information Age, Business challenges of the Information Age, Operating Environment of the Information Age, India's global Competitiveness and Manufacturing Excellence, World Class Manufacturing and the Information Age Competition, Manufacturing Challenges of the Information Age – Time based competition, Managing knowledge, Problems in the Manufacturing Industry – Coordination, Need for Control, Fragmented Information Infrastructure, Insufficient processability of available information.	5 + 1
2	Gaining Competitive Advantage through World Class Manufacturing: Manufacturing Excellence and Competitiveness, What is World Class Manufacturing? Hall's Framework of Value-added Engineering, Schonberger's framework of World Class Manufacturing, Gunn's model of World Class Manufacturing, Maskell's model of World Class Manufacturing, America's best plants model of World Class Manufacturing, Malcolm Baldrige National Quality Award, The Philosophy of World Class Manufacturing, The Evolution of World Class Manufacturing, The first principles of World Class Manufacturing, The Practices of World Class Manufacturing, Quality in World Class Manufacturing.	5 + 1
3	Systems and Tools for World Class Manufacturing: The integration imperative, Overview of systems and tools, Making sense of the manufacturing alphabet soup, Information management tools, Material processing and handling tools. Information management tools – Product and Process Design Tools, Bar Code Systems, Kanban, SQC, Business Integration and Decision Support Tools. Material processing and handling tools – Flexible Manufacturing Systems, Rapid Prototyping, Lean production tools, Poka Yoke, SMED. An assessment of Manufacturing systems and tools.	5 + 1
4	World Class Manufacturing – The Indian Scenario: Competitiveness of Indian Manufacturing, Manufacturing Performance and planned strategies of Indian Manufacturing firms, Manufacturing readiness of Indian Firms, Manufacturing Objectives and strategy, Usage of management tools and technologies, Manufacturing Management Practices, The Manufacturing Strategic Intent Framework, Strategic use of IT in Indian Manufacturing,	5 + 1

	Classification by breadth of IT infrastructure and depth of manufacturing applications, Classification by breadth and integration of IT infrastructure, Manufacturing Strategy – World class Status and IT Use: Is India Ready for World Class Manufacturing?	
5	Leading India towards World Class Manufacturing: Business Strategy and Global Competitiveness, Generic Manufacturing Strategies for the Information Age, Developing strategic thinking in manufacturing, Issues in Strategic planning for World Class Manufacturing, Barriers to using IT strategically, Strategic Planning Methodology for World Class Manufacturing, Implementing the World Class Manufacturing Plan, Need for performance measurement – The PO-P System, The TOPP System, The AMBITE System, Quality Performance, Cycle Time, Delivery Performance and Customer Service, Financial Performance Measures, The Balanced Score Card, Human Resource Dimensions in World Class Manufacturing – Morale and Teamwork.	5 + 1

Learning Resources:

1	Text Books	World Class Manufacturing – A Strategic Perspective by B S Sahay, K B C Saxena, Ashish Kumar, Macmillan Publishers India Ltd., 1 st Ed. World Class Manufacturing by K. Sridhara Bhat, Himalaya Publishing, 1 st Ed.
2	Reference Books	Making Common Sense Common Practice – Models for Manufacturing Excellence by Ron Moore, Elsevier Pub., 3 rd Ed. Competitive Manufacturing Management by John Nicholas, TMGH, 2 nd Edition.
3	Supplementary Reading Material	The Japanese Manufacturing Techniques by Richard Schonberger, The Free Press Just in Time Manufacturing by M. G. Korgaonker, Macmillan Publishers India Ltd., 1 st Ed.
4	Websites	http://www.enotes.com/world-class-manufacturer-reference/world-class-manufacturer
5	Journals	International Journal of Operations & Production Management- Journal of Manufacturing Systems International Journal of Manufacturing Technology & Management Journal of Operations Management Manufacturing & Service Operations Management

Semester	IV	Specialization	Operations Management
Course Code	407OPE	Type	Subject - Elective
Course Title	Business Process Reengineering		

Course Objectives:

1	To explain how organizational performance in terms of efficiency and effectiveness can be improved through BPR.
2	To introduce BPR as a change management tool.
3	To explore and master the fundamental principles of BPR.
4	To provide a practical framework and management techniques needed for implementation of BPR.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction to business processes: Definition of business process, Dimension of business process, Common business processes in an organization, Definition of business process redesign, Definitions of various management related terms, Overview of business process reengineering, Business processes improvement.</p> <p>Introduction to Business Process Reengineering (BPR): History of BPR, Basics of BPR, Definition of BPR, Emergence of BPR, The need for reengineering, Benefits of BPR, Role of leader & manager, Breakthrough reengineering model, BPR guiding principles, Business process reengineering & performance improvement, Key targets of BPR, Myths about BPR, What reengineering Isn't, Difference between BPR and TQM, BPR and Process Simplification, BPR and Continuous Improvement.</p>	6 + 1
2	BPR in Manufacturing Industry: Introduction, Enablers of BPR in manufacturing – Agile Manufacturing, Lean Manufacturing, JIT, Collaborative Manufacturing, Intelligent Manufacturing, Production Planning, Product design & development.	4 + 1
3	BPR & Information Technology: Introduction, Relationship between BPR & Information Technology, Role of Information Technology in reengineering, Role of IT in BPR (with practical examples), Criticality of IT in business process, BPR tools & techniques, Enablers of process reengineering, Tools to support BPR, Future role of IT in reengineering.	4 + 1
4	BPR implementation methodology: Reasons of implementation of BPR, Necessary attributes, BPR team characteristics, Key concepts of BPR, BPR methodology, Different phases of BPR, BPR model, BPR methodology selection guidelines, Common steps to be taken for BPR implementation, Different business process reengineering methodologies, Comparison of various business process reengineering methodologies, Consolidated BPR	6 + 1

	implementation methodologies, Steps of process reengineering, Organizational redesign using BPR, Impact of BPR on organizational performance, Performance measures of BPR, Business process reengineering project management, Reengineering recommendations, Threads of BPR in various phases	
5	<p>Success factors of BPR: Reengineering success factors, Critical success factors of BPR, Reasons for BPR project failure & success, Reengineering drives cause many changes</p> <p>Managing barriers to business process reengineering success: Potential project implementation success, Risks associated with business process reengineering projects, Business process reengineering implementation barriers, Areas generating barriers to business process reengineering, Root cause to Information Technology barriers, Some root causes of internal individual resistance, A framework for barrier management</p>	5 + 1

Learning Resources:

1	Text Books	<p>Business Process Reengineering by Radhakrishnan, Balasubramanian, PHI, Eastern Economy Edition, 2008.</p> <p>Business Process Reengineering by Jayaraman, Ganesh Natrajan and Rangaramanujan, TMGH.</p>
2	Reference Books	Business Process Reengineering and Change Management by Dey, Biztantra.
3	Supplementary Reading Material	Practical Business re-engineering by Obolensky, Kogan Page.
4	Websites	http://www.youtube.com/watch?v=2j2lcDWQk7A
5	Journals	<p>Productivity and Performance Effects of BusinessProcessReengineering: A Firm-Level Analysis, Altinkemer, Kemal; Ozcelik, Yasin; Ozdemir, Zafer D. Journal of Management Information Systems, Spring2011, Vol. 27 Issue 4</p> <p>BusinessProcessReengineering in the Public Sector: The Case of the Housing Development Board in Singapore, Thong, James Y. L.; Yap, Chee-Sing; Seah, Kin-Lee. Journal of Management Information Systems, Summer2000, Vol. 17 Issue 1</p> <p>BusinessProcessReengineeringManagement Services, Spring 2010, Vol. 54 Issue 1</p> <p>A Wider View of BusinessProcessReengineering, Grant, Delvin. Communications of the ACM, Feb2002, Vol. 45 Issue 2</p>

Semester	IV	Specialization	Operations Management
Course Code	408OPE	Type	Subject – Elective
Course Title	Enterprise Resource Planning		

Course Objectives:

1	To understand how a business works and how information systems fit into business operations.
2	To understand the cross functional integration aspects of a business.
3	To understand better managerial decision making through real time data integration and sharing.
4	To understand the host of underlying technological tools of ERP.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Understanding Enterprise Resource Planning: Concept of Enterprise , Overview of Business Functions and Business Processes, Integrated Management Information, Business Modeling, Evolution of ERP; ERP and related technologies; Myths about ERP; Importance of ERP; Value creation in organizations through ERP; Benefits of ERP; Risk of ERP - People Issues, Process Risks, Technological Risks, Implementation Issues, Operation & Maintenance Issues; Managing risk in ERP projects.	5 + 1
2	ERP & Related Technologies: Business Process Reengineering, Data Warehousing, Data Mining, OLAP, PLM, SCM, CRM, GIS, ERP Functional Modules , Integration of ERP, Supply Chain, CRM.	5 + 1
3	ERP Implementation: Technological, Operational, Business Reasons for ERP implementation , ERP implementation Life Cycle – Objectives - Phases - Reasons for failure; Implementation challenges; ERP transition strategies - Big Bang Strategy, Phased Implementation, Parallel Implementation, Process Line Transition Strategy, Hybrid Transition Strategy, Strategy Choice; Success and failure factors of an ERP implementation; ERP implementation costs; Organization and working of ERP implementation team.	5 + 1
4	ERP Operations and Future Trends: Operation and maintenance of the ERP system; Maximizing the ERP system; ERP and e-business; Integration of ERP, internet and www; Future of ERP.	5 + 1
5	ERP Systems Processes and Management Control: Sales and Marketing; Accounting and Finance; Production and Material Management; Human Resource Management, Overview of an ERP product.	5 + 1

Learning Resources:

1	Text Books	Enterprise Resource Planning by Leon, Alexis , TMH Publication, 2 nd Edition Enterprise Resource Planning by Koul, Saroj, Galgotia Publishing, 2001. ERP Concepts and Practice by Garg, V. K. and Venket Krishna N. K., PHI Publication, 1997. ERP In Practice by Vaman Jagan, TMGH
2	Reference Books	Enterprise Resource Planning by Sumner, Mary, Pearson Education, 2006. Enterprise Resource Planning by Jaiswal and Vanapalli, Macmillan Books.
3	Supplementary Reading Material	ERP Demystified by Leon, Alexis, TMH Publication, 2nd Edition, 2004.
4	Websites	https://www.sap.com
5	Journals	EnterpriseResource Planning (ERP) Systems and the Manufacturing-Marketing Interface: An Information-processing Theory View by Gattiker, T. F., International Journal of Production Research, 7/1/2007, Vol. 45 Issue 13 Critical Elements for a Successful Enterprise Resource Planning Implementation in Small-and Medium-sized Enterprises by Loh, T. C.; Koh, S. C. L., International Journal of Production Research, 9/1/2004, Vol. 42 Issue 17

Semester	IV	Specialization	Operations Management
Course Code	409OPE	Type	Subject – Elective
Course Title	Financial Perspectives in Operations Management		

Course Objectives:

1	To highlight the importance of cost management as a key to profitability and the key to successful Operations Management
2	To underline the role of cost management from a strategic perspective.
3	To teach the identification of key cost drivers and defined process of managing operational costs.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Cost Management: Cost management tools-life cycle costing, target costing, kaizen costing, JIT & theory of constraints, BPR and bench marking. Working Capital Management –Concept, Components, Scope, Practical applicability.	4 + 1
2	Activity Based Costing: Concept and basic knowledge, applicability, Limitations, Simple Numericals. Cost Concepts, behavior, type, allocation, apportionment and absorption along with nature, applicability and limitations of Job & Process Costing	4 + 1
3	Budgeting: Budgeting – nature, administration and effectiveness; budgeting cycle; activity-based budgeting; kaizen approach; ZBB; performance budgeting; human aspects of budgeting.	5 + 1
4	Capital Budgeting : The Capital Budgeting Concept & Process - An Overview, Generating Investment Project Proposals, Estimating Project, After Tax Incremental Operating Cash Flows, Capital Budgeting Techniques, Project Evaluation and Selection - Alternative Methods, Potential Difficulties ,Project Monitoring – Progress Reviews and Post - Completion Audits, Problem of Project Risk, Total Project Risk, Capital Rationing , Decision Tree.	7 + 1
5	Project Cost Estimate and Risk Analysis: Cost of project, Components of capital cost of a project, Project Risk Analysis, Project Organization. Project Evaluation and Audit: Sources of financing, Role of Financial Institutions in project financing, Data required for calculation of NPV, PI, IRR, BCR, NBCR, Project cost overruns and cost control, Phases of post audit, Type of post audit, Project closure.	5 + 1

Learning Resources:

1	Text Books	Financial Management by I.M. Pandey, Vikas Publications, 10 th Edition Financial Management by M.Y.Khan & P.K.Jain, TMGH., 5 th Edition Project Management by K. Nagarajan, New Age Publications, 2 nd Edition
2	Reference Books	Financial Management by Rajiv Shrivastava & Anil Mishra, Oxford Publication, 2 nd Edition Corporate Financial Management by Arnold Glen, Pearson Publication
3	Supplementary Reading Material	The Chartered Accountant Management Accountant
4	Websites	www.icai.org www.icwai.org www.moneycontrol.com
5	Journals	Production & Inventory Management Journal of Operations Management International Journal of Operation and Quantitative Management Indian Journal of Advanced Operations Management International Journal of Operations & Production Management Manufacturing & Service Operations Management

Semester	IV	Specialization	Operations Management
Course Code	410OPE	Type	Subject - Elective
Course Title	Service Operations Management		

Course Objectives:

1	To provide students with the concepts and tools necessary to effectively manage a service operation.
2	To discuss best practices of World-Class Service.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Services: Characteristics of Services, Importance of Service Sector, Classification framework, Service Delivery System – Process Flow Diagrams, Process Simulation,	4 + 1
2	Site Selection for Services: Types of Service Firms – Demand Sensitive Services, Delivered Services, Quasi-manufacturing Services, Site Selection for Demand Sensitive Services – Factor Rating, Regression, GIS, Gravity Model of Demand, Site Selection for Delivered Services – Expected Results, Mathematical Solution Methods for delivered services, Site Selection for Quasi-Manufacturing Services – Mixed Linear / Integer Programming for Location Selection	5 + 1
3	Yield Management: Capacity Strategies, Yield Management, Overbooking, Allocating Capacity – Static Methods, Nested Static Methods, Dynamic Methods. Pricing, Implementation issues – Alienating Customers, Customer Class Cheating, Employee Empowerment, Cost and Implementation Time.	5 + 1
4	Inventory Management in Services: Services versus Manufacturing Inventory, Set Up and Ordering Costs, Number of Products, Limited Shelf Space, Lost Sales versus Back Orders, Product Substitution, Demand Variance, Information Accuracy, The Newsvendor Model, Multiple Products and Shelf Space Limitations, Inventory Inaccuracy – Revenue Sharing, Markdown Money, Phantom Stockouts, Inventory Inaccuracy, Shrinkage.	6 + 1
5	Offshoring and Outsourcing: Outsourcing – Contract risk, Outsource Firm Risk and Pricing Risk, Competitive Advantage and Information Privacy Risk, Firm Specific Risks, Offshoring, Quantifying Offshoring, Offshoring and Competitive Capabilities – Cost, Non-cost Issues.	5 + 1

Learning Resources:

1	Text Books	Successful Service Operations Management by Metters, King-Metters, Pulliman
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		and Walton, Cengage India Edition, 2 nd Edition.
2	Reference Books	Service Operations Management - Improving Service delivery by Robert Johnston Graham Clark, Prentice Hall
3	Supplementary Reading Material	Service Operation –Itil, Version 3 ,David Cannon, David Wheeldon
4	Websites	http://www.referenceforbusiness.com/management/Sc-Str/Service-Operations.html
5	Journals	A perspective on service delivery by McManus, John; Howitt, Michael. Management Services, Winter2009, Vol. 53 Issue 4 Journal of Software Project Management and & Quality Assurance

Semester	IV	Specialization	Operations Management
Course Code	411OPE	Type	Subject - Elective
Course Title	Business Process Management		

Course Objectives:	
1	Students will be able to model processes for subsequent implementation in Business Process Management Systems.
2	Students will be able to discern between technologies for human-centric process automation and system-centric process automation.
3	Students will understand the difference between Business Processes and Business Rules, and be able to select an appropriate information system.
4	Students will know the different phases of the process management lifecycle, supporting technologies, and how to transition between the phases of the lifecycle
5	Students will understand the technical capabilities of Business Process Management Systems, how they relate to concepts such as SOA and EAI
6	Students will be able to develop an implementation and integration strategy for processes that leverages organizational and technical capabilities of an enterprise

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Overview of the Process Management Lifecycle, Review of Process Modeling techniques. Process Design for Implementation: Analytical process model, Implementable process model – concept and comparison, Graphical models and their translation to XML, Components of Workflow Models From BPMN to XPD.	5 + 1
2	Implementing Process Designs: Change Management - Process Implementation Alternatives: Manual Implementation, CSCW Systems, ERP Systems, Workflow & Business Process Management Systems, Process Outsourcing.	5 + 1
3	Automating Processes: Supporting processes with IS, components of a process-aware application, BPMS and Workflow, Systems Components and Architecture. Rules vs. Processes: Capturing decision-making activities, dealing with unstructured work, BPMS and BRMS, Integrating ECA rules with processes, Capturing Unstructured Processes. Managing the Run-Time: Ensuring efficient processes, Process Metrics, Business Activity Monitoring, Business Intelligence, Process Dashboards	5 + 1
4	Task and Resource Allocation: Organization models, Task allocation strategies, Mobile performers, External Participants. Standards for	5 + 1

	Business Process Management: WfMC Reference Model, Process design standards: BPMN, IDEF, Interchange standards: XPD, BP, Integration standards: Wf-XML, WSDL	
5	Post-Execution Evaluation: How Business Intelligence based on Process Data, Process Mining. Business Process Management Maturity: BPM Maturity Models, BPM Centers of Excellence, Organization Structure of BPM Efforts. Process Simulation and Data Mining: Predictive Process Simulation, Data Mining based on Process Data, Integration of Process information into Strategy Maps.	5 + 1

Learning Resources:

1	Text Books	<p>Harmon, Paul: Business Process Change. A Guide for Business Managers and BPM and Six Sigma Professionals. 2nd Edition, Morgan Kaufmann, San Francisco.</p> <p>Managing Business Process Flows, 2nd edition, by Ravi Anupindi, et al., ISBN 0-13-067546-6, Pearson Prentice-Hall, 2006.</p>
2	Reference Books	<p>Hammer, Michael: The Process Audit. Harvard Business Review, April 2007, pp. 111-123.</p> <p>Khoshafian, S. Service-oriented Enterprises. Auerbach Publications, Taylor & Francis Group, Boca Raton, FL, 2007, pp. xxv, 438 p.</p> <p>Scheer, A.-W. Business process change management : ARIS in practice Springer, Berlin ; New York, 2003, pp. xiii, 290 p.</p>
3	Supplementary Reading Material	<p>Davis, R.: An Introduction to Business Process Modeling with the ARIS design platform: getting started with BPM, (1st ed.) Springer, New York, 2007.</p> <p>Dumas, M.; van der Aalst, W.M.P. and A.H.M. ter Hofstede (eds.): Process-Aware Information Systems. Bridging People and Software Through Process Technology, John Wiley & Sons, Inc., Hoboken, NJ, 2005.</p> <p>Jeston, John; Nelis, Johan: Business Process Management: Practical Guidelines to Successful Implementations. Butterworth-Heinemann, 2006, pp. 464, ISBN 0750669217</p> <p>van der Aalst, W.M.P., and van Hee, K. Workflow Management. Models, Methods, and Systems MIT Press, Cambridge, MA, USA, 2002.</p>
4	Websites	BPTrends.org
5	Journals	<p>International Journal of Business Process Management</p> <p>Leymann, F., and Altenhuber, W. "Managing business processes as an information resource," IBM Systems Journal (33:2) 1994, pp. 326-348.</p>

Semester	IV	Specialization	Operations Management
Course Code	412OPE	Type	Subject - Elective
Course Title	Challenges and Opportunities in Operations Management		

Course Objectives:

1	To make the student understand the ways of managing risk in Operations Management
2	To introduce various Environmental , Ethical and Technological issues in Operations Management
3	To introduce Global Reporting Initiatives, SA 8001, CSR, CDM, CT concept

Syllabus:

Unit Number	Contents	Number of Sessions
1	Managing Risk in Operations: Concepts and framework of Risk Management, COSO enterprise risk management, Risk standard AS/NZ 4360, M-o-R: Management of Risk Framework, Risk in the key decision areas of operations: Inventory management, Information technology, Process Technology, Operating planning and capacity management, Maintenance and servicing, Risk in service operations, Occupational Health and Safety, Environmental risk, Operations and corporate risk	5 + 1
2	Overview of Technological, Ethical and Environmental issues: Global challenges , Defining Technological options for the achieving Goals to combat the risks based on SWOT, Concept of Business ethics & CSR , Environmental – Introduction to GHG trading , Defining control against budgeting for identified impacts & risks for Quality, environment, safety, & global trading	5 + 1
3	Global Reporting: Business advantage with global reporting , Guidelines G 3 for sustainability, Study of any published report like Siemens, Social accountability aspect in Business across the borders , Case study in Indian industry for CSR Kyoto Protocol: Basic Features, Why Kyoto Protocol Failed , Limitations and aspect of Kyoto Protocol, Introduction to Clean Technology, Clean development mechanism, Government & statutory authorities and their role in promoting Sustainability	5 + 1
4	Sustainability in Operations: What is sustainability? Development of the concept of sustainability, Accepted definitions, What make sustainable practices successful, What is a sustainable practice, Quality and Excellence, Strategic connection , Business Case for sustainability, Building sustainability – the role of operations function, New capabilities of operations management to support sustainability,	5 + 1
5	Social Accountability: SA 8001, Considerations in identifying & mitigating child labour, Considerations in investigating un fair wages	5 + 1

	complaint, Considerations in investigating Discrimination related complaints , Consideration for recording and monitoring home workers and/ time logging for piece rate.	
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Learning Resources:

1	Text Books	Operations Management: An Integrated Approach by Danny Samson and Prakash Singh, Cambridge University Press. Ethics and Corporate Social Responsibility: Why Giants Fall by Ronald R. Sims
2	Reference Books	The Kyoto Protocol: International Climate Policy for the 21st Century by Sebastian Oberthür and Hermann E. Ott The Clean Tech Revolution: Discover the Top Trends, Technologies, and Companies to Watch by Ron Pernick and Clint Wilder
3	Supplementary Reading Material	Standard SA 8001:2002 & Interpretation Guidelines SA 8002 Power to the People: How the Coming Energy Revolution Will Transform an Industry, Change Our Lives, and Maybe Even Save the Planet by Vijay V. Vaitheeswaran
4	Websites	https://www.globalreporting.org/resourcelibrary/G3-Guidelines-Incl-Technical-Protocol.pdf http://www.siemens.com/sustainability/report/09/en/indices/global_reporting_initiative.htm
5	Journals	Should Sustainability Reporting Be Integrated? By Verschoor, Curtis C., Strategic Finance, Dec2011, Vol. 93 Issue 6 Go Green, Save Green by Mc Collum, T., Internal Auditor, Aug2009, Vol. 66 Issue 4

Semester	IV	Specialization	Operations Management
Course Code	413OPE	Type	Subject - Elective
Course Title	Lean Manufacturing		

Course Objectives:

1	To provide the concepts of Lean Manufacturing.
2	To give a hands on – How To – series of steps in Lean Manufacturing Implementation.
3	To highlight the role of company culture in transformation to Lean.

Syllabus:

Unit Number	Contents	Number of Sessions
1	History and Modern Applications of Lean Manufacturing: Popularity of MRP systems and their impact on organizations, Pre-computer Inventory Management tools, Rethinking the MRP Model, The search for Holy Grail of Manufacturing, Lean Manufacturing Model, Kanban Methodology, Sequencing production one piece at a time on the Lean Line, The benefits of embracing lean methodologies for manufacturing, Lean Manufacturing Challenges to the MRP paradigm, The continuous evolution to Lean Manufacturing, The Internet and E-commerce technologies.	5 + 1
2	Understanding Products, Processes and Demand: Determining the scope of initial Lean Manufacturing Implementation Area, Selecting parent parts for the lean line, Establishing the capacity to meet the demand volume of lean implementation area, Sources for determining demand, Documenting the Process flow and establishing mixed product families, Factors impacting throughput volume, Identifying process Demand Levels and Establishing Takt, Numerators and Denominators of Takt time, Documenting process Work elements and quality criteria, Nonvalue added activity and quality considerations, summing the total time of the process.	5 + 1
3	Line Layout and Work Station Identification with Process Linking and Balancing: The consequences of imbalance, The Lean approach to Achieving Balance, Calculating resource requirements, Defining Resources, The physical layout of resources, Assigning tasks for each workstation, the in-process Kanban Signalling methodology, Discipline for maintaining workstation balance, Designing 5S into the line design.	5 + 1
4	Kanban Strategies: The in-process Kanban, The Single Card Kanban System, The Multiple Card Kanban System, Managing inventory with the Kanban System: The advantages & disadvantages of Kanban System, Kanban manager job responsibilities.	5 + 1
5	Lean Implementation Mile Stones: Software requirements for Lean manufacturing methodologies, Commitment to change, Transformation process	5 + 1

	<p>to Lean manufacturing, Initialization and Project Start-up, Understanding Products, Processes and Materials, Final Check, Line Start-up, Internalize. Organizational impact of Lean Manufacturing,</p> <p>Managing the Lean Manufacturing Line: Managing Line Output to Match Customer Demand, Establishing Customer Response policy, Suboptimizing the Lean line to meet daily rate of demand, flexible operators, Rewarding for Flexibility, Rewarding for Linear Performance, Resistance to change.</p>	
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Learning Resources:		
1	Text Books	<p>Lean Manufacturing Implementation by Dennis P Hobbs, Cengage Learning Co-published with APICS.</p> <p>Simplified Lean Manufacture – Elements, Rules & Implementation by N Gopalkrishnan, PHI.</p>
2	Reference Books	Lean Manufacturing That Works by Bill Carreira, PHI, Eastern Economy Edition.
3	Supplementary Reading Material	<p>Global Management Solutions Demystified by Dinesh Sheth and Subhash Rastogi, Cengage Learning Asia</p> <p>Lean Management – Concepts and Industry Perspectives by Mrudulla, ICFAI Books.</p>
4	Websites	http://www.lean.org/
5	Journals	<p>Evaluation of Value Stream Mapping in manufacturing system redesign by Serrano, Ibon; Ochoa, Carlos; Castro, Rodolfo De., International Journal of Production Research, Aug2008, Vol. 46 Issue 16</p> <p>ERP Enabled Lean Six Sigma: A Holistic Approach for Competitive Manufacturing by Nauhria, Yugal; Wadhwa, S.; Pandey, Sunil., Global Journal of Flexible Systems Management, Jul-Sep2009, Vol. 10 Issue 3</p> <p>Effect of buffer capacity and sequencing rules on single-card kanban system performance by Berkley, B.J., International Journal of Production Research, Dec1993, Vol. 31 Issue 12</p> <p>Empowering Kanban through TPS - principles - An empirical analysis of the Toyota Production System by Thun, Jorn-Henrik; Druke, Martin; Grubner, Andre., International Journal of Production Research, Dec2010, Vol. 48 Issue 23</p>

MBA SYLLABUS: SEMESTER IV
HUMAN RESOURCE MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	HRM
Course Code	403HR	Type	Subject Core
Course Title	Employment Relations		

Course Objectives:

1	Give students insight into the IR scenario in India
2	Make students understand important laws governing IR
3	Create understanding about role of Govt., society and trade union in IR

Syllabus:

Unit Number	Contents	Number of Sessions
1	Conceptual Framework of ER : Concept, Philosophy, Approaches of ER - The Dunlop's Approach , The Social Action Approach, The Human Relations Approach, The Gandhian Approach, Evaluation of ER Constitutional & Legal framework of Industrial Relations	6 + 2
2	Industrial Relations Laws : 2.1 The Industrial Disputes Act 1947: Sections # 2to 19 Provisions under Chapter V, VA, VC and chapter VI, VII. 2.2 Industrial Employment (Standing Orders) Act 1946: Section # 2,3,5,6,7,9,10,11, 12,13,14 2.3 The Contract Labour (Regulation and Abolition) Act 1970 Section# 2 and all provisions under Chapter III,IV,V,VI,and VII	6 + 2
3	Trade Union Act 1926 : Section # 2,Chapter II,III and chapter V, The Maharashtra Recognition of Trade Unions and prevention of unfair labour practices Act 71, Section# 3 and the provisions under chapter II, III, IV, V, VI, VII, VIII, X	8 + 2
4	Employee Relations Initiatives : 4.1 Worker's Participation in Management, Concept, evolution, implementation, Challenges. 4.2 Collective Bargaining, Concept, evolution and implementation. Study of best practices in IR: The students and faculty to identify organizations in the area and study their IR practices.	6 + 2
5	Trends in Employment Relations :	9 + 2

	5.1 Strategic Employee Relations – Emerging Trends	
	5.2 Cultural Aspects of Employee Relations	

Learning Resources:		
1	Text Books	Employee Relations Management by P.N. Singh, Neeraj Kumar, Pearson Publication
2	Reference Books	Industrial Relations, Trade Unions & Labour Legislation by P.R.N.Sinha, Indu Bala Sinha, Pearson Publication IR- Emerging Paradigms by B.D.Singh, Excel Books IR in India Shifting Paradigms by Ratna Sen, Macmillan India
3	Supplementary Reading Material	Industrial Relations by Arun Monappa Tata McGraw Hill Edition Personnel Management and Industrial Relations by R.S.Davar Vikas Publishing Industrial Relations by A.M.Sarma Himalaya Publishing House APS Labour Digest
4	Websites	www.india-laws.com www.Citehr.com www.ilo.org www.hrmguide.net www.nipm.in
5	Journals	Personnel Today Industrial Journal of Industrial Relations Indian Journal of Industrial Relations

Semester	IV	Specialization	HRM
Course Code	404HR	Type	Subject Core
Course Title	Strategic Human Resource Management		

Course Objectives:	
1	To make students understand HR implications of organizational strategies
2	Understand the various terms used to define strategy & its process
3	Understand HR strategies in Indian & global perspective

Syllabus:

Unit Number	Contents	Number of Sessions
1	Strategic Perspective : HR Strategies, Strategic role of top & line management, Formulating HR strategies, Types of HR Strategies, HRD, Life cycle of organizations & HRD, Impact of organizational Performance & HRD	3 + 1
2	Talent Management Career Planning and Succession Planning: Evolution of careers, career planning perspectives organization-centered career planning, Individual-centered career planning Succession Planning: Definition, Elements of Succession planning, Relation between career planning and succession planning, challenges of succession planning Competency and Potential Development: What are competencies, How do competencies differ from skills and knowledge, Integrated HR practices through competency development, benefits from competency-based on HR practices, Desired outcomes for organizations, competency based HR practices : outcomes for employees, developing a skill matrix , Retention strategies	7 + 2
3	Alignment of HR strategies for Improving Organizational Effectiveness : Cross Cultural Diversity, Cross Border Mergers & Acquisitions, Learning organization, Employee Engagement Strategy, Strategic Responses of Indians Most valuable companies.	7 + 2
4	SHRM Issues & Challenges : Compensation Management & Appraisal in MNC, Managing Diversity, Mergers & Acquisitions, Attracting & Retention of Talent, Competencies Mapping	10 + 3

5	<p>Global Dimensions :</p> <p>International Context for HR strategy, Global Competitive Advantage, SHRM in International Context, Global Performance Management issues, Global T&D , Global Ethical Environment, Staffing for International Assignments, Leadership & Motivation in Global context</p>	8 + 2
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Learning Resources:		
1	Text Books	Strategic Human Resource Management by Jeffrey Mello, Cengage South Western
2	Reference Books	International HRM by Peter Dowling, Denice Welch, Cengage Learning, 4 th Edition. HRM in Global Scenario by S.K. Bhatia, Deep & Deep Publications Pvt. Ltd, 2010
3	Supplementary Reading Material	Creating Wealth through Strategic HR & Entrepreneurship Gopalkrishnan by Upinder Dhar, Excel Books
4	Websites	www.shrmindia.org www.shrm.org www.peoplematters.com
5	Journals	Journal of Strategic Human Resource Management International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	405HR	Type	Subject - Elective
Course Title	Organizational Design & Development		

Course Objectives:

1	To develop an understanding of the nature, functioning and design of organization
2	Be able to understand the theory and practice relating to the processes of organization development and change
3	Develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating organizational processes and change in organizations

Syllabus:

Unit Number	Contents	Number of Sessions
1	Organizations and Organizational Theory: Definition, Prospective Dimensions, Strategy, Organization design & effectiveness	3 + 1
2	Organizational Purpose & Structural Design: Basic challenges of organizational Design - Fundamentals of Organizational structure, Internal Design Elements. Organization size & life cycle	7 + 1
3	Organizational Culture & Ethics : Innovation & change, Decision making processes & organizational learning	5 + 1
4	Managing Innovation & Change: Process of OD, Individual and Interpersonal Interventions, Team / Group Interventions, Intergroup Interventions, Techno structural Interventions, Strategic Change	7 + 1
5	Organizational Transformation - Desk Research: Students need to study organizational culture & design of 2 organizations each & present a report on the same.	3 + 1

Learning Resources:

1	Text Books	Organizational Development & Transformation by French, Bell, Zawacki- TMGH Organization theory & Design by Richard L. Daft, Cengage Press.
2	Reference Books	Organization Development & Change by Cummings & Worely Cengage Learning's India Ltd, 8 th Edition. Managing Organizational Change by Nilkant & Ramnarayan, Response Books Organization Change & Development by Kavita Singh, Excel Books The Oxford Handbook of Organizational Theory by Tsoukas & Knudsen, Oxford

		University Press
3	Supplementary Reading Material	<p>Creating Performing Organization by Pattanayak & Gupta, Response Books</p> <p>Organizational Effectiveness & Change Management by Kondalkar, PHI learning</p> <p>Organizational Theory Text & Cases by Garetn Jones, Pearson Publishing</p>
4	Websites	<p>www.codhyd.org/</p> <p>www.humancapitalonline.com</p> <p>www.shrmindia.org</p>
5	Journals	<p>International Journal of Human Resource Management</p> <p>Human Resource Management Journal</p> <p>Human Resource Management</p>

Semester	IV	Specialization	HRM
Course Code	406HR	Type	Subject - Elective
Course Title	Global HR		

Course Objectives:

1	To give exposure to the students to international HR
2	To make students understand various initiatives in global HR
3	To make students understand various issues in global HR

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Defining international HR, difference between domestic and international HR, Variables determining difference between domestic and international HR, The path to global status, Talent management, International business ethics and HRM	4 + 1
2	Managing and supporting international assignments: Linking international assignments with organizational strategy, Staffing for international assignments, Issues in staff selection, selection criterion, The role of expatriate, the role of non-expatriate, dual career couples, are female expatriate different? role of the corporate HR function.	6 + 1
3	International HR: Importance of pre departure training, programs, the effectiveness of pre departure training, developing staff through international assignments. Objectives of international compensation, key components of international compensation program, approaches to international compensation. Performance management in multinational, PM of international employees, Appraisal of international employees.	6 + 1
4	Key issues in international HR : Trade unions and international HR , the response of trade unions to multi nationals, the issue of social dumping, the impact of digital economy	4 + 1
5	Virtual Organization study: Field Study/ Desk Research Students to be divided in a group of 5 each. Each group to identify two organizations having presence in other country/countries and study their HR practices in the light of the above topics. This may be desk research or field visit. The groups will give hard copy of the work and also presentation.	5 + 1

Learning Resources:

1	Text Books	International Human Resource Management by Peter j Dowling, Device E Welch, 4 th Edition.
2	Reference Books	International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors International Human Resource Management by K Aswathappa and Sadhna Dash , TMGH
3	Supplementary Reading Material	International HRM- A cross cultural approach, Terence Jackson, SAGE publication.
4	Websites	http://www.cipd.co.uk/global/ www.shrm.org www.hrmguide.net
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	407HR	Type	Subject - Elective
Course Title	Employee Reward Management		

Course Objectives:

1	To appraise students with reward management system practiced in organizations
2	To make students understand the process of setting reward management system
3	To give students exposure to the reward management practices followed various organizations

Syllabus:

Unit Number	Contents	Number of Sessions
1	Reward Management: Definition, Aims of reward management, achieving the aims, reward system, elements of reward system, factors affecting reward system, policy and practice, impact of environment, internal & external	4 + 1
2	Grade and pay structures: Types of grades and pay structures, Developing grade and pay structures, individual pay, team pay, paying for organizational performance	6 + 1
3	Reward management for special groups: Rewarding directors and senior executives, international reward, rewarding sales and customer service staff, rewarding knowledge workers, shop floor pay	4 + 1
4	Union role in Reward Management: Impact of Trade Union on reward determination, unions and alternative reward system, Govt. and legal issues in reward system, reward system in India, National wage policy	5 + 1
5	Desk Research/Field Work: Faculty to invite minimum 4 experts from manufacturing/service/NGO/Govt. Organizations to expose the students to reward management system practiced by those organizations	6 + 1

Learning Resources:

1	Text Books	Dynamics of Personnel Management by Prof M N Rudrabasavraj Himalaya publishing
2	Reference Books	A Handbook of Employee Reward Management and Practice by Michel Armstrong Personnel and Human Resource Management by George T Milkovich and John W Boudream, Published by All India Traveller Bookseller
3	Supplementary Reading Material	Personnel Management Text and Cases by C B Mamoria and S V Gankar, Himalaya publishing

4	Websites	www.cipd.co.uk www.payscale.com www.livesalary.com.au/
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	408HR	Type	Subject - Elective
Course Title	Change Management		

Course Objectives:

1	To make students understand meaning of change and need for organizational Change.
2	To appraise students with the change management process

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Definition of change, how people experience change?, Seven phases of change, shock and surprise, denial and refusal, rational Understanding, emotional acceptance, exercising and learning, Rationalization, integration.	5 + 1
2	Organizational Change: Definition, Change: a managerial necessity, Areas of change, management of environment and technology, change and the manager, managing change from gender perspective.	5 + 1
3	Model of Change Management: The organizational development model, people management, Organizational politics and change, the learning organization.	5 + 1
4	Leading Change: Leaders, heroes and Chief Executive officers. Student to study minimum two case studies	5 + 1
5	Executing Change: Challenges of execution, Why does change Succeed / Fail? Minimum two case studies one each of successful execution and one of failure	5 + 1

Learning Resources:

1	Text Books	Change Management by Andrew Pettigrew and Richard Whipp Infinity Books
2	Reference Books	Change and Knowledge Management by B Janakiram, P V Ravendra, Shubha Murlidhar Published by biztantra Change Management by Robert a Paton and James McCalman, Sage Publication, 3 rd Edition
3	Supplementary Reading Material	Change Management by V Nilkant, S Ramnarayan , Sage publication Change: How to adapt and transform the business : Editors N Anand and Nigel Nicholson Published by Biztantra.

4	Websites	www.changedynamix.com http://www.oursouthwest.com/SusBus/mggchange.html
5	Journals	Journal of Organizational Change Management International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	409HR	Type	Subject - Elective
Course Title	Conflict & Negotiation Management		

Course Objectives:

1	To develop an understanding of the nature and strategies of negotiation.
2	To understand conflict and strategies to resolve the conflict.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Fundamentals of Negotiation: Nature of negotiation, Dimensions of Negotiation, Structure , norms & values, Strategy & planning	5 + 1
2	Negotiation Processes: Perception & Preparation, Communication & Influence, Ethics in negotiation, Agreement, Role Play (activity)	6 +1
3	Conflict Management: Definition, Models of conflict (Process & Structural), Sources of conflict, Relationship between conflict & performance in team, Advantages & Disadvantages of Conflict	4 + 1
4	Managing Conflict: Individual difference, Personalities & abilities, Interpersonal conflict, Group conflict, Organizational conflict, Dealing with difficult subordinates & boss, Technique to resolve team conflict, Strategies to resolve organizational conflict, Role Play (activity)	7 + 1
5	Desk research: Students to study 4 case studies related to negotiation , third party conflict resolution(ADR) & prepare presentation on the same	3 + 1

Learning Resources:

1	Text Books	Negotiation by Lewicki, Saunders, Barry, TMGH Corporate Conflict Management - concepts & skills by Eirene Rout, Nelson Omika, PHI. Negotiation- Communication for diverse settings- Michael Spangle, Sage Publication.
2	Reference Books	Negotiation, Harvard Business Essentials, Harvard Business School Press How to negotiate effectively, David Oliver, The Sunday Times. Conflict Resolution Techniques by Subbulakshmi, ICAI University press

		Conflict Management, Barbara Corvete, Pearson Education
3	Supplementary Reading Material	How to be a problem solver, M Stevens, The Industrial society, Kogan Page India. A Handbook of Human Relations, M.H.Shookla, Macmillan India Ltd.
4	Websites	http://www.religioustolerance.org/int_rel24.htm http://changingminds.org/links/links_negotiation.htm http://www.negotiatingedge.com/links.shtml http://www.mindtools.com/pages/article/newLDR_81.htm http://www.helpguide.org/mental/eq8_conflict_resolution.htm
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	410HR	Type	Subject - Elective
Course Title	LAB in CSR		

Course Objectives:

1	To help students understand & design CSR initiatives
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction of CSR: Aims & Objectives, Importance of CSR	10
2	CSR initiatives: Adopted by organization in Indian Context as well as Global context	10
3	Desk Research/ Field Study: Faculty to divide students in a group of 6 each. Groups will visit various industries in nearby area, understand various CSR activities initiated by them & present as well as submit the report on same.	10

Learning Resources:

1	Text Books	CSR Strategies: Corporate Social Responsibility for a Competitive Edge in Emerging Markets by Sri Urip, John Wiley & Sons, 2010
2	Reference Books	Corporate Social Responsibility And International Development: Is Business the Solution? By Michael Hopkins, Earthscan, 2007
3	Supplementary Reading Material	Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause by Philip Kotler, Wiley
4	Websites	Making Sense of Corporate Social Responsibility. Sathish, Ramya. "Corporate Social Responsibility in India - Putting Social-Economic Development on a Fast Track" Corporate Social and Environmental Responsibility in India - Assessing the UN Global Compact's Role by Chahoud, Dr. Tatjana; Johannes Emmerling, Dorothea Kolb, Iris Kubina, Gordon Repinski, Catarina Schläger, 2007.
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	411HR	Type	Subject - Elective
Course Title	Lab in Industrial Relations		

Course Objectives:

1	To expose students to drafting of various notice/ memos/ show cause etc.
2	To expose students to the working of Labour courts

Syllabus:

Unit Number	Contents	Number of Sessions
1	Study & Preparation of notice of strike & lockout (2 minimum each).	5 + 1
2	Study & drafting show cause notice (minimum 2)	5 + 1
3	Handling & drafting misconduct procedure	5 + 1
4	Inviting Trade Union leader to understand issues & functioning of Trade unions	5 + 1
5	Visit to Labour court & Industrial Tribunal	5 + 1

Learning Resources:

1	Text Books	Employee Relations Management by P.N. Singh, Neeraj Kumar, Pearson Publication
2	Reference Books	Industrial Relations, Trade Unions & Labour Legislation by P.R.N.Sinha, Indu Bala Sinha, Pearson Publication IR- Emerging Paradigms by B.D.Singh, Excel Books IR in India Shifting Paradigms by Ratna Sen, Macmillan India
3	Supplementary Reading Material	Industrial Relations by Arun Monappa, TMGH Personnel Management and Industrial Relations by R.S.Davar, Vikas Publishing Industrial Relations by A.M.Sarma, Himalaya Publishing House APS Labour Digest
4	Websites	www.india-laws.com www.ilo.org www.hrmguide.net www.nipm.in
5	Journals	Personnel Today

		Industrial Journal of Industrial Relations Indian Journal of Industrial Relations
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Semester	IV	Specialization	HRM
Course Code	412HR	Type	Subject - Elective
Course Title	Lab in Legal compliances		

Course Objectives:

1	To equip students with various compliances the HR head has to give under different Acts
2	To learn drafting skills of these compliances

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>The students are expected to study and draft the following compliances</p> <ol style="list-style-type: none"> 1) Monthly return under The Factories Act 2) Annual return under the Factories Act 3) MPCB Act compliance and return 4) Payment of wages return 5) Minimum Wages return 6) Accident details form no 16 and 14 7) Factory License renewal 8) PF payment and return 9) Payment of Bonus return 10) ESIC Payment and return 	25
2	Presentation on the learning by students	05

Learning Resources:

1	Text Books	<p>Bare Acts</p> <p>Labour Law by S.P.Jain</p> <p>Labour Law by Malik</p>
2	Reference Books	<p>Introduction to Labour & Industrial Laws by Avatar Singh, LexisNexis</p> <p>Labour & Industrial Laws by S.N.Mishra, Central law publication</p> <p>Labour Laws by S.D. Geet, Nirali Prakashan</p> <p>Elements of Mercantile Law by N.D.Kapoor, Sultan Chand</p>
3	Supplementary Reading Material	APS Labor Digest
4	Websites	<p>www.india-laws.com</p> <p>www.lawinfo.com</p>

		www.lawsinindia.com www.lawforyou.com http://www.vakilno1.com
5	Journals	Personnel Today International Labour Review Industrial Journal of Industrial Relations Indian Journal of Industrial Relations

Semester	IV	Specialization	HRM
Course Code	413HR	Type	Subject - Elective
Course Title	Lab in Mentoring and Coaching		

Course Objectives:

1	To apprise students with role of Mentor, Coach & Counselor
2	To demonstrate elements of Mentoring, Coaching & Counseling vis-à-vis industry
3	To get clarity on how to consciously influence themselves and others so as to create productive behaviors that lead to optimal personal impact.

Syllabus:

Unit Number	Contents	Number of Sessions
1	The Manager as a Coach and Mentor: What is coaching & Mentoring? Why & how it is so important? Making the transition from Manager to Coach/ Mentor	4 + 1
2	Putting Coaching & Mentoring to Work: Dos and don'ts of Coaching & Mentoring, Putting it to work vis-à-vis Organizational Context, Selecting & Allotting Coaches and Mentors, Records, Feedback & Follow-up	4 + 1
3	What is Counseling? What is Counseling? Why & how it is so important, attending to? Performance Counseling, Personal and Family Wellbeing, Work-life balance to health problems	5 + 1
4	Dos and Don'ts of Counseling : Understanding Psychometrics, Helping the individual to understand and help himself , Understand the situations and look at them with a new perspective and positive outlook, Helping in better decision making, Alternate solutions to problems, Coping with the situation and the stress.	5 + 1
5	Field Study/ Desk Research: Student along with faculty are expected to study Mentoring, Coaching & Counseling practiced by the organizations in the area & prepare a report.	7 + 1

Learning Resources:

1	Text Books	Coaching & Mentoring by Jane Renton, Profile Books Ltd.
2	Reference Books	Making Mentoring Happen by Kathy Lace, Business & Professional Publishing Pvt. Ltd. Coaching and Mentoring, Harvard Business School Press Coaching, Counseling & Mentoring by Florence M. Stone, AMACOM, 1601 Broadway, New York.

3	Supplementary Reading Material	Improve Your Coaching & Training Skills by Patrick Forsyth, Kogan Page India Pvt. Ltd.
4	Websites	www.coachingnetwork.org.uk http://www.tobincls.com/mentoring.htm http://www.coachingandmentoring.com/Articles/mentoring.html
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	414HR	Type	Subject - Elective
Course Title	Emerging Trends in HR		

Course Objectives:

1	To expose students to organizations to know emerging trends in HR.
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Syllabus:

1	Faculty & students have to do desk research on emerging trends and Best HR practices in areas such as CSR, Recruitment, Retention, Training and Skill Development, Transfers, Appraisals, Employee engagement, Compensation ,Employee participation etc. organizations like Infosys ,Wipro ,TCS ,TATA Motors ,IBM ,TVS ,Reliance can be studied for benchmarking best practices.	10
2	Skills Development as a major emerging trend : Skills and competencies, vocational skills needed for Industrial Development in relation to various sectors like manufacturing, IT & ITES,pharma,services etc.,Historical Development and present status, Concept of public private partnership,Role of Government in skill development,Role of various stakeholders in skill development such as operational managers,HR professionals,Union authorities etc.	6
3	Invite Senior HR professionals to share their experiences on emerging trends in HR.	6
4	Visit minimum 2 organizations in the area to know their skill requirement and skill development initiatives and their best HR Practices.	8

Learning Resources:

1	Text Books	HRM Practices by K B S Kumar, ICFAI university press, I edition
2	Reference Books	HRM practices in Industry by Kaila, Ravishankar, Himalaya Publishing House, I edition
3	Supplementary Reading Material	Case Studies on HRD Practices by M.K. Patel, Anmol Publications Websites of the organizations mentioned above Annual Reports of the organizations mentioned above Newsletter of the organizations mentioned above
4	Websites	www.business-standard.com

		www.thehrpractice.in www.hrmguide.in www.shrm.org
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	415HR	Type	Subject - Elective
Course Title	Designing HR policies		

Course Objectives:	
1	To equip students with pros and cons of HR Policies
2	To study statutory & non statutory requirements
3	To acquaint students with role & responsibilities of HR professionals

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction on the Content and Use of the Manual Corporate Profile (History, Ownership, Products/Services/Clientele) Corporate Vision and Mission Statement Corporate Values Corporate Philosophy and Beliefs on Human Resource Corporate Table of Organization Manpower Planning: Procedure and Considerations HR Requirements Assessment Worksheet Position Analysis/Job Descriptions	5
2	Recruitment and Selection : Policies, Procedures (Internal placement, Direct Hire, Outsource) Forms (Application, Request for Recruitment, Request for Staffing) Test (IQ, Technical/Functional, Personality/Behavioral, Managerial) Interview Guides/Interview Sheets Background/Reference Check (Letters, Checklist) Verifying Credentials Employee Orientation and Induction: Procedure, Accountability and Content Guidelines Orientation Slides, Orientation Letter Employment Contracts / Bonds	6

	<p>Types of Employment: Definition and Considerations</p> <p>Contract Forms, Procedures in Administering Contracts</p> <p>Personnel Movements</p> <p>Promotion, Transfer, Demotion</p> <p>Wage, Salary and Benefits Administration</p> <p>Policy on Compensation</p> <p>Compensation Package</p> <p>Job Classification, Salary Structure</p> <p>Rules on Adjustments</p> <p>Rules on Merit Increases</p>	
3	<p>Employee Benefits</p> <p>Leave Credits: Types, Procedures of Availing Leaves, Forms and Recording & Conversion of Unused Leaves</p> <p>Monetary and Tangible Benefits</p> <p>Compliance to Government Regulated Benefits</p> <p>Employee Attendance and Absences Policy</p> <p>Time Management</p> <p>Personal Leave of Absences</p> <p>Travel and Accommodation</p> <p>Modes of Transportation</p> <p>Accommodation Issues</p> <p>Travelling Formats(Requisition and Reimbursement)</p> <p>Code of Discipline</p> <p>Dress Code</p> <p>Personal Communications</p> <p>Gifts and Gratuity</p> <p>Policy on Discipline</p> <p>Rules Pertaining to :</p>	6

	Attendance Adherence to Norms and Procedures Customer/Public Conduct Use of Company Resources/Properties Safety and Security Behaviors Defining the Corporate Policies Table of Offenses Procedures on Disciplinary Action Disciplinary Written Warning Format Disciplinary Action Report	
4	Employee Relations and Grievance Handling Corporate Responsibility and Supervisory Responsibility Definition of ER Programs and Activities Grievance Handling Procedures Employee Records Management Employee Profile and History Employee Data Change Transfer/Accountability of Employee Records and Information Training and Development Corporate Policy on Training Training Accountability Procedures in Availing Training (Related Forms) Training Contract: Formal and Informal Outsourced Training: Procedures and Considerations Training Evaluation: Requirements and Forms Employee Training Record	5
5	Field study/ Desk Research Student along with faculty are expected to study HR policies available from various sources and work on designing HR policies (Manual) for an	8

	Organization (Wherever Possible real time or for model organization)* .	
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*The list of topics provided in the modules is not exhaustive as such students and faculty members can add as and when they feel the appropriateness of the dimension they get from the study.

Learning Resources:		
1	Text Books	How to Develop Essential HR Policies and Procedures, by John H. McConnell Amacom, Div American Mgmt. Association, Volume 1
2	Reference Books	Guide on Labour & Human Resources, Management Forms & Precedents (Law Practice & Procedure), Snow white Human Resource Policies and Procedures for Nonprofit Organizations by Carol L. Barbeito, John Wiley & Sons, 2004
3	Supplementary Reading Material	The HR Toolkit, Denise A Romano, TMGH HR Manuals, Handbooks available through Contacts and web sources
4	Websites	www.chillibreeze.com/articles_various/HR-policies-in-India.asp http://toostep.com/debate/are-hr-policies-of-indian-companies-employee-friendly
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	416HR	Type	Subject – Elective
Course Title	Competency Mapping		

Course Objectives:

1	Make the students understand concept and importance of competency mapping
2	Give insight into the process and models of competency mapping

Syllabus:

Unit Number	Contents	Number of Sessions
1	Understanding Competency Mapping : Introduction---history and origin of competency mapping----Reasons for popularity of competency mapping--- Definitions and components of competency---Skill, knowledge and motive---traits of self-concept	6 + 1
2	Competency Mapping - procedures and steps: Determining objectives and scope---clarifying implementation goals and standards----create an action plan----define performance effectiveness-----tools for data collection--data analysis---validating competency model----mapping future jobs and single incumbent jobs-----using competency profiles In HR decision	7 + 1
3	Competency Categories: Thresh hold, differentiating, generic vs. key, functional or technical, leadership , managerial	4 + 1
4	Leading and managing competency mapping : Acceptance of competency mapping----causes for resistance---recommended action to address resistance---- Delphi technic,360 degree feedback, HR generic competency mapping-----supervisory generic competency mapping	4 + 1
5	Competency assessment and uses : Strategies to address the gaps----- competency recruitment and selection-----competency based appraisal----- competency based succession and career planning----competency based compensation and benefits-----competency based training and development	4 + 1

Learning Resources:

1	Text Books	<p>The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations by Seema Sanghi Sage Publications Pvt. Ltd;</p> <p>Competency Mapping by R K Sahu, Publisher : Excel</p> <p>ASTD Competency Study: Mapping the FuturebyPaul R. Bernthal, Publisher: ASTD Press (June 6, 2004)</p>
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2	Reference Books	Competency Mapping For Superior Results by Mukherjee, Sraban TMGH, 2011 -12 Edition
3	Supplementary Reading Material	Understanding Organizational Behavior by Uday Parek, Oxford University Press
4	Websites	http://www.bodhih.com/humanresources/competencymapping.html http://competency-matrix.blogspot.in/ http://mmgindia.com/?tag=competency-mapping
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

MBA SYLLABUS: SEMESTER IV
INTERNATIONAL BUSINESS MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	IB
Course Code	403IB	Type	Subject - Core
Course Title	International Business Environment		

Course Objectives:

1	To help students understand the nature scope and structure of International Business
2	To explore students to various policy perspective in international regulatory environment.
3	To enable students to understand the influence of various environmental factors on international business operations..

Syllabus:

Unit Number	Contents	Number of Sessions
1	Environmental Context of International Business: Framework for analyzing international business environment – Domestic, foreign and global environments and their impact on international business decisions. Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade.	7 + 2
2	International Financial Environment: Foreign investments -Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows.	7 + 2
3	International Economic Institutions and Agreements: WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and agreements.	7+ 2
4	Multinational Corporations and their involvement in International Business: Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.	7 + 2
5	Regional Economic Groupings in Practice: Regionalism vs. multilaterallism, Structure and functioning of EC and NAFTA; Regional economic cooperation. Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.	7 + 2

Learning Resources:

1	Text Books	<p>Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.</p> <p>Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996.</p> <p>Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999.</p>
2	Reference Books	<p>Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, 8th ed., Addison Wesley, Readings, 1998.</p> <p>Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.</p> <p>Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.</p>
3	Supplementary Reading Material	<p>Economic Times Daily</p> <p>Business Standard Daily</p> <p>The Hindu Business Line</p>
4	Websites	<p>http://www.wto.org/</p> <p>http://www.imf.org/external/index.htm</p>
5	Journals	<p>Asian Economic Bulletin</p> <p>Asian Journal of Management Cases</p> <p>Economic and Political Weekly</p> <p>Enterprise and Society: The International Journal of Business History</p> <p>Global Business Review</p> <p>International Business & Economics Research Journal</p> <p>International Business and Management</p> <p>International Business Research</p> <p>Journal of Economic Perspectives</p> <p>Journal of International Business</p> <p>Journal of International Business and Economy</p> <p>World Affairs: the Journal of International Issues</p>

Semester	IV	Specialization	IB
Course Code	404IB	Type	Subject - Core
Course Title	Indian Economy and Trade Dependencies		

Course Objectives:

1	To explore students to the diversity of issues prevalent in the Indian Economy.
2	To provide insights to the students about the trade related issues of the Indian Economy.
3	To make students realize the importance of trade in the present globalized era.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Indian Economy : Alternative Development Strategies – Trends in National Income, Growth and Structure since 1991 - New Industrial Policy 1991 – Recent changes in Trade Policy - Competition Policy - Public Sector Reform - Privatization and Disinvestments – Progress of Human Development in India	7 + 2
2	Planning and Economic Development : Redefining the Role of the State – Human Capital Formation in India – Problem of Foreign Aid – Economic Reforms and Reduction of Poverty –Measures to Remove Regional Disparities	7 + 2
3	Indian Industries : Review of Industrial Growth under 10 th and 11 th Five year plan - Growth and present state of IT industry in India – Outsourcing, Nationalism and Globalization – Small Sector Industrial Policy	5 + 2
4	a) Foreign Trade: Trends of Exports and Imports of India – Composition of India's Foreign Trade - Direction of India's Foreign Trade – Growth and Structure of India's Foreign Trade since 1991 – Balance of Payments since the New Economic Reforms of 1991. b) Foreign Capital : Need for Foreign Capital – Foreign Investment Inflows – Role of Special Economic Zones (SEZ)	10 + 2
5	India in the Global Setting : India in Global Trade – Liberalization and Integration with the Global Economy – Globalization Strategies – India's Foreign Exchange Reserves – Convertibility of the Rupee – WTO and India.	6 + 2

Learning Resources:

1	Text Books	Indian Economy by Datt & Sundharam, 61 st Edition, S Chand Indian Economy by Misra & Puri, 4 th Edition, Himalaya Publishing House
2	Reference Books	India's Economic Development Since 1947 3rd Ed. Editor : Uma Kapila

3	Supplementary Reading Material	<p>Foreign Exchange Handbook by H.P Bharadwaj.</p> <p>World Development Reports (Recent years)</p> <p>Economic Times Daily</p> <p>Business Standard Daily</p> <p>The Hindu Business Line</p>
4	Websites	<p>http://www.wto.org/</p> <p>http://www.imf.org/external/index.htm</p> <p>http://indiabudget.nic.in/</p>
5	Journals	<p>Economic and Political Weekly</p> <p>Foreign Trade Review</p> <p>Global Business Review</p> <p>International Trade Forum</p> <p>International Trade Journal</p> <p>Journal of Economic Perspectives</p> <p>Journal of International Trade & Economic Development</p> <p>Journal of Asian Business</p> <p>Monthly Statistics of International Trade</p> <p>World Affairs: the Journal of International Issues</p>

Semester	IV	Specialization	IB
Course Code	4051B	Type	Subject - Elective
Course Title	Environment and Global Competitiveness		

Course Objectives:	
1	To make students aware of the competitive issues facing nations, companies, and individuals in a global economy.
2	To help students understand the issues, policies, and actions that organizations should pursue to develop and maintain organizational strengths that will endure the competitive environment of global markets.
3	To make students realize the importance of sustainable development way of thinking in globally competitive world.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Measuring Competitiveness: Defining Competitiveness, Macro Economic Indicators – Global Competitiveness Index – Pillars of competitiveness. Michael Porter's five force and competitive advantage theory. Indicators of world competitiveness. Ranking of the current year and India's position.</p> <p>Changes in the top 5 rankings in last 3 year and lessons thereof</p>	5 + 1
2	<p>Globalization & Business: Overview of commercial geography. Impact of geographical aspects on international business and business strategies.</p> <p>Global dynamics: interplay of local, national, regional and worldwide forces OECD / WEF/ G8 / G33. Economic, political, social, cultural, legal, technological forces</p>	5 + 1
3	<p>Sustainable Competitiveness: Economic Growth – Problem or Solution? - Growth, Free Markets, and Business Responsibility – The failure of market-based policies - Sustainable Production and Sustainable Products - Sustainable Consumption - The Sustainable Competitiveness Index framework.</p>	5 + 1
4	<p>Innovation Management : Reducing Uncertainty - Virtualizing the Business Model to Drive Innovation, Agility, and Value Creation - Globalization for Innovations</p>	5 + 1
5	<p>Global Strategy, Structure and Implementation: Country Evaluation and Selection – Export and Import Strategies – Direct Investment and Collaborative Strategies.</p>	5 + 1

Learning Resources:

1	Text Books	<p>International Business , 12/E, John Daniels, Lee Radebaugh, Daniel Sullivan and Prashant Salwan, Pearson</p> <p>International Business, 6/E, Hill and Jain, The McGraw – Hill Companies</p>
2	Reference Books	<p>Business, Ethics, and the Environment: Imagining a Sustainable Future Joseph DesJardins, Pearson</p> <p>Thomas L Friedman. The World Is Flat: A Brief History of the Twenty-First Century, Further Updated and Expanded, Release 3.0. New York: Picador/Farrar, Straus, and Giroux, 2007.</p> <p>Pankaj Ghemawat. World 3.0: Global Prosperity and How to Achieve It. Boston: Harvard Business Review, 2011.</p> <p>Tarun Khanna and Krishan G. Palepu. Winning in Emerging Markets: A Road Map for Strategy and Execution. Boston: Harvard Business Press, 2010.</p> <p>Richard M. Steers, Carlos J. Sanchez-Runde, and Luciara Nardon. Management Across Cultures: Challenges and Strategies. New York: Cambridge University Press, 2010.</p> <p>Innovation Management, 2/E , <u>Allan Afuah</u>, Oxford</p>
3	Supplementary Reading Material	<p>Global Competitiveness Report 2011-12 , World Economic Forum</p> <p>Economic Times Daily</p> <p>Business Standard Daily</p> <p>The Hindu Business Line</p>
4	Websites	<p>http://www3.weforum.org/docs/WEF_GCR_Report_2011-12.pdf</p> <p>Michael Porter on Competitiveness - Youtube</p>
5	Journals	<p><u>Journal of Global Competitiveness</u></p> <p><u>Advances in Competitiveness Research</u></p>

Semester	IV	Specialization	International Business Management
Course Code	406IB	Type	Subject - Elective
Course Title	Marketing to Emerging Markets & Bottom of the Pyramid		

Course Objectives:

1	To understand needs and aspirations at the Bottom Of the Pyramid (BOP)
2	To learn about opportunities that exist at BOP

Syllabus:

Unit Number	Contents	Number of Sessions
1	Overview of Emerging Markets: Countries constituting emerging markets. Countries constituting BRICS & Next 11, Growing economic power of emerging markets, Demographic & economic scenario of emerging market countries. Emerging market size for different sectors	5 + 1
2	Emerging Markets - Perspectives & Practices: Characteristics of emerging markets: Emerging markets versus developed markets - market heterogeneity, sociopolitical governance, chronic shortage of resources, unbranded competition, and inadequate infrastructure. Comparative advantage of emerging markets: Policy based advantage, raw material based advantage, NGO based advantage, Marketing Implications in terms of strategy, policy & practice of marketing, Marketing Mix Implications.	7 + 1
3	Bottom of the Pyramid Markets: Difference between Emerging Markets & BOP Markets, Definition, size & composition of BOP markets all over the world, Characteristics of BOP markets	5 + 1
4	Marketing Strategies for BOP Markets: Four elements of BOP strategy - creating buying power, shaping aspirations, improving access, and tailoring local solutions. C K Prahalad's 12 principles, BOP Protocol	5 + 1
5	Criticism of Marketing to BOP & alternate perspectives	3 + 1

Learning Resources:		
1	Text Books	The Fortune at the Bottom of the Pyramid, Prahalad, C.K., Pearson – Singapore.
2	Reference Books	We are like that only by Bijapurkar, R. (2007), New Delhi: Penguin Portfolio.
3	Supplementary Reading Material	<p>Bang V.V. and Joshi S. L. (2008), “Conceptualization of Market Expansion Strategies in Developing Economies”, Academy of Marketing Science Review, 4, [Online] Available: http://www.amsreview.org/articles/bang04-2008.pdf</p> <p>World Business Council for Sustainable Development (WBCSD). (2004), Doing business with the poor – a field guide. (March). [Online] Available: http://www.wbcsd.org/DocRoot/uCxCGeIOhrCEXcsN5slo/sl-field-guide-reprint.pdf</p> <p>United Nations Development Programme (UNDP). (2008), “Creating Value For All: Strategies For Doing Business With Poor”, The Growing Inclusive Markets Initiative,(July). [Online] Available: http://www.undp.org/gimlaunch/download.shtml.</p> <p>Preston, K, A. Libow, A. Bruno, C.Meade, and R. Wells. (2007), Opportunities for the Majority Index: Analysis of Corporate Performance in Latin America and the Caribbean, The Inter-American Development Bank, 21st December. [Online] Available:http://www.iadb.org/am/2008/docs/OM_Index_Final_Report_v2.pdf.</p> <p>Simanis, E. and S. Hart With J. DeKoszmovszky, P. Donohue,D. Duke, G. Enk, M. Gordon, and T. Thieme. (2008), The Base of the Pyramid Protocol: Toward Next Generation BoP Strategy, Center for Sustainable Global Enterprise, Johnson School of Management, Cornell University, 2nd Ed. . [Online] Available: http://www.wdi.umich.edu/files/BoPProtocol2ndEdition2008.pdf.</p> <p>Karamchandani, A., M. Kubzansky, and P. Frandano. (2009), Emerging Markets, Emerging Models: Market-Based Solutions To The Challenges Of Global Poverty, Monitor group, (March).</p> <p>Hammond, A., W. J. Kramer, R. S. Katz, J. T. Tran, and C. Walker. (2007), The Next 4 Billion: Market size and Business strategy at the Base of the Pyramid, World Resources Institute (WRI) and International Finance Corporation (IFC) [Online] Available: http://www.wri.org/publication/the-next-4-billion.</p> <p>Wilson, D. and R. Purushothaman. (2003) “Dreaming With BRICS: Path to 2050.” Goldman Sachs, Global Economics Paper No.99, 1st October.</p>
4	Websites	http://www.wri.org/
5	Journals	<p>Prahalad, C.K., and A. Hammond. (2002), “Serving the World’s Poor, Profitably”, Harvard Business Review, 80(September), pp. 48-57.</p> <p>Prahalad, C. K. and S. L. Hart. (2002), “The Fortune at the Bottom of the Pyramid”, Strategy + Business, 26, pp.54-67.</p> <p>Dawar, N. and A. Chattopadhyay (2000), “Rethinking Marketing Programs for Emerging Markets”, William Davidson Institute, Working Paper Number 320.</p>

		<p>Beshouri, C.P. (2006), "A Grassroots Approach to Emerging-Market Consumers." The McKinsey Quarterly, (March), pp.61-71</p> <p>Karnani, A. (2007), "The Mirage of Marketing to the Bottom of the Pyramid: How The Private Sector Can Help Alleviate Poverty", California Management Review, 49(4), (Summer), pp.90-111.</p> <p>London, T. and S. L. Hart (2006), "Reinventing strategies for emerging markets: beyond the transnational model", Journal of International Business Studies, (August), pp.1–21. [Online] Available: http://e4sw.org/papers/JIBS.pdf.</p> <p>Simanis, E. and S. Hart (2006), "Expanding Possibilities at the Base of the Pyramid - Innovations Case Discussion: KickStart", Innovations, (winter), pp.43-51.</p> <p>Vachani, S. and N. Craig Smith. (2008), "Socially Responsible Distribution: Distribution Strategies For Reaching The Bottom Of The Pyramid", California Management Review, 50(2), (Winter), pp.52-84</p> <p>Sheth, J. N. (2011), "Impact of Emerging Markets on Marketing: Rethinking Existing Perspectives and Practices", Journal of Marketing, Vol. 75 (July), 166 – 182.</p>
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Semester	IV	Specialization	International Business Management
Course Code	407IB	Type	Subject - Elective
Course Title	CrossCultural Relationship Marketing		

Course Objectives:	
1	To help students understand the cultural aspects of relationships.
2	To emphasize the need for cultural adaptation in relationship development and negotiations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Mapping players and process- identifying players, deciders, Informal influences that make or break a deal. Cross cultural etiquette and behavior-the basics.	5 + 1
2	Buyer and seller feedback loop-Relational embeddedness - dependency and influence of network members over buyer and seller.	5 + 1
3	Communication in cross cultural relationships- Cross communication between network members.	5 + 1
4	Andersen's model (2003) on cross cultural relationship Initiation and development. Cross cultural sales negotiations.	5 + 1

5	Approaches to Negotiations-Top down, Protocol& Deportment, Deeper cultural characteristics, Consensus, Coalition Building-Negotiation specific expectations to shape process of negotiation.	5 + 1
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Learning Resources:

1	Text Books	<p>Relationship Marketing in Cross-cultural contexts by Rugimbana and Nwankwos, Cengage Learning-S. Melbourne</p> <p>The World's Business Cultures and How to Unlock Them by Barry Tomalin and Mike Nicks, Viva Books Pvt. Ltd.</p> <p>Relationship Marketing-the IMP Perspective in Handbook of Relationship Marketing by Jagdish Seth and Atul Parvatiyar 2nd Edition. Thousand Oaks California, Sage Publications</p> <p>Hofstede G - Cultural Consequences International differences in Work Related Values, Beverly Hills, CA Sage Publications</p> <p>Relationship Marketing -The UK Perspective in Hand book of Relationship Marketing by Jagdish Seth and Atul Parvatiyar 2nd Edition California, Sage Publications</p>
2	Reference Books	<p>Cross-Cultural Business Behavior: Marketing, Negotiating, Sourcing an Managing across Cultures by Richard Gesteland, 3rd Edition, Copenhagen Business School Press</p> <p>Cross-Cultural Business Behavior - A guide for Global Management by Richard Gesteland 5th Edition</p> <p>Marketing by Agreement: A Cross-cultural Approach to business negotiations by McCall, J.B. & M.B. Warrington 2nd Edition, John Wiley & Sons</p>
3	Supplementary Reading Material	<p>Global Marketing: A Decision Oriented Approach by Svend Hollensen, 5th Edition.</p> <p>Advances in International Marketing: Establishing Marketing Relationships in Cross Cultural Business, Emerald Insight Books</p> <p>Bargaining Across Borders - How to Negotiate Successfully Anywhere in the world by Foster D.A., MGH, New York</p>
4	Websites	- - - - -
5	Journals	<p>Cross-Cultural Examination of Relationship Quality, by Barry, James M.; Doney, Patricia M.. Journal of Global Marketing, Sep/Oct2011, Vol. 24 Issue 4</p> <p>An investigation of relationship learning in cross-border buyer–supplier relationships: The role of trust, by Liu, C.-L.E.. International Business Review, Jun2012, Vol. 21 Issue 3</p>

		<p>The Complexities of Perceived Risk in Cross-Cultural Services Marketing by Keh, Hean Tat; Sun, Jin. Journal of International Marketing. 2008, Vol. 16 Issue 1, p120-146.</p> <p>The Effects of Adaptation, Commitment And Trust In Cross-Cultural Marketing Relationships by Walton, James R.; Salazar, Ronald J.; Jifu Wang. Journal of Applied Business Research. 2008 3rd Quarter, Vol. 24 Issue 3, p29-38.</p>
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Semester	IV	Specialization	International Business Management
Course Code	408IB	Type	Subject - Elective
Course Title	Foreign Exchange Management		

Course Objectives:

1	To make the student aware about importance, concept and tools of Foreign Exchange Management.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Management of Foreign Exchange with special reference to India: Meaning of the Term "Foreign Exchange", Exchange Market, Statutory basis of Foreign Exchange, Evolution of Exchange Control, Outline of Exchange Rate and Types, Introduction to International Monetary Developments: Gold standard, Bretton Woods system, Fixed-Flexible Exchange Rate Systems, Euro market.	5 + 1
2	Sources of demand for and supply of foreign exchange – the balance of payments (bop) framework; nominal, real and effective exchange rates; determination of rate of exchange; monetary portfolio balance; purchasing power parity approaches; overvalued and undervalued currencies; exchange rate systems. India's Forex Scenario: BOP crisis of 1990, LOERMS, Convertibility.	5 + 1
3	General factors of exchange rate fluctuations; the DORNBUSCH Sticky – price theory of exchange rate volatility; exchange rate overshooting and the J-curve effect; central banking intervention for exchange rate stability; effect of depreciation on trade balance.	5 + 1
4	Nature functions and participants of foreign exchange market; spot and forward markets; forward premium; forwards in hedging and arbitrage; methods of quoting exchange rates; cross rates of exchange; arbitrage operations; bid-ask spreads; the Interest Rate Parity. Theorem; the Expectation Theory; International Fisher Effect.	5 + 1
5	Currency futures, options and determination of their market value, over-the-counter options; Fisher Black's Optional-Pricing model; currency and interest rate swaps; credit risk of swaps; Euro currency market and its instruments; measuring foreign exchange risk and exposure; basic techniques of exposure management; foreign exchange regulation in India.	5 + 1

Learning Resources:

1	Text Books	D Levi Maurice, International Finance, Prentice Hall of India, New Delhi Roth Paul, Mastering Foreign Exchange and Money Markets, Pitman, London
2	Reference Books	Giddy, IAN, Global Financial Markets, AITBS, New Delhi Apte P G, International Financial Management, Tata McGraw Hill, New Delhi
3	Supplementary Reading Material	Buckley, Multinational Finance, Prentice Hall of India, New Delhi
4	Websites	-
5	Journals	Asian Economic Bulletin Asian Journal of Management Cases Economic and Political Weekly Global Business Review Global Journal of International Business Research International Business & Economics Research Journal Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Trade & Economic Development World Affairs: the Journal of International Issues

Semester	IV	Specialization	International Business Management
Course Code	409IB	Type	Subject - Elective
Course Title	E Commerce		

Course Objectives:

1	To introduce students to the concept of e-commerce
2	To equip students to assess e-commerce requirements of a business and develop e-business plans
3	To help students understand various e-commerce applications

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Electronic Commerce: Meaning, nature and scope; Channels of e-commerce; Business applications of e-commerce; Global trading environment and adoption of e-commerce. Business Models of E-commerce and Infrastructure; B2B, B2C, B2G and other models of e-commerce; Applications of e-commerce to supply chain management; product and service digitization; Remote servicing procurement, and online marketing and advertising E-commerce resources and infrastructure planning.	5 + 1
2	Business to Consumer E-commerce Applications: Cataloging; Order planning and order generation; Cost estimation and pricing; Order receipt and accounting; Order selection and prioritization: Order scheduling, fulfilling and delivery, Order billing and payment management; Post sales services.	5 + 1
3	Business to Business E-Commerce: Need and alternative models of B2B e-commerce; Using Public and private computer networks for B2B trading: EDI and paperless trading: characteristic features of Edi service arrangement; Internet based EDI; EDI architecture and standards; VANs; Costs of EDI infrastructure; Reasons for slow acceptability of EDI for trading; E-marketing-Traditional web promotion: Web counters; Web advertisements.	5 + 1
4	Electronic Payment Systems and Order Fulfillment: Types of payment systems - e-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards; Operational, credit and legal risks of e-payment, Risk management options for e-payment systems; Order fulfillment for e-commerce. Security Issues in E-Commerce: Security risks of e-commerce-Types and sources of threats; Protecting electronic commerce assets and intellectual property; Firewalls; Client server network security; Data and message security; Security tools; Digital identity and electronic signature; Encryption approach to e-commerce security.	5 + 1

5	Regulatory Environment of E-Commerce: Borders and jurisdiction contracting and contract enforcement; International cyber laws -aims and salient provisions; cyber laws in India and their limitations; Taxation and e - commerce; Ethical issues in e -commerce.	5 + 1
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Learning Resources:		
1	Text Books	<p>Bajaj, Deobyani Nag, E-Commerce, Tata McGraw Hill Company, New Delhi, 2000.</p> <p>Diwan, Prag and Sunil Sharma, Electronic Commerce -A Manager's Guide to E-Business, Vanity Books International, Delhi.</p> <p>Greenstein, M. and T.M. Feinman, Electronic Commerce: Security, Risk Management and Control, Tata McGraw hill, 2000.</p>
2	Reference Books	<p>Agarwala, Kamlesh N., Amit Lal and Deeksha Agarwala, Business on the Net: An Introduction to the Whats and Hows of E -Commerce, Macmillan India Ltd., 2000.</p> <p>Fitzerald, Business Data Communication Network, McGraw Hill, 1998.</p> <p>Kalakota, Ravi and Andrew P. Whinson, Frontiers of Electronic Commerce, Addison Wesley.</p> <p>Kosiur, David, Understanding Electronic Commerce, Prentice Hall of India Private Ltd., New Delhi.</p>
3	Supplementary Reading Material	<p>Schneider, Gary P. and James T. Perry, Electronic Commerce, Thompson Learning, Cambridge, 2001.</p> <p>Turban, E., et. al., Electronic commerce: A Managerial Perspective, Pearson Education Asia.</p> <p>Whiteley, David, E-commerce, McGraw Hill, New York, 2000.</p> <p>Young, Margaret Levine, The Complete Reference to Internet, Tata McGraw Hill, New Delhi, 1999.</p>
4	Websites	-
5	Journals	-

Semester	IV	Specialization	International Business Management
Course Code	410IB	Type	Subject - Elective
Course Title	Enterprise Resource Planning		

Course Objectives:

1	To help the student understand how a business works and how information systems fit into business operations.
2	To emphasize the cross functional integration aspects of a business.
3	To enable better managerial decision making through real time data integration and sharing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Understanding Enterprise Resource Planning: Concept of Enterprise , Overview of Business Functions and Business Processes, Integrated Management Information, Business Modeling, Evolution of ERP; ERP and related technologies; Myths about ERP; Importance of ERP; Value creation in organizations through ERP; Benefits of ERP; Risk of ERP - People Issues, Process Risks, Technological Risks, Implementation Issues, Operation & Maintenance Issues; Managing risk in ERP projects.	5 + 1
2	ERP & Related Technologies: Business Process Reengineering, Data Warehousing, Data Mining, OLAP, PLM, SCM, CRM, GIS, ERP Functional Modules , Integration of ERP, Supply Chain, CRM.	5 + 1
3	ERP Implementation: Technological, Operational, Business Reasons for ERP implementation , ERP implementation Life Cycle – Objectives - Phases - Reasons for failure; Implementation challenges; ERP transition strategies - Big Bang Strategy, Phased Implementation, Parallel Implementation, Process Line Transition Strategy, Hybrid Transition Strategy, Strategy Choice; Success and failure factors of an ERP implementation; ERP implementation costs; Organization and working of ERP implementation team.	5 + 1
4	ERP Operations and Future Trends: Operation and maintenance of the ERP system; Maximizing the ERP system; ERP and e-business; Integration of ERP, internet and www; Future of ERP.	5 + 1
5	ERP Systems Processes and Management Control: Sales and Marketing; Accounting and Finance; Production and Material Management; Human Resource Management, Overview of an ERP product.	5 + 1

Learning Resources:

1	Text Books	Leon, Alexis, "Enterprise Resource Planning" TMH Publication, 2nd Ed., 2008. Sumner, Mary, "Enterprise Resource Planning" Pearson Education, 2006. Koul, Saroj, "Enterprise Resource Planning" Galgotia Publishing, 2001. Garg, V. K. and Venket Krishna N. K., "ERP Concepts and Practice", PHI Publication, 1997.
2	Reference Books	Leon, Alexis, "ERP Demystified", TMH Publication, 2nd Ed., 2004.
3	Supplementary Reading Material	ERP In Practice by Vaman Jagan, TMGH
4	Websites	-
5	Journals	-

Semester	IV	Specialization	International Business Management
Course Code	411IB	Type	Subject - Elective
Course Title	Global HR		

Course Objectives:

1	To give exposure to the students to international HR
2	To make students understand various initiatives in global HR
3	To make students understand various issues in global HR

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Defining international HR, difference between domestic and international HR, Variables determining difference between domestic and international HR, The path to global status, Talent management, International business ethics and HRM	4 + 1
2	Managing and supporting international assignments: Linking international assignments with organizational strategy, Staffing for international assignments, Issues in staff selection, selection criterion, The role of expatriate, the role of non-expatriate, dual career couples, are female expatriate different? role of the corporate HR function.	6 + 1
3	International HR: Importance of pre departure training, programs, the effectiveness of pre departure training, developing staff through international assignments. Objectives of international compensation, key components of international compensation program, approaches to international compensation. Performance management in multinational, PM of international employees, Appraisal of international employees.	6 + 1
4	Key issues in international HR : Trade unions and international HR , the response of trade unions to multi nationals, the issue of social dumping, the impact of digital economy	4 + 1
5	Virtual Organization study: Field Study/ Desk Research Students to be divided in a group of 5 each. Each group to identify two organizations having presence in other country/countries and study their HR practices in the light of the above topics. This may be desk research or field visit. The groups will give hard copy of the work and also presentation.	5 + 1

Learning Resources:

1	Text Books	International Human Resource Management by Peter j Dowling, Devis E Welch, 4 th Edition.
2	Reference Books	International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors International Human Resource Management by K Aswathappa and Sadhna Dash , TMGH
3	Supplementary Reading Material	International HRM- A cross cultural approach, Terence Jackson, SAGE publication.
4	Websites	http://www.cipd.co.uk/global/ www.shrm.org www.hrmguide.net
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	International Business Management
Course Code	412IB	Type	Subject - Elective
Course Title	WTO and Intellectual Property Rights		

Course Objectives:

1	To sensitize the students about the importance of WTO and Intellectual property in the global economy.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	GATT and WTO: GATT and Evolution of World Trade Organization (WTO), Role of WTO in International Trade, Main Features of WTO, New Issues in WTO: Environment, Investment, Competition Policy, Government Procurement, Trade Facilitation, Electronic Commerce, Social Clause, Labour Standards; Implementation and Implication.	5 + 1
2	General Introduction in the Intellectual Property Law: The Notion of Intellectual Property, Historical Background, The Main Fields of Intellectual Property, Industrial Property Law: Inventions, Industrial Creations Characterized by Relative Novelty (innovations), Know-How, Industrial Designs and Models, Utility Models, Layout-designs of Semiconductor Integrated Circuits (semiconductor chips), Plant Varieties, Trademarks, Geographical Indications, Trade-names, Emblems, Other Distinctive Signs; Scientific Discoveries, Neighbouring Rights.	5 + 1
3	Intellectual Property: IPR and Economic Development, Copyright Law ("Rights of Authors"), Correlation of Intellectual Property Law with Unfair Competition, Common Features of the Intellectual Property Rights, Legal Nature of the Intellectual Property Rights, Position of the Intellectual Property Law in the Legal System.	5 + 1
4	International Protection of Intellectual Property: The World Intellectual Property Organization, The Agreement on Trade-Related Aspects of Intellectual Property Rights ("TRIPS"), The Paris Convention for the Protection of Industrial Property, The Patent Cooperation Treaty, The Hague Agreement Concerning the Deposit of Industrial Designs, The Berne Convention for the Protection of Literary and Artistic Works, The Rome International Convention for the Protection of Performers, Producers of Phonograms and Broadcasting Organizations, The Geneva Convention for the Protection of Producers of Phonograms Against Unauthorized Duplications of their Phonograms.	5 + 1
5	Trademarks: The International Convention for the Protection of New Varieties of Plants, The Budapest Treaty on the International Recognition of the Deposit of Microorganisms, The Madrid Agreement Concerning the International Registration of Trademarks and the Protocol Relating to the Madrid Agreement,	5 + 1

	The Trademark Law Treaty	
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Learning Resources:		
1	Text Books	<p>Das Bhagirath Lal (2003). The WTO and the Multilateral Trading System: Past, present and future, Third World Network and Zen Books.</p> <p>David Rainbridge (2003). Intellectual Property, Pearson Education.</p>
2	Reference Books	<p>Ganguli, Prabudha (2001). IPR-unleashing the Knowledge Economy, Tata McGraw-Hill Publishing Co. Ltd.</p> <p>Ramappa, T. (2000). Intellectual property rights under WTO: Task before India, Wheeler Publishing.</p>
3	Supplementary Reading Material	Maskus Keith E. (2000). Intellectual Property Right in the global economy, Institute for International Economies, Washington.
4	Websites	<p>www.wipo.int/</p> <p>www.wto.org/english/tratop_e/trips_e/trips_e.htm</p> <p>www.wipo.int/pct/en/texts/articles/atoc.htm</p> <p>www.wipo.int/treaties/en/ip/wct/</p> <p>www.ipmatters.net/features/000707_gibbs.html</p> <p>www.iptoday.com</p>
5	Journals	<p>Journal of Intellectual Property Rights</p> <p>Indian Journal of Intellectual Property Law</p> <p>Journal of Intellectual Property Law & Practice</p> <p>IDEA- The Intellectual Property Law Review</p>

Semester	IV	Specialization	International Business Management
Course Code	413IB	Type	Subject - Elective
Course Title	Global Competitiveness and Strategic Alliances		

Course Objectives:

1	To develop conceptual understanding of global competitiveness
2	To understand strategies and processes that lead to global competitiveness
3	To understand strategic alliance as an important initiative to achieve global competitiveness
4	To know steps to be taken to implement strategic alliance program

Syllabus:

Unit Number	Contents	Number of Sessions
1	Global Competitiveness: An Overview – Macroeconomic and Business Strategy Perspective, Framework for Assessing Competitiveness – Various Approaches; International and National Competitiveness Studies.	5+1
2	Developing Competitiveness – Role of Quality and Productivity in Achieving World Class Competitiveness - Role of Government Policy - Attaining Competitiveness through Integrated Process Management, Technology and Innovation - Human Capital and Competitiveness - Role of Information Systems in Building Competitiveness - Industrial Clusters and Business Development - Strategic Management of Technology and Innovation.	5+1
3	Global Competitiveness of Indian Industry – Status; Causes for lack of competitiveness - Strategic Options for Building Competitiveness -	5+1
4	Joint Ventures and other forms of Strategic Alliance-Benefits and Scope of Strategic Alliance – Forms of management/ ownership – Types of Alliance – Steps in implementing Strategic Alliance – Limitations and Pitfalls of Strategic Alliance	5+1
5	Internationalization of Indian Business - Case Studies of Globally Competitive Indian Companies.	5+1

Learning Resources:

1	Text Books	<p>Momaya Kiran (2001). International Competitiveness: Evaluation and Enhancement, Hindustan Publishing Corporation (India).</p> <p>Fidelis Ezeela Harrison (1999). Theory and Policy of International Competitiveness, Greenwood Publishing Group.</p>
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2	Reference Books	International Business, 4th Edition, Griffin and Pustay, Prentice Hall
3	Supplementary Reading Material	<p>Marcela, Vivian Walsh (2007). International Competitiveness and Technological Change, Oxford Press.</p> <p>Hamel G. and Prahalad C.K (1994). Competing for the future. Harvard Business Press.</p> <p>IMD, World Competitiveness Year Book, Latest issue.</p> <p>World Economic Forum, Global Competitiveness Report, Latest report.</p>
4	Websites	-
5	Journals	-

Semester	IV	Specialization	International Business Management
Course Code	414IB	Type	Subject - Elective
Course Title	International Diversity Management		

Course Objectives:

1	To equip students with the knowledge and importance of culture and help them to manage International Diversity.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Broad concept and definition of diversity. Historical perspective of diversity management in changing demographics	5 + 1
2	Understanding cultures, influence of behavior. Explanation of the dimension of race, ethnicity, gender, caste, sexual orientation. Socio-economic status, age, physical abilities, religious beliefs, political ideologies.	5 + 1
3	Formulations of international equal opportunity and non-discrimination policies. Limitations of Affirmative action welcoming ex-parte evaluation and other legal policies.	5 + 1
4	Recruitment, development and retention strategies in diverse organizations and Workplaces. Diversity management training programs for all employees and continuous monitoring of results, Diversity Audit.	5 + 1
5	Analysis of any two Organization's culture,	5 + 1

Learning Resources:

1	Text Books	International Business, S Shajahan, Macmillan India Limited, Delhi, 2006. International Business: An Introduction, Geert Hofstede, Palgrave, New York, 2001. International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors International Human Resource Management by K Aswathappa and Sadhna Dash , TMGH
2	Reference Books	International Human Resource Management by Peter j Dowling, Device E Welch, 4 th Edition
3	Supplementary	International HRM- A cross cultural approach, Terence Jackson, SAGE

	Reading Material	publication.
4	Websites	-
5	Journals	<p>Colorful window dressing: A critical review on workplace diversity in three major American corporations by Marques, Joan F. Human Resource Development Quarterly. Winter2010, Vol. 21 Issue 4, p435-446.</p> <p>Managing Diversity: Using an Equal Opportunities Audit to Maximize Career Potential and Opportunities in a UK Bank by Sutherland, Valerie J.; Davidson, Marilyn J. European Journal of Work & Organizational Psychology. 1996, Vol. 5 Issue 4, p559.</p> <p>How to...take advantage of diversity by People Management. 3/7/2002, Vol. 8 Issue 5, p52.</p> <p>How multinationals can attract the talent they need by Dewhurst, Martin; Pettigrew, Matthew; Srinivasan, Ramesh; Choudhary, Vimal. McKinsey Quarterly. 2012, Issue 3, p92-99.</p> <p>Reverse mentoring at work: Fostering cross-generational learning and developing millennial leaders by Marcinkus Murphy, Wendy. Human Resource Management. Jul/Aug2012, Vol. 51 Issue 4, p549-573.</p> <p>International Journal of Human Resource Management</p> <p>Human Resource Management Journal</p> <p>Human Resource Management</p>

Semester	IV	Specialization	International Business Management
Course Code	415IB	Type	Subject - Elective
Course Title	Foreign Language for International Business - II		

Course Objectives:

1	To equip the students with a foreign language skill at least to that extent that is required for conducting international business.
2	To provide the student with listening, reading, speaking and writing skills in chosen foreign language.
3	To enhance the vocabulary in the selected Foreign Language.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introducing a company: Introducing a company, its organization, its activities, its market, its trade policy, its financial and trade positions as well as its result and experience all these quantitatively and indicate also their evolution and make comparisons, interpret and comment on tables and graphs.	5 + 1
2	Speaking about the Professional environment: Talking about the framework of professional environment, its working conditions, the posts, the timings, Salaries leave, holidays and language learner's relationship with other colleagues.	5 + 1
3	Explaining the details: Understanding and explaining the manufacturing process and understand the directions for use. Asking and giving information on a product and on a service. Obtaining and providing information on the price, the modes and conditions of payment. Noting down and convey requests and claims of the clients. Placing orders.	5 + 1
4	Managing Visitors: Welcoming visitors and clients and to provide them with necessary information, orient them, scan the visitors and also to be able to make them wait.	5 + 1
5	Organizing: Organizing meetings and participate in meetings. Organizing different events, for example, an appointment, a meeting, a seminar, a fair or an exhibition and also be able to fix up, confirm, postpone or cancel an appointment or a programme.	5 + 1

Note:

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

GERMAN/ JAPANESE / CHINESE

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

MBA SYLLABUS: SEMESTER IV
SUPPLY CHAIN MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	Supply Chain Management
Course Code	403SCM	Type	Subject Core
Course Title	Strategic Supply Chain Management		

Course Objectives:

1	To understand the role and objectives of Strategic Supply Chain Management
2	To recognize the role and importance of strategic partnerships and alliances in Supply Chain Management
3	To appreciate the increasing scope of Supply Chain Management and its future challenges

Syllabus:

Unit Number	Contents	Number of Sessions
1	Supply Chain Strategy: Strategic objectives of SCM - customer focus, product development, market development, diversification, learning & organizational capability, sustainable competitive advantage through SC	7 + 2
2	Managing SC for Strategic Fit: concept of strategic fit, steps in achieving strategic fit, impact of customer needs, impact of uncertainty, multiple products & customer segments, PLC, globalization & competitive changes over time	7 + 2
3	Expanding Strategic Scope: Minimize local cost perspective, Minimize functional Cost perspective, Maximize Company Profit perspective, Maximize SC Surplus perspective, Agile intercompany inter functional scope	7 + 2
4	Strategic Partnerships & Alliances: Collaborative Advantages, Framework for Strategic Alliances, Core Competence – 3PL, 4PL & Outsourcing: Advantages & Disadvantages, Prerequisites, Implementation Issues	7 + 2
5	Supply Chain Challenges – Strategies for the future: Mass customization, Globalization, Greening, Ethical SC, Intelligent System, Implications for managers, organizations & policy makers	7 + 2

Learning Resources:

1	Text Books	Supply Chain Management: Strategy Planning & Operation by Sunil Chopra, Peter Meindl, Kalra, Pearson, 3 rd Edition. Supply Chain Strategies – Customer Driven & Customer Focused by Tony Hines, Elsevier, 1 st Edition
2	Reference Books	Managing the SC- A Strategic Perspective by Gattorna Walters, Palgrave Macmillan, 1 st Edition

		<p>New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007</p> <p>Extending the Supply Chain by Boyer, Forhlich and Hult, PHI, 3rd Indian Reprint, 2009</p>
3	Supplementary Reading Material	<p>Designing & Managing the SC – Concepts, Strategies & Case studies – by Levi, Kaminsky et. al., TMGH, 3rd Edition</p> <p>Manufacturing Operations and Supply Chain Management: The Lean Approach by Taylor and Brunt, Cengage Learning.</p> <p>Supply Chain Management by Mentzer, Response Books, 2007</p>
4	Websites	<p>http://csmp.org/</p> <p>www.supplychain.org</p>
5	Journals	<p>An adaptive framework for aligning (re)planning decisions on supply chain strategy, design, tactics, and operations by Ivanov, Dmitry., International Journal of Production Research, Jul2010, Vol. 48 Issue 13</p> <p>The Impact of Competitive Strategy and Supply Chain Strategy on Business Performance: The Role of Environmental Uncertainty by Yinan Qi; Xiande Zhao; Chwen Sheu., Decision Sciences, May2011, Vol. 42 Issue 2</p> <p>An Exploration of Fisher's Framework for the Alignment of Supply Chain Strategy With Product Characteristics by Harris, Gregory A.; Compton, Paul J.; Farrington, Phillip A., Engineering Management Journal, Dec2010, Vol. 22 Issue 4</p> <p>Alignment of Supply Chain Strategy with Business Strategy by Mitra, Amarnath; Bhardwaj, Sunil., IUP Journal of Supply Chain Management, Sep2010, Vol. 7 Issue 3</p> <p>What's the buzz about moving from 'lean' to 'agile' integrated supplychains? A fuzzy intelligent agent-based approach by Jain, Vipul; Benyoucef, Lyes; Deshmukh, S. G., International Journal of Production Research, Dec2008, Vol. 46 Issue 23</p> <p>Improving supply-chain collaboration by linking intelligent agents to CPFR by Caridi, M.; Cigolini, R.; De Marco, D., International Journal of Production Research, 2005, Vol. 43 Issue 20</p>

Semester	IV	Specialization	Supply Chain Management
Course Code	404SCM	Type	Subject Core
Course Title	Knowledge Management in Supply Chains		

Course Objectives:	
1	To know Supply Chain Systems Classification
2	To understand the role of IT as an enabler of Supply Chain Management for today's businesses

Syllabus:

Unit Number	Contents	Number of Sessions
1	Supply Chain IT Framework: Supplier Relationship Management, Internal Supply Chain Management, Customer Relationship Management, Transaction Management Foundation	7 + 2
2	Supply Chain Information Systems: SC Information System classification, Requirement Analysis for Information Systems in SC, Information for Strategic SC decisions, Risks & Challenges in implementing SC Information Systems, Benefits of SC Information Systems	7 + 2
3	Digital Markets & Efficient Supply Chains: Web enabled Supply Chains, Technological impact of SC disintermediation, Reconfiguration of SC, Pure technology applications in SC, Process Improvements - technology adoption	7 + 2
4	E-Supply Chain Opportunities: E business & SCM – Upstream Perspective, B-2-B Perspective, E supply chain opportunities - e procurement, e fulfillment, auctions & reverse auctions, collaborative demand planning, intranets, extranets & VPN, Benefits to SMEs & MSMEs	7 + 2
5	Technology Standards: Overview of Information Technology infrastructure – interface devices, system architecture, e-commerce. Service oriented architecture – Introduction to ERP. Applications of Bar coding & scanning, RFID, EPOS, Global data synchronization, Image Processing, GPRS	7 + 2

Learning Resources:		
1	Text Books	<p>Supply Chain & Logistics Management by Bowersox, Closs & Cooper, TMGH, 2nd Edition.</p> <p>Supply Chain Management – Strategy, Planning and Execution by Sunil Chopra, Peter Meindl, D V Kalra, Pearson Education, 3rd Edition</p> <p>Supply Chain Management Process, System & Practice by N.Chadraseskaran, Oxford, 1st Edition</p>

		Supply Chain Strategies: Customer Driven and Customer Focused by Tony Hines, Elsevier, 2008
2	Reference Books	Designing & Managing the SC – Concepts, Strategies & Case studies by Levi, Kaminsky et. al., TMGH, 3 rd Edition.
3	Supplementary Reading Material	New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007
4	Websites	www.supplychainmanagement.in
5	Journals	<p>Explicating the Mediating Role of Integrative Supply Management Practices in Strategic Outsourcing: A case study analysis by Narasimhan, Ram; Narayanan, Sriram; Srinivasan, Ravi., International Journal of Production Research, Jan2010, Vol. 48 Issue 2</p> <p>Intra-Organizational Perspectives On IT-Enabled Supply Chains by Singh, Nitin; Kee-hung Lai; Chen, T. C. E.. Communications of the ACM, Jan2007, Vol. 50 Issue 1</p> <p>E-Enabled Closed-Loop Supply Chains by van Nunen, Jo A. E. E.; Zuidwijk, Rob A. California Management Review, Winter2004, Vol. 46 Issue 2</p> <p>The Role of Trust and Collaboration in the Internet-enabled Supply Chain by Grossman, Martin., Journal of American Academy of Business, Cambridge, Sep 2004, Vol. 5 Issue 1/2</p>

Semester	IV	Specialization	Supply Chain Management
Course Code	405SCM	Type	Subject - Elective
Course Title	Green Logistics and Supply Chains		

Course Objectives:

1	To sensitize the students to external costs of logistics and supply chains (climate change costs).
2	To analyze the environmental costs of logistics and how to deal with them effectively.
3	To highlight how different types of environmentally sustainable practices should be adopted at different stages of supply chains.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Environmental Sustainability & Green Logistics: Concept of Green Logistics, Green Logistics – Rhetoric & reality, Key drivers for greening of Logistics & Supply Chains, Benefits of Green Supply Chains	4 + 1
2	Environmental Costs of Logistics: Arguments for and against internalizing environmental costs of logistics, Monetary calculation of environmental costs , Concept of Carbon Credits, Guidelines for carbon foot printing, Carbon foot printing process, success factors in carbon foot printing, Carbon Auditing of Supply Chains	5 + 2
3	Reverse Logistics for Waste Management: Waste Management in the context of reverse logistics, Waste Treatment Legislation, Reuse & refurbishment markets and take back business models, Managing waste as a part of sustainable reverse process.	5 + 1
4	Public Policy and Green Supply Chains: Role of Government, Policy Measures, Energy Efficiency, Cutting Emissions.	5 + 1
5	Green Supply Chains: Case Studies on Green Initiatives by Manufacturers, Green Initiatives by Government & Non-Profit Organizations, Green Initiatives by Retailers, Green Initiatives by Consumers.	5 + 1

Learning Resources:

1	Text Books	Green Logistics – Improving the Sustainability of Logistics, Edited by McKinnon, Cullinane, Brown & Whiteing, Published by Chartered Institute of Logistics & Transports, UK.
2	Reference Books	Total Supply Chain Management by Basu & Wright, Elsevier, 1 st Ed.
3	Supplementary Reading Material	Greening the Supply Chain- A guide for Asian Managers by Purba Halady Rao, Response Books, 1 st Edition.

4	Websites	www.greenlogistics.org www.greenlogisticsforum.com
5	Journals	<p>Why business needs to green the supply chain by Hoskin, Paul., University of Auckland Business Review, Autumn2011, Vol. 13 Issue 1</p> <p>How Green Are Your Supply Chains? By Crandall, Richard E., Industrial Management, May/Jun2006, Vol. 48 Issue 3.</p> <p>Greening The Supply Chain: A New Initiative In India With Special Reference To Chhattisgarh by Ashraf, Gazala Yasmin; Raichoudhary, Arpita; Mukherjee, P. N.; Srivastava, R. K. Pranjana., The Journal of Management Awareness, Jan-Jun2009, Vol. 12 Issue 1</p> <p>The Economic Value of a Sustainable Supply Chain by Mefford, Robert N., Business & Society Review (00453609), Spring2011, Vol. 116 Issue 1</p>

Semester	IV	Specialization	Supply Chain Management
Course Code	406SCM	Type	Subject - Elective
Course Title	Enterprise Resource Planning		

Course Objectives:

1	To help the student understand how a business works and how information systems fit into business operations.
2	To emphasize the cross functional integration aspects of a business.
3	To enable better managerial decision making through real time data integration and sharing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Understanding Enterprise Resource Planning: Concept of Enterprise , Overview of Business Functions and Business Processes, Integrated Management Information, Business Modeling, Evolution of ERP; ERP and related technologies; Myths about ERP; Importance of ERP; Value creation in organizations through ERP; Benefits of ERP; Risk of ERP - People Issues, Process Risks, Technological Risks, Implementation Issues, Operation & Maintenance Issues; Managing risk in ERP projects.	5 + 1
2	ERP & Related Technologies: Business Process Reengineering, Data Warehousing, Data Mining, OLAP, PLM, SCM, CRM, GIS, ERP Functional Modules , Integration of ERP, Supply Chain, CRM.	5 + 1
3	ERP Implementation: Technological, Operational, Business Reasons for ERP implementation , ERP implementation Life Cycle – Objectives - Phases - Reasons for failure; Implementation challenges; ERP transition strategies - Big Bang Strategy, Phased Implementation, Parallel Implementation, Process Line Transition Strategy, Hybrid Transition Strategy, Strategy Choice; Success and failure factors of an ERP implementation; ERP implementation costs; Organization and working of ERP implementation team.	5 + 1
4	ERP Operations and Future Trends: Operation and maintenance of the ERP system; Maximizing the ERP system; ERP and e-business; Integration of ERP, internet and www; Future of ERP.	5 + 1
5	ERP Systems Processes and Management Control: Sales and Marketing; Accounting and Finance; Production and Material Management; Human Resource Management, Overview of an ERP product.	5 + 1

Learning Resources:

1	Text Books	Enterprise Resource Planning by Leon, Alexis, TMH Publication, 2 nd Edition, 2008. Enterprise Resource Planning by Koul, Saroj, Galgotia Publishing, 2001. ERP Concepts and Practice by Garg, V. K. and Venkat Krishna N. K., PHI Publication, 1997.
2	Reference Books	Enterprise Resource Planning by Sumner, Mary, Pearson Education, 2006.
3	Supplementary Reading Material	ERP In Practice by Vaman Jagan, TMGH
4	Websites	www.oracle.com/ERP www.sap.com/ www.openerp.com/
5	Journals	Measuring System Performance of an ERP-based Supply Chain by Ho, Chrwan-Jyh., International Journal of Production Research, 2007, Vol. 45 Issue 6 Supply Chain Transformation byERPfor Enhancing Performance: An Empirical Investigation by Zong Dai., Advances in Competitiveness Research, 2008, Vol. 16 Issue 1 Coordination Strategies in an SaaS Supply Chain by Demirkan, Haluk; Cheng, Hsing Kenneth; Bandyopadhyay, Subhajyoti., Journal of Management Information Systems, Spring2010, Vol. 26 Issue 4

Semester	IV	Specialization	Supply Chain Management
Course Code	407SCM	Type	Subject - Elective
Course Title	Purchasing & Supplier Relationship Management - II		

Course Objectives:

1	To provide an in-depth understanding of the fundamentals surrounding purchasing in different contexts.
2	To make the students aware of the different demands placed on the purchasing and supply chain managers by business stakeholders.
3	To help the students understand the impact of purchasing on competitive success and profitability of modern day organizations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Purchasing for Institutions & Government Organizations: Similarities and dissimilarities with industrial purchasing. Purchasing procedure, roles of purchasing. Products & services purchased, functions performed, Purchase Cycle, Establishing sources of supply, Contracts Administration, Internal & External Environmental factors	5 + 1
2	Purchasing of Services: Hidden Opportunities, Planning the statement of work, Writing the statement of work, Selecting service contractors, Compensating Service suppliers, Professional services, Technical services, Operating services, Contract administration, Develop a sound Procedure for Evaluation	5+ 1
3	Purchasing of Capital Equipment: Differences in the procurement of capital equipment - Nonrecurring purchases, Nature and size of Expenditure. Considerations in Source Selection –Operating Characteristics of equipment, Engineering features of equipment, Total economic analysis, Various qualitative considerations, Life cycle cost analysis, Role of Purchasing, Used / Second hand equipment Purchasing, Leased equipment– factors favouring leasing	5 + 1
4	Worldwide Sourcing - Creating a world class supply base: An overview of Worldwide Sourcing, Why source worldwide? Barriers to worldwide sourcing, Information about Worldwide sources, Supplier selection issues, Cultural understanding, Language and communication differences, Legal issues, Logistical issues, Organizational issues, Costs associated with Worldwide Sourcing, Managing international currency risk, Hedging – Spot & Forward Contracts, Progressing from International Purchasing to Global Sourcing, Differentiating factors between successful and less successful Global Sourcing Efforts, Benefits of global sourcing, Future Global Sourcing Trends	5 + 1
5	Performance Measurement & Evaluation: Why Measure Performance, Problems with Purchasing Measurement and Evaluation, Purchasing	5 + 1

	Measurement Categories – Price Performance Measures, Cost-Effectiveness Measures, Quality, Time related Measures, Technology Innovation Measures, Physical Environment and Safety, Asset Management and Integrated SC Measures, Administration and Efficiency Measures, Developing a Performance Measurement and Evaluation System - Determining which Performance Categories to Measure, Developing Specific Performance Measures, Establish Performance Objectives for each Measure, Finalize system Details, Implement and Review	
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Learning Resources:		
1	Text Books	<p>Purchasing & Supply Chain Management by Monczka, Trent, Handfield, Cengage South Western, 3rd Edition.</p> <p>Purchasing & Supply Chain Management by Lysons and Farrington, Pearson Education, 2010.</p>
2	Reference Books	Purchasing & Supply Chain Management by Dobler, Burt, TMGH, 6 th Edition.
3	Supplementary Reading Material	Organizational Buying Behaviour by Webster and Wind, Prentice Hall, 1972
4	Websites	<p>www.cips.org</p> <p>www.eipm.org</p>
5	Journals	<p>e Global Sourcing and Logistics Exercise: A Group Exercise to Demonstrate Basic Global Supply Chain Principles by Ashenbaum, Bryan., Decision Sciences Journal of Innovative Education, Sep2008, Vol. 6 Issue 2</p> <p>Strategic Alliance-Based Global Sourcing Strategy for Competitive Advantage: A Conceptual Framework and Research Propositions by Murray, Janet Y., Journal of International Marketing, 2001, Vol. 9 Issue 4</p> <p>Global sourcing in the auto industry by Bergmann, Markus; Mangaleswaran, Ramesh; Mercer, Glenn A., McKinsey Quarterly, 2004 Special Edition</p> <p>Pursuing competitive advantage through integrated global sourcing by Trent, Robert J.; Monczka, Robert M., Academy of Management Executive, May2002, Vol. 16 Issue 2</p>

Semester	IV	Specialization	Supply Chain Management
Course Code	408SCM	Type	Subject - Elective
Course Title	Supply Chain Risk Management		

Course Objectives:

1	To help the students understand the pressures on managing the supply chain and their impact on supply chain's vulnerability to disruptions.
2	To introduce the principles of supply chain risk management.
3	To provide an understanding of the basics of identifying, defining and analyzing risks.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Basics of Risk Management: Risk & Management, Growth of risk Management, defining Risk, Features of Risk. Decisions & Risk, Decisions with certainty, uncertainty, risk, ignorance, Managing Risk	4 + 1
2	Risk in Supply Chain: Risks arising out of Trends affecting SC – Integration, Cost Reduction, Agile Logistics, E-Business, Globalization, Outsourcing, SC Risk Management – Aims, Steps & Principles	5 + 1
3	Identifying & Analyzing Risks: Types of Risks, Identifying Risks, Tools for analyzing past events, collecting opinions, analyzing operations, Measuring Risk, Likelihood of a risky event, Consequences of risk, Responding to risks, Alternative responses, defining the options & choosing the best response, Network View of Risk - Shared risks	5 + 2
4	Creating resilient SC: Design of a resilient SC, Principles of designing resilient SC, Physical features of a resilient SC, relationship within a resilient SC, Risk compensation & Business Continuity	5 + 1
5	Business Continuity Management: Emergencies & Crisis, Views of BCM & Steps in BCM	5 + 1

Learning Resources:

1	Text Books	Supply Chain Risk Management by Donald Walters, Kogan Page, 1 st Edition.
2	Reference Books	The New Supply Chain Challenge: Risk Management in a Global Economy by Bosman R, FM Global, Johnston RI, 2006.
3	Supplementary Reading Material	Risk management for executives by Kendall R, FT Prentice Hall London, 1998.

4	Websites	www.disasterplan.com www.globalcontinuity.com www.riskinfo.com
5	Journals	<p>Reconciling Supply Chain Vulnerability, Risk And Supply Chain Management by Peck, H., International Journal of Logistics: Research & Applications, Jun2006, Vol. 9 Issue 2</p> <p>Sources of Supply Chain Disruptions, Factors That Breed Vulnerability, and Mitigating Strategies by Steckel, Kathryn E.; Kumar, Sanjay., Journal of Marketing Channels, Jul-Sep2009, Vol. 16 Issue 3</p> <p>Drivers Of Supply Chain Vulnerability: An Integrated Framework by Peck, Helen., International Journal of Physical Distribution & Logistics Management, 2005, Vol. 35 Issue 4</p> <p>A Conceptual Framework For The Analysis Of Vulnerability In Supply Chains by Göran Svensson., International Journal of Physical Distribution & Logistics Management, 2000, Vol. 30 Issue 9</p> <p>Key Areas, Causes And Contingency Planning Of Corporate Vulnerability In Supply Chains: A Qualitative Approach by Svensson, Göran., International Journal of Physical Distribution & Logistics Management, 2004, Vol. 34 Issue 9</p> <p>Managing Uncertainty - An Empirical Analysis Of Supply Chain Risk Management In Small And Medium-Sized Enterprises by Thun, Jorn-Henrik; Druke, Martin; Hoenig, Daniel., International Journal of Production Research, Sep2011, Vol. 49 Issue 18</p> <p>Analyzing Risks In Supply Networks To Facilitate Outsourcing Decisions by Lockamy, Archie; McCormack, Kevin., International Journal of Production Research, Jan2010, Vol. 48 Issue 2</p>

Semester	IV	Specialization	Supply Chain Management
Course Code	409SCM	Type	Subject - Elective
Course Title	Project Management		

Course Objectives:

1	To make the students understand the complex issues in Project Management
2	To increase the understanding of project management tools and techniques
3	To teach the students the concepts and skills that are used by managers to plan projects, secure resources, budget, lead project teams to successful completion of projects.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction to Project Management: Definition, functions, evolution of Project Management, classification of projects, Project management in different environments.</p> <p>The Project Management Systems, Methodologies & Systems Development Cycle: Systems approach, systems analysis, systems development, project feasibility, Project life cycle, project appraisal, project contracting, the phases of system development life cycle.</p>	5 + 1
2	<p>Project Feasibility Study: Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, risk analysis, sensitivity analysis, and social cost benefit analysis.</p> <p>Project Planning: Planning fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix.</p>	6 + 1
3	<p>PERT, CPM, Resource allocation: Tools & techniques for scheduling development, crashing of networks, time-cost relationship, and resource leveling multiple project scheduling.</p> <p>Cost Estimating Budgeting : Cost estimating process elements of budgeting, project cost accounting & management information systems, cost schedules & forecasts.</p>	5 + 1
4	<p>Managing Risks in Projects: Risk concept & identification, risk assessment, risk priority, risk response planning, risk management methods.</p> <p>Project Control: Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control.</p>	5 + 1
5	Project Management Information System: Computer based tools, features of	4 + 1

	PMIS, using project management software, (MS Projects)	
	Project Evaluation, Reporting & Termination: Project reviews & reporting, closing the contract.	

Learning Resources:		
1	Text Books	<p>Effective Project Management by Clements and Gido, Cengage India Edition, 2007.</p> <p>Project Management : The Managerial Process by Gray and Larson, MGH, Special Indian Edition, 3rd Edition</p> <p>Project Management for Business and Technology: Principles and Practice by John Nicholas, PHI – Eastern Economy Edition, 2nd Edition.</p>
2	Reference Books	Project Management – Core Text by Mantel, Meredith, Shafer, Sutton and Gopalan, 1 st Indian Edition
3	Supplementary Reading Material	<p>Project Management: A Managerial Approach by Meredith, Mantel Wiley India, 6th Edition.</p> <p>The Practice of Project Management by Freigenti and Comninios, Kogan Page</p>
4	Websites	www.pmi.org.in/
5	Journals	<p>Risk Analysis of Infrastructure Projects: A Case Study on Build-Operate-Transfer Projects in India by Maniar, Hiren., IUP Journal of Financial Risk Management, Dec2010, Vol. 7 Issue 4</p> <p>Enercon India: Project Planning by Mukherjee, Saral; Raghuram, G., Vikalpa: The Journal for Decision Makers, Jan-Mar2007, Vol. 32 Issue 1</p> <p>Critical Factors Affecting Schedule Performance: Evidence from Indian Construction Projects by Iyer, K. C.; Jha, K. N., Journal of Construction Engineering & Management, Aug2006, Vol. 132, Issue 8</p> <p>What attributes should a project coordinator possess? by Jha, Kumar Neeraj; Iyer, Chandrashekhar K., Construction Management & Economics, Sep2006, Vol. 24 Issue 9</p> <p>A Study of Critical Project Success Parameters in Different Organizational Conditions by Piyush, Mishra; Dangayach, G. S.; Mittal, M. L., Advances in Management, Aug2011, Vol. 4 Issue 8</p>

Semester	IV	Specialization	Supply Chain Management
Course Code	410SCM	Type	Subject - Elective
Course Title	Supply Chain Performance Measurement		

Course Objectives:

1	To understand various types of traditional performance measures of supply chain , their use and drawbacks
2	To introduce a select world class performance measures of Supply Chain
3	To understand the right metrics for a Supply Chain

Syllabus:

Unit Number	Contents	Number of Sessions
1	Performance Measurement along the Supply Chain: Relationship between Company Strategy & Supply Chain Metrics, Functional classification of Decision areas in SCM – Procurement, Manufacturing, Distribution, Logistics, Global	5 + 1
2	Traditional Approaches to Performance Measurement: Productivity Measures, Quality Measures, Customer Service Measures, Cost Measures, Drawbacks of Traditional Measures	5 + 1
3	World Class Performance Measures for Supply Chains: Balanced Scorecard, Activity Based Management & Costing, EVA (In depth discussion & analysis expected)	5 + 1
4	Process Driven Metrics: SCOR framework, EFQM (In depth discussion & analysis expected)	5 + 1
5	Building & Leveraging Metrics to drive Supply Chain Performance: All metrics are not equal, Establishing the right Metrics, Linking Metrics to overall strategic objectives, Insights through cause & effect guided analysis, Quantifying financial impacts of SC Metrics, Identifying corrective actions	5 + 1

Learning Resources:

1	Text Books	Supply Chain Management Process, System & Practice by N. Chadrasedkaran, Oxford, 1 st Edition Supply Chain Performance Measurement & Improvement Edited by Venkata Nimeesha Posa, ICFAI Press, 1 st Edition
2	Reference Books	New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007 Supply Chain Management by Mentzer, Response Books, 2007
3	Supplementary Reading Material	Principles of Supply Chain Management : A Balanced Approach by Joel Wisner, Keong Leong, Keah-ChoonTan, Cengage Learning.
4	Websites	http://www.supplychainmetric.com/
5	Journals	Supply Chain Performance Measurement: A Literature Review by ArzuAkyuz, Goknur; Erman Erkan, Turan., International Journal of Production Research, Sep2010, Vol. 48 Issue 17 On Measuring Company Performance within A Supply Chain by Martin, P. Richard; Patterson, J. Wayne., International Journal of Production Research, May2009, Vol. 47 Issue 9 Aligning Business Process Reengineering in Implementing Global Supply Chain Systems by the SCOR model by Wang, William Y. C.; Chan, H. K.; Pauleen, David J., International Journal of Production Research, Oct2010, Vol. 48 Issue 19

Semester	IV	Specialization	Supply Chain Management
Course Code	411SCM	Type	Subject - Elective
Course Title	Supply Chain Management - Financial Perspectives		

Course Objectives:

1	To highlight the importance of cost management as a key to profitability and the key to successful supply chain networks.
2	To underline the role of cost management from a strategic perspective.
3	To teach the identification of key cost drivers and defined process of managing supply chain costs.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Pricing & Revenue Management in Supply Chain: Role of Pricing & Revenue Management in SC, Pricing and Revenue Management for - Multiple Customer Segments, Perishable Assets, Seasonal Demand, Bulk and Spot Contracts, Role of IT in Pricing & Revenue Management, Using Pricing and Revenue Management in Practice	5 + 1
2	Identifying Critical Costs in the SC: Concept of cost, Process Mapping, SC Cost flow, Selecting critical costs to be managed, Obtaining cost data – supplier provided data, internal data, Measuring Secondary & Tertiary Costs – Overview of Allocation based costing system, Management Based costing system	5 + 1
3	Defining Key cost Drivers & developing Strategic Options: Review of current cost drivers, selection of key cost drivers, Weighted value of cost drivers, Potential for improvement, Developing strategic options for selected cost drivers	5 + 1
4	Reducing, Eliminating or Changing activities that cause cost: Risk return model for choosing strategic options – Market driven, Standard, Critical & Danger Quadrants, Identifying constraints, Evaluating risks & benefits in SC cost management from stakeholders perspectives, prioritizing strategies for implementation	5 + 1
5	Implementation & Control for Cost Management In SC: Creating a Implementation Plan, Addressing Implementation Risks, Developing Contingency Plans, Selling the Plan to Stakeholders, Monitoring Performance, Documenting Savings, Qualitative Benefits, Sharing the learning process, Eternally improving & leveraging the process	5 + 1

Learning Resources:

1	Text Books	Supply Chain Cost Management – Strategy, Planning & Operation by Sunil Chopra, Peter Meindl, D V Kalra, Pearson Education, 3 rd Edition.
2	Reference Books	Supply Chain Cost Management by Jimmy Anklesaria , JAICO Publishing, 1 st Edition
3	Supplementary Reading Material	Supply Chain Strategies – Customer Driven & Customer Focused by Tony Hines, Elsevier, 1 st Edition Supply Chain Management by Mentzer, Response Books, 2007
4	Websites	http://www.supplychaintoday.com/index.htm
5	Journals	A Total Cost/Value Model For SupplyChain Competitiveness by Cavinato, Joseph L., Journal of Business Logistics, 1992, Vol. 13 Issue 2 Pricing Management for a Closed-loop Supply Chain by Gu Qiaolun; Ji Jianhua; Gao Tiegang., Journal of Revenue & Pricing Management, Mar2008, Vol. 7 Issue 1 Strategic Cost Management in SupplyChains, Part 1: Structural Cost Management by Anderson, Shannon W.; Dekker, Henri C., Accounting Horizons, Jun2009, Vol. 23 Issue 2 Strategic Cost Management in SupplyChains, Part 2: Executional Cost Management by Anderson, Shannon W.; Dekker, Henri C., Accounting Horizons, Sep2009, Vol. 23 Issue 3

Semester	IV	Specialization	Supply Chain Management
Course Code	412SCM	Type	Subject - Elective
Course Title	Global Logistics		

Course Objectives:

1	To get acquainted with global dimensions of logistics management
2	To introduce basic operational aspects i.e. procedure, documentations & related legal aspects of global logistics
3	To sensitize students to basics of shipping line industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Introduction to Global Logistics :International Logistics Development, International Trade Logistics Chain, Shipper's Logistics Requirements in trade, 7R's of Logistics Management, 5 P's of Logistics, International Commercial Terms – Use of Incoterms in a Contract, Incoterms Laws.</p> <p>1.2 Logistics and Documentation: Consular Invoice, Commercial Invoice, Certificate of Origin, certificate of Value, Bill of Lading, Cargo Manifest or Packing List, Health Certificate, Import license, Insurance Certificate, Export Declaration Forms.</p> <p>1.3 Transportation: Modes of transportation, Transport and Communication, Transport activities and Land Use, Transport, Energy and the Environment.</p> <p>1.4 Air Cargo: Transportation of goods through Air, Transportation Infrastructure, World Air Cargo growth, Benefits of Airfreight, Airport classification, International Airports of India, Types of Aircraft, Unit loading devices, Airport Charges, International Country Codes.</p>	5 + 1
2	<p>2.1 Carriage of Goods by Land: Motor Vehicles Act, 1988, Central Motor Vehicles Rules, 1989, Carriers Act, 1865 – Definition of common carrier, Scheduled and Non Scheduled Goods, Railways Act, 1989 – Railway's liability, Merits and Demerits of Railway Transportation, Railway Freight rates.</p> <p>2.2 Carriage of Goods by Sea & Ocean Freight & Freight Calculations: Ocean Shipping Methods, Ocean Freight or Tariff rates, Freight rates terminology used in international shipments, Freight surcharges, Freight Rebates, Conference Discounts, Contract Shippers, Weight or Measure in the Freight Cost Calculation, Freight Adjustments – Currency Adjustment Factor (CAF), Bunker Adjustment Factor (BAF).</p> <p>2.3 Types of Ships: Mail and Supply Ships, Expedition Ships, Coasters, Bulk Carriers, Tankers, Refrigerated Vessels and Reefers, Livestock carriers, LNG Carriers, Car Carriers, Container Ships, Heavy lift Vessels, Tugs, Ro-Ro</p>	5 + 1

	Vessels.	
3	<p>3.1 Shipping Formalities: Booking Shipping Space, Conference Shipping, Non-conference Shipping, Charter Shipping, Charter Party, Shipping Storage, Ocean Shipping procedure.</p> <p>3.2 Shipping Intermediaries: Function and Roles of Custom Brokers, Freight Forwarders and Consolidators, Shipping Agents, Stevedores.</p> <p>3.3 The Major Port Trusts Act, 1963.</p> <p>3.4 Shipping Corporation of India: Products and Services, STS Lighterage Operations</p>	5 + 1
4	<p>4.1 Major Ports in India: Present Policy, Privatization Policy, Indian Port Policy Reform, Major Ports in India – Chennai, Cochin, Ennore, JNPT, Kandla, Mormugao, Mumbai, Paradip, NMPT, Pipavav, Tuticorin, Visakapatnam.</p> <p>4.2 Important Sea Routes: Northern Sea route, North Atlantic Route, Mediterranean Route, Panama Route, Baltic Sea Route, Indian Ocean route, Cape Route, South Atlantic Route, North Pacific Route.</p> <p>4.3 International Chamber of Shipping</p> <p>4.4 World's Major Ports: Major Ports and Port codes, Seaports of the world.</p>	5 + 1
5	<p>5.1 Containerization: Origin of containerization, Origin of TEU, Container sizes - dimensions and capacity, Container Flavours, Swap Bodies, Other considerations, Registration, Container Classification numbers, Lift/Stacking fittings, Movement of containers, Recent Developments – Coltainer, Cargosprinter, Safety of container ships, Container Classification – General Cargo service, Specific cargo service, Unit Load Device, Rating – Tare Mass and Pay load of Containers, Marking and Identification of Containers. Benefits of containerization.</p> <p>5.2 Inland Container Depots & Container Freight Stations: Functions, Benefits, Requirements for successful ICD/CFS, Designs and Layout, Equipping the ICD/CFS, Procedures for approval and implementation. Concor – The Multimodal Logistics Professionals.</p>	5 + 1

Learning Resources:

1	Text Books	Logistics Management for International Business – Text and Cases, by Sudalaimuthu and Anthony Raj, PHI, 2009 Edition. Global Operations and Logistics: Text and Cases by Dornier, Ernst, Fender and Kouvelis, Wiley India, 2006
2	Reference Books	Global Logistics – New Directions in Supply Chain Management, Edited by Donald Waters, Kogan Page, 5 th Edition
3	Supplementary Reading Material	Logistics in International Business by Rajiv Aserkar, Shroff Publishers, 2 nd Edition.
4	Websites	http://mhlnews.com/
5	Journals	Executive Insights: Global Logistics by Bowersox, Donald J.; Calantone, Roger J., Journal of International Marketing. 1998, Vol. 6 Issue 4, p83-93. Emerging Global Logistics Networks: Implications for Transport Systems and Policies by Tavasszy, L.A.; Ruijgrok, C. J.; Thissen, M. J. P. M., Growth & Change. Fall2003, Vol. 34 Issue 4, p456-472. 17p Logistics Industry Profile: Global , Logistics Industry Profile: Global. Dec2008, p1 –30

Semester	IV	Specialization	Supply Chain Management
Course Code	413SCM	Type	Subject - Elective
Course Title	Supply Chain Practices - II		

Course Objectives:

1	To give a practical understanding of the practice of supply chain management in various sectors.
2	To give a practical understanding of the peculiarities of supply chain management practices in various sectors.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Supply Chains for Projects – Construction (Housing, Infrastructure), Power Plants, New Factories, etc.	NA
2	Supply Chains for Disaster Management.	NA
3	Virtual Supply Chains for Books, Electronic Goods, Music, Apparel, Tourism, etc.	NA
4	Supply Chains for SMEs and MSMEs.	NA
5	Global Supply Chains - PCs, Desktops, Luxury Cars, Toys, etc.	NA

* Field/Self Study under Faculty guidance.

Students should work in groups of two each on any two Companies from the Sectors listed above. The Sectors should be from different groups.

Students shall study various aspects of the SCM principles and practices as followed in these sectors. They should identify the peculiarities of the sector, map the supply chain in detail (identify the parties involved and their role in the supply chain), compare the top two players in each of these sectors and identify best practices, Prepare a summary evaluation of each sector studied.

Students shall submit a structured detailed report based on the above parameters.

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

Report – 20 Marks

Presentation – 15 Marks

Question & Answer – 15 Marks

Learning Resources:

1	Text Books	Logistics and Supply Chain Management- Cases and Concepts – G Raghuram, N Rangaraj, Macmillan India, 1 st Edition International Supply Chain Management by David and Stewart, Cengage Learning, 2007. Global Operations and Logistics: Text and Cases by Dornier, Ernst, Fender and
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		<p>Kouvelis, Wiley India, 2006</p> <p>Supply Chain Management – A Managerial Approach by Amit Sinha & Herbert Kotzab, TMGH, 1st Edition.</p>
2	Reference Books	Global Logistics – New Directions in Supply Chain Management, Edited by Donald Waters, Kogan Page, Fifth Edition
3	Supplementary Reading Material	Supply Chain Management in the 21st Century Editor by B S Sahay, Macmillan, 2006 reprint.
4	Websites	http://www.gsb.stanford.edu/scforum/
5	Journals	<p>Relaxing channel separation: Integrating a Virtual Store into the Supply Chain via Transshipments by Seifert, Ralf W.; Thonemann, Ulrich W.; Sieke, Marcel A., IIE Transactions, Nov2006, Vol. 38 Issue 11</p> <p>Interorganizational Governance Value Creation: Coordinating for Information Visibility and Flexibility in Supply Chains by Wang, Eric T. G.; Wei, Hsiao-Lan., Decision Sciences, Nov2007, Vol. 38 Issue 4</p> <p>Virtual Integration and Information Risks: A Supply Chain Perspective by Faisal, Mohd Nishat; Banwet, D. K.; Shankar, Ravi., IIMB Management Review</p> <p>An Analysis on Application of Lean Supply Chain Concept for Construction Projects by Baladhandayutham, T.; Venkatesh, Shanthi., Synergy, Jan2012, Vol. 10 Issue 1</p> <p>Simulating the Impact of Supply Chain Management Practice on the Performance of Medium-sized Building Projects by Hatmoko, Jati Utomo Dwi; Scott, Stephen., Construction Management & Economics, Jan2010, Vol. 28 Issue 1</p> <p>Aligning Business Process Reengineering in Implementing Global Supply Chain Systems by the SCOR model by Wang, William Y. C.; Chan, H. K.; Pauleen, David J., International Journal of Production Research, Oct2010, Vol. 48 Issue 19</p> <p>Managing information flow in construction Supply Chains by Titus, Silas; Bröchner, Jan., Construction Innovation, Sage Publications, Ltd. , Jun2005, Vol. 5 Issue 2</p>

MBA SYLLABUS: SEMESTER IV
RURAL and AGRIBUSINESS MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	403RABM	Type	Subject – Core
Course Title	Rural Credit and Finance		

Course Objectives:

1	To help students to understand various facets of agricultural credit in Indian rural market
2	To motivate students to know the relationship between and the institutional structural bodies and their linkages with rural credit.
3	To initiate students into the world of Micro Financial Institutions and their interventions in the rural finance

Syllabus:

Unit Number	Contents	Number of Sessions
1	Role and Characteristics of Indian Agriculture: Introduction , Role of Agriculture in Economic Development, Characteristics of Indian Agriculture.	3 + 2
2	Critical Review of Agricultural Finance: Role of Credit in Agriculture, Agricultural Finance in India, Classification of Agricultural Finance, Significance of Co-op. Credit, Some Issues of the Present System. Financial Intermediaries In Agriculture: Functions, Structure and Performance.	9 + 2
3	Cooperative Banks: Concept and special features of co-operative banking, Structure of co-operative credit system in India, Primary Level Credit Institutions (PACs, LAMPs. MPCs, FSS) their functioning and problems, District Central Cooperative Banks Structure and functions , Apex Co-operative Banks Structure and functions , Impact of liberalization on Co-operative Banks with particular reference to de regulation of interest rates and prudential norms	8 + 2
4	Theories of Agricultural Finance: Risk and Uncertainty Theory, Demand and Supply Theory, Business Vs. Social and Moral Theory, Cost Theory, Productive Vs. Consumption, – The concept of 3 C's, 7 P's and 3 R's of credit, Credit Analysis, Kind Loans Vs. Cash Loans, Principle of Micro- and Macro-Finance, Principle of Supervised Credit, Principle of Crop Loan, Principle of Co-op. Credit, Principle of Better Credit.	8 + 2
5	Rural Finance and Microfinance: Players and Approaches; Microfinance & Rural Finance – Lessons from microfinance and historical interventions, Rural finance: approach, delivery channels and actors involved, and linkages, Triangle of microfinance and the role of BDS in rural finance.	7 + 2

Learning Resources:

1	Text Books	Agricultural Development Rural Credit And Problems Of Its Recovery, By A. Ranga Reddy, Mittal Publications
2	Reference Books	<p>Theories of Agricultural Finance, Jugale, Atlantic Publishers</p> <p>Barry, P.J., and P.N. Ellinger. Financial Management in Agriculture. 7th ed. Pearson Education, Inc., 2012.</p> <p>Ross, S.A., R.W. Westerfield, B.D. Jordan. "Essentials of Corporate Finance. The McGraw-Hill/Irvin, 2011.</p> <p>Keown, A.J., J.D. Martin, J.W. Petty, and D.F. Scott. Foundations of Finance. 7th ed. Prentice Hall, 2010.</p>
3	Supplementary Reading Material	<p>Innovations in Rural and Agriculture Finance – International Food Policy Research Institute</p> <p>(http://www.ifpri.org/sites/default/files/publications/focus18.pdf)</p>
4	Websites	<p>Ministry of Statistics and Programme Implementation</p> <p>Reserve Bank of India</p> <p>Agricultural Finance Corporation Limited (AFCL)</p>
5	Journals	<p>Agribusiness – An International Journal</p> <p>Decision</p> <p>Indian Cooperative Review</p> <p>Indian Journal of Agricultural Economics</p> <p>Indian Journal of Agricultural Marketing</p> <p>Indian Journal of Finance</p> <p>Indian Management Studies Journal</p> <p>Journal of Agri-business</p> <p>Management Review</p> <p>Prabandhan</p> <p>Vikalpa</p>

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	404RABM	Type	Subject – Core
Course Title	Rural Marketing II		

Course Objectives:

1	To objective of this course is to develop understanding regarding issues in rural marketing mix.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Product Strategy: Product decisions, product classifications, product strategy levels, significance of product strategy, product strategies : assessment of acceptability, product design decisions, types of product strategies, product innovation strategies, customer value strategies, product identity strategies – branding, product identity strategies – packaging, brand building strategies, product lifecycle strategies, fighting fakes.	7 + 2
2	Pricing Strategy: Concept and significance, pricing objectives, pricing policy, pricing strategy – <i>the affordability challenge, rural versus urban, needs integrated approach</i> , pricing for the <i>quality conscious segment, value conscious segment and price conscious segment</i> , Pricing and environmental factors, pricing for competition, pricing by retailers, pricing and product lifecycle .	7 + 2
3	Distribution Strategy: Distribution – The Availability Challenge, Distribution Practices, Distribution Trends, Rural Logistics, Rural Coverage Decision, Geographical Information System for Planning Rural Coverage, Distribution decision – Direct Versus Indirect, Direct Marketing, Indirect Marketing.	7 + 2
4	Rural Retailing: The rise of organized retailing, types of retail outlets, role of retailers, rural malls, Government initiated retail outlets, entrepreneur founded malls, agri company retail outlets, retail outlets of petro-chemical companies, retailing by urban players, PPP models, E Tailing, Training Retailers.	7 + 2
5	Promotion Strategy: IMC – Concept and Management Awareness and Motivation Challenge, Objectives and Framework of IMC, Promotional Mix, Communication Process, Communication Media, Designing the Communication Strategy, IMC Strategy, Rural Advertising.	7 + 2

Learning Resources:		
1	Text Books	<p>Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson</p> <p>Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH</p>
2	Reference Books	<p>Rural Marketing, Velayudhan, Sage</p> <p>Rural Marketing, Gopalaswamy, Vikas Publishing house</p> <p>Rural Marketing, Badi and Badi, Himalaya Publishing House</p>
3	Supplementary Reading Material	<p>Rural Marketing in India, Habeeb - ur – Rahman, Himalaya Publishing House</p> <p>Rural Marketing Text and Cases, S L Gupta, Wisdom Publications</p> <p>Cases in Rural Marketing, Krishnamacharyulu, Pearson</p> <p>Indian Rural Markets and Marketing Practices - Recent Developments, Gopalan and Mueen, ICFAI University Press</p> <p>Rural Marketing, Bir Singh, Anmol Publication</p> <p>Rural Marketing - Concept and Cases, Edited by ParthaSarathy, ICFAI University Press</p> <p>A new approach to rural marketing, Sircar, Himalaya Publishing House</p> <p>Rural Marketing - focus on agricultural inputs, Sukhpal Singh, Vikas Publishing house</p> <p>Agricultural Communications, Boone, Meisenbach and Tucker, Surjeet Publications.</p> <p>Agricultural Marketing in India, Acharya and Agarwal, Oxford and IBH Publishing</p> <p>New Perspectives in Rural Agricultural Marketing, Ramkishen, Jaico</p> <p>Rural Agriculture and Marketing, Verma, Jiloka and Mandal, Deep and Deep Publications</p>
4	Websites	<p>http://market.ap.nic.in/</p> <p>agmarknet.nic.in/</p> <p>http://www.rbi.org.in/home.aspx</p>
5	Journals	<p>Agribusiness – An International Journal</p> <p>Decision</p> <p>Indian Journal of Agricultural Marketing</p>

		<p>Indian Journal of Marketing</p> <p>Indian Management Studies Journal</p> <p>Journal of Agri-business</p> <p>Journal of Marketing Management</p> <p>Journal of Marketing Research</p> <p>Journal of Sales Management</p> <p>Management Review</p> <p>Prabandhan</p> <p>Vikalpa</p>
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Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	405RABM	Type	Subject – Elective
Course Title	Rural Development – II		

Course Objectives:

1	To help students understand various aspects of Rural Development in India
2	To make students know the challenges in rural development and the importance of monitoring and people's participation in rural projects

Syllabus:

Unit Number	Contents	Number of Sessions
1	Planning for Rural Development: Levels and Functions of Planning, Decentralization of Planning, Methodology of Micro level Planning, Methodology for Block and District Level Planning.	5 + 1
2	Organizing for Rural Development: Organizational Models, the search for a new paradigm, criteria for designing an appropriate organization, Government Organizations, Panchayati Raj Institutions (PRIs), Cooperatives, Voluntary Agencies/Non-Governmental Organizations, Corporations and Rural Development.	5 + 1
3	Financing Rural Development: Domestic Institutional Sources, the role of non – institutional agencies, deficit financing or controlled inflation, foreign sources of funds.	5 + 1
4	Implementation, Monitoring and Evaluation: Project Implementation, Project Control, Integration and Coordination, People's Participation in Implementation, Project Monitoring, Project Evaluation.	5 + 1
5	<p>Poverty and Unemployment Eradication Programmes: Current Poverty Scenario and Trends, Rural Employment Scenario, Poverty and Unemployment Alleviation Programmes, Social Welfare – oriented programmes (SWOP)</p> <p>Natural Resources and Infrastructure Development Programmes: Natural Resources based Programmes, National Agriculture Insurance Scheme (NAIS), Infrastructure Development Programmes.</p>	5 + 1

Learning Resources:

1	Text Books	Rural Development, Katar Singh, Sage Rural Transformation - Infrastructure and Micro Finance, Bhargava and Deepak Kumar, ICFAI University Press
2	Reference Books	Agriculture and Rural Development in India, Smita Patel, Paradise Publishers

3	Supplementary Reading Material	Rural Development – Planning Commission of India (http://planningcommission.nic.in/plans/stateplan/sdr_punjab/sdrpun_ch5.pdf)
4	Websites	http://www.irri.org/ http://www.fao.org/index_en.htm http://www.dahd.nic.in/dahd/default.aspx
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	406RABM	Type	Subject – Elective
Course Title	Special Areas in Agro produce Management		

Course Objectives:

1	To explore the students to the Special Areas in Rural Marketing Environment
2	To help students to understand opportunities and emerging challenges in the upcoming rural markets.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Management of Biotech Industries : Agricultural needs & application of biotechnology for agricultural uses and benefits; tissue culture, their structure, quality parameters, marketing, Intellectual Property Rights and legal implications.	5 + 1
2	Management of Floriculture and Landscaping : Recent advances in floriculture industry; evolution of new cultivators and production technology of ornamental plants; landscape gardening; style of gardening, commercial cultivation of flower crops storage of Aromatic and Medicinal oils and perfumes; storage and packing of cut flowers determining optimum time harvesting of flowers for export and home use.	5 + 1
3	Feed Business Management: Role of management in feed manufacturing industry, organizing and planning feed manufacturing unit, quality control of raw material and finished products, cost analysis and pricing decisions.	5 + 1
4	Fruit Production and Post-harvest Management – Present status of fruit industry in India and emerging scenario; major fruit growing zones, management of fruit production technology for domestic and global market; post-harvest handling technology harvesting, pre-cooling, grading, packing, storage and transportation for cooling, grading, packing, storage and transportation, pre and post-harvest management for quality and shelf life; fruit processing industry; international trade in fruits problems and prospects and global marketing of fruits, and government policy, incentives domestic and global trade.	5 + 1
5	Visit to Poultry / Hatchery / Emu Breeding / Piscicultural farm and preparing a report on management of the same.	5 + 1

Learning Resources:

1	Text Books	Gopalakrishnan, C.A. and G.M.M. Lal - Livestock and Poultry enterprises for Rural Development Vikas Publishing House
2	Reference Books	Floriculture, Landscaping and Turf Management: Production and Management Strategies, Alagarsamy Nithya Devi, Alagarsamy Ramesh Kumar, Valliappan Lakshmanan, Lambert Academic Publishing Poultry Production in Hot Climates, N. J. Daghir, Successful Poultry Management 2 nd edition, By Morley Allan Jull, Biotech Books Postharvest Management And Value Addition By Ashwani Kumar Goel, Rajinder Kumar, Satwinder Singh Mann, Daya Publishing House Handbook of Fruits and Fruit Processing, edited by Y. H. Hui, Blackwell Publishing
3	Supplementary Reading Material	Floriculture A Sector Study – Export Import Bank of India (http://www.eximbankindia.com/op/OP%20112%20Floriculture%20[Full%20Report].pdf) Product – Market Identification for Exports of Fruits & Vegetables – Government of India (http://agritrade.iift.ac.in/html/Training/Product%20study/Fruits%20&%20Vegetables.pdf)
4	Websites	http://mofpi.nic.in/ http://www.dahd.nic.in/dahd/default.aspx http://plantquarantineindia.org/
5	Journals	Agribusiness – An International Journal Indian Journal of Agricultural Marketing Indian Journal of Marketing Indian Management Studies Journal Journal of Agri-business Journal of Marketing Management

		Journal of Marketing Research Journal of Sales Management Vikalpa
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Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	407RABM	Type	Subject – Elective
Course Title	Commodity Markets – II		

Course Objectives:

1	To introduce the concept of commodity markets.
2	To develop an understanding about the functioning of Commodity Exchanges.
3	To develop an understanding about the price movements of Commodities.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Trading on Commodity Exchanges: The exchange platform, exchange membership, commodity brokerage, participants in commodity markets, market positions, order types, access to commodity exchanges.</p> <p>Clearing and Settlement on Commodity Exchanges: Risks in commodity markets, the commodity clearing house, margining method, the settlement process, warehousing and warehouse receipts, the delivery process, distinctive features of commodity futures, markets, the lifecycle of a commodity futures contract</p>	5 + 1
2	<p>Commodity Futures Pricing: The commodity futures contract, pricing of futures, carrying cost, futures spot convergence, price relationships</p> <p>Commodity Futures Applications: Futures for the hedger, mismatches in basis and basis risk, futures for the speculator, spreads, futures for the arbitrageur</p>	5 + 1
3	<p>Commodity Options: Working of option, buying options, the arithmetic of option premiums, the option Greeks, selling options, pricing options, exotic options</p> <p>Commodity Options Applications: Options for hedging, options for speculating, advanced option trading strategies, commodity trading strategies : Round up</p>	5 + 1
4	<p>Commodities: An Emerging Investment Class: The investment rationale, investing in commodities, commodity indices, risks and challenges of commodity investing.</p>	5 + 1
5	<p>Fundamental and Technical Analysis of Commodities: The law of demand, the law of supply, supply – demand relationship, equilibrium price and disequilibrium. Basic concepts of fundamental analysis and technical analysis. Students should work in groups of 5 each. They should collect commodity prices traded on any commodity exchange and carry out its technical analysis.</p>	5 + 1

	They should also carry out a fundamental analysis of the same commodity.	
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Learning Resources:		
1	Text Books	Commodity Markets – Operations, Instruments and Applications by Chatnani, TMGH Commodity Derivatives by Indian Institute of Banking & Finance, Macmillan
2	Reference Books	Commodity Options: Trading and Hedging Volatility in the World's Most Lucrative Market, Carley Garner & Paul Britain, Pearson Agricultural Commodity Markets: A Guide to Futures Trading, By Michael Atkin, Routledge Agricultural Commodity Markets And Trade: New Approaches to Analyzing Market and Trade, By Dr. Alexander Sarris, David Hallam, Edward Elgar Publishing
3	Supplementary Reading Material	Understanding Agricultural Commodity Markets – EPW - December 29, 2012, Vol xlvii no 52 Leuthold RM, Junkus JC & Cordier JE. 1989. <i>The Theory and Practice of Futures Markets</i> . Lexington Books. Lofton T. 1993. <i>Getting Started in Futures</i> . 3rd Ed. John Wiley & Sons, 1993.
4	Websites	www.indiabudget.nic.in/ www.commodityonline.com/ in.reuters.com/finance/commodities
5	Journals	Agribusiness – An International Journal Decision Indian Journal of Agricultural Economics Indian Journal of Finance Indian Management Studies Journal Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	408RABM	Type	Subject – Elective
Course Title	Agricultural Marketing and Price Analysis – II		

Course Objectives:

1	To critically analyze the important marketing concepts, models, properties of agricultural commodity prices and forecasting, data collection and analysis using current software etc., in order to make them policy decisions in the field of agricultural marketing.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Importance of market analysis in the agricultural system - types of marketing advantages and disadvantages - quantitative estimation - the distinguishing characteristics and role of agricultural prices - data sources for agricultural products and prices - software used in market analysis.	5 + 1
2	Role of various formal institutions in agricultural marketing - and functions - measuring their efficiency - public - private partnership – institutional arrangements. Successful case studies. Multi market estimation, supply response models. Market integration and price transmission - supply / value chain management. GAP analysis. Current trends in information in the changing agrifood system.	5 + 1
3	Agricultural commodity marketing - spot and futures- marketing of derivatives- speculation, hedging, swap, arbitrage etc. commodity exchanges - price discovery and risk management in commodity markets- Regulatory mechanism of futures trading.	5 + 1
4	Estimation of demand/ supply forecasting, supply chain / value chain analysis for different commodities - Commodity models- multi market estimation- time series analysis - market integration studies- price discovery price volatility estimation - commodity price forecasting using econometric software.	5 + 1
5	Students should work on a group project of collecting information about agricultural prices of select commodities and using spreadsheet based software or any other appropriate software build a forecasting model.	5 + 1

Learning Resources:		
1	Text Books	<p>Ferris JN. 1998. <i>Agricultural Prices and Commodity Market Analysis</i>. McGraw-Hill.</p> <p>Goodwin JW. 1994. <i>Agricultural Price Analysis and Forecasting</i>. Wiley.</p>
2	Reference Books	<p>Hallam D. 1990. <i>Econometric Modeling of Agricultural Commodity Markets</i>. New Routledge.</p> <p>Martimort D. (Ed.). 1996. <i>Agricultural Markets: Mechanisms, Failures, and Regulations</i>. Elsevier.</p>
3	Supplementary Reading Material	<p>Schrimper RA. 2001. <i>Economics of Agricultural Markets</i>. Pearson.</p> <p>Timmer CP. 1986. <i>Getting Prices Right</i>. Cornell University Press.</p> <p>Tomek WG & Robinson KL. 2003. <i>Agricultural Product Prices</i>. 4th Ed. Cornell University Press.</p>
4	Websites	<p>http://market.ap.nic.in/</p> <p>agmarknet.nic.in/</p>
5	Journals	<p>Agribusiness – An International Journal</p> <p>Decision</p> <p>Indian Journal of Agricultural Economics</p> <p>Indian Journal of Agricultural Marketing</p> <p>Indian Journal of Finance</p> <p>Journal of Agri-business</p> <p>Management Review</p> <p>Prabandhan</p> <p>Vikalpa</p>

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	409RABM	Type	Subject – Elective
Course Title	Agricultural Finance and Project Management		

Course Objectives:

1	To impart knowledge on issues related to lending to priority sector credit management and financial risk management.
2	To acquaint the learner with course would bring in the various appraisal techniques in project - investment of agricultural projects.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Role and Importance of Agricultural Finance: Agricultural Finance- meaning, Financial Institutions and credit flow to rural/priority sector. Agricultural lending – Direct and Indirect Financing - Development of Rural Institutional Lending - Branch expansion, demand and supply of institutional agricultural credit and Over dues and Loan waiving.</p> <p>Role of Cooperatives: Financing through Co-operatives, NABARD and Commercial Banks and RRBs. Lead Bank Scheme District Credit Plan and lending to agriculture/priority sector. Micro-Financing and Role of MFI's - NGO's, and SHG's.</p>	5 + 1
2	Lending to farmers: Lending to farmers, Estimation of Technical feasibility, Economic viability and repaying capacity of borrowers and appraisal of credit proposals.	5 + 1
3	Project Approach: Project Approach in financing agriculture. Financial, economic and environmental appraisal of investment projects. Identification, preparation, appraisal, financing and implementation of projects.	5 + 1
4	Project Appraisal Techniques: Project Appraisal techniques – Undiscounted measures. Time value of money – Use of discounted measures - B-C ratio, NPV and IRR. Agreements, supervision, monitoring and evaluation phases in appraising agricultural investment projects.	5 + 1
5	<p>Risks in financing agriculture: Risk management strategies and coping mechanism. Crop Insurance programmes – review of different crop insurance schemes – yield loss and weather based insurance and their applications.</p> <p>Case Study Analysis of an Agricultural project, Financial Risk and risk management strategies – crop insurance schemes, Financial instruments and methods – E banking, Kisan Cards and core banking.</p>	5 + 1

Learning Resources:

1	Text Books	Dhubashi PR. 1986. <i>Policy and Performance - Agricultural and Rural Development in Post Independent India</i> . Sage Publishing Muniraj R. 1987. <i>Farm Finance for Development</i> . Oxford & IBH Publ.
2	Reference Books	Gupta SC. 1987. <i>Development Banking for Rural Development</i> . Deep & Deep Publishers
3	Supplementary Reading Material	Little IMD & Mirlees JA. 1974. <i>Project Appraisal and Planning for Developing Countries</i> . Oxford & IBH Publishers Gittinger JP 1982. <i>Economic Analysis of Agricultural Projects</i> . The Johns Hopkins Univ. Press.
4	Websites	http://www.eximbankagro.com/ http://www.rbi.org.in/home.aspx http://planningcommission.nic.in/
5	Journals	Agribusiness – An International Journal Indian Journal of Finance Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	410RABM	Type	Subject – Elective
Course Title	Management of Agricultural Input Marketing		

Course Objectives:

1	To develop an understanding of the peculiarities of marketing in the context of agricultural inputs.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Agricultural input marketing : Agricultural input marketing – meaning and importance; Management of distribution channels for agricultural input marketing; Agricultural Inputs and their types – farm and non-farm, role of cooperative, public and private sectors in agri-input marketing.	5 + 1
2	Seed Marketing : Seed- Importance of seed input; Types of seeds- hybrid, high yielding and quality seeds; Demand and supply of seeds; Seed marketing channels, pricing, export&import of seeds; Role of NSC and State Seed Corporation.	5 + 1
3	Fertilizers Marketing : Chemical Fertilizers- Production, export-import, supply of chemical fertilizers, Demand/consumption, Prices and pricing policy; subsidy on fertilizers; marketing system – marketing channels, problems in distribution; Role of IFFCO and KRIBCO in fertilizer marketing.	5 + 1
4	Electricity : Plant Protection Chemicals- Production, export/import, consumption, marketing system – marketing channels; Electricity/Diesel Oil- marketing and distribution system; pricing of electricity for agriculture use; subsidy on electricity.	5 + 1
5	Farm Machinery : Farm Machinery- Production, supply, demand, Marketing and distribution channels of farm machines; Agro-industries Corporation and marketing of farm machines / implements/equipments.	5 + 1

Learning Resources:		
1	Text Books	<p>Acharya SS & Agarwal NL. 2004. <i>Agricultural Marketing in India</i>. 4th Ed. Oxford & IBH.</p> <p>Singh Sukhpal 2004. <i>Rural Marketing- Focus on Agricultural Inputs</i>. Vikas Publishing House.</p>
2	Reference Books	<p>Broadway AC & Broadway Arif A. 2003. <i>A Text Book of Agri-Business Management</i>. Kalyani.</p> <p>Singh AK & Pandey S. 2005. <i>Rural Marketing</i>. New Age.</p>
3	Supplementary Reading Material	<p>Rural Marketing, Velayudhan, Sage</p> <p>Rural Marketing, Gopalaswamy, Vikas Publishing house</p> <p>Rural Marketing in India, Habeeb - ur – Rahman, Himalaya Publishing House</p> <p>Indian Rural Markets and Marketing Practices - Recent Developments, Gopalan and Mueen, ICFAI University Press</p> <p>Agricultural Marketing – New Trends and Techniques, K K Tiwari, D.N.D Publications</p>
4	Websites	<p>http://www.icar.org.in/</p> <p>http://cacp.dacnet.nic.in/</p> <p>http://vistar.nic.in/</p> <p>www.nabard.org/</p>
5	Journals	<p>Agribusiness – An International Journal</p> <p>Decision</p> <p>Indian Journal of Agricultural Marketing</p> <p>Indian Journal of Marketing</p> <p>Indian Management Studies Journal</p> <p>Journal of Agri-business</p> <p>Journal of Marketing Management</p> <p>Journal of Marketing Research</p> <p>Journal of Sales Management</p> <p>Management Review</p> <p>Vikalpa</p>

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	411RABM	Type	Subject – Elective
Course Title	Intellectual Property Management		

Course Objectives:

1	To create awareness about intellectual property rights in agriculture and related industries.
2	To provide an overview of management of patents, trademark, geographical indications, copy rights, designs, plant variety protection and biodiversity protection.
3	To provide inputs into Commercialization of Intellectual Property.

Syllabus:

Unit Number	Contents	Number of Sessions
1	World Trade Organization : World Trade Organization- Agreement on Agriculture (AoA) and Intellectual Property Rights (IPR) - Importance of Intellectual Property Management - IPR and Economic growth- IPR and Bio diversity -Major areas of concern in Intellectual Property Management - Technology Transfer and Commercialization-Forms of different Intellectual Properties generated by agricultural research.	5 + 1
2	Discovery versus Invention: Meaning of Discovery and Invention - Patentability of Biological Inventions - Method of Agriculture and Horticulture- procedure for patent protection: Preparatory work. Record keeping, writing a patent document, filing the patent document -Types of patent application-patent application under the Patent cooperation treaty (PCT).	5 + 1
3	Plant Genetic Resources: Plant genetic resources -Importance and conservation - Sui Generic System –Plant Varieties Protection and Farmers Rights Act- Registration of Extant varieties - Registration and protection of New Varieties / Hybrids / Essentially Derived Varieties - Dispute prevention and settlement -Farmers' Rights.	5 + 1
4	Trademark: Trademark- Geographical Indications of Goods and Commodities – Copy rights- Designs – Biodiversity Protection.	5 + 1
5	Procedures for Commercialization of Technology: Valuation, Costs and Pricing of Technology- Licensing and implementation of Intellectual Properties- Procedures for commercialization – Exclusive and non-exclusive marketing rights-Research Exemption and benefit sharing.	5 + 1

Learning Resources:

1	Text Books	Ganguli P. 2001. <i>Intellectual Property Rights –Unleashing the Knowledge</i>
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		<i>Economy</i> . Tata McGraw Hill.
2	Reference Books	Gupta AK. 2003. <i>Rewarding Conservation of Biological and Genetic Resources and Associated Traditional Knowledge and Contemporary Grass Roots Creativity</i> . Indian Institute of Management, Ahmedabad.
3	Supplementary Reading Material	Khan SA & Mashelkar R. 2004. <i>Intellectual Property and Competitive Strategies in the 21st Century</i> . Kluwer Law International, The Hague.
4	Websites	www.managingip.com ipindia.nic.in/niipm/index.htm www.iasri.res.in
5	Journals	Decision Management Review Prabandhan Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	412RABM	Type	Subject – Elective
Course Title	Food Retail Management		

Course Objectives:

1	The objective of this course is to assist students in understanding the structure and working of food marketing system in India
2	To examine how the system affects farmers, consumers and middlemen
3	To illustrate the response of this dynamic marketing system to technological, socio-cultural, political and economic forces over time.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to International Food market : India's Competitive Position in World Food Trade, Foreign Investment in Global Food Industry, Retail management and Food Retailing, The Nature of Change in Retailing, Organized Retailing in India, E-tailing and Understanding food preference of Indian Consumer, Food consumption and Expenditure pattern, Demographic and Psychographic factors affecting Food Pattern of Indian Consumer.	5 + 1
2	Value Chain in Food Retailing : Value Chain in Food Retailing, Principal trends in food wholesaling and retailing, food wholesaling, food retailing, the changing nature of food stores, various retailing formats, competition and pricing in food retailing, market implications of new retail developments, value chain and value additions across the chain in food retail, food service marketing.	5 + 1
3	Food Retail Management : Food Retail Management, Brand Management in Retailing, Merchandise pricing, Pricing Strategies used in conventional and non-conventional food retailing, Public distribution system, Promotion mix for food retailing, Management of sales promotion and Publicity, Advertisement Strategies for food retailers.	5 + 1
4	Retail Operations: Managing Retail Operations, Managing Retailers' Finances, Merchandise buying and handling, Merchandise Pricing, Logistics, procurement of Food products and Handling Transportation of Food Products.	5 + 1
5	Retail Sales Management: Retail Sales Management Types of Retail Selling, Training of Salesperson, Evaluation and Monitoring, Customer Relationship Management, Managing Human Resources in retailing, Legal and Ethical issues in Retailing.	5 + 1

Learning Resources:

1	Text Books	<i>Berman & Evans. 2008. Retail Management: A Strategic Approach. 10th Ed. Prentice Hall of India</i>
2	Reference Books	Cox. 2006. <i>Retailing: An Introduction</i> . 5th Ed. Pearson Edu. Levy M & Weitz BW. 2004. <i>Retailing Management</i> . 5th Ed. McGraw Hill.
3	Supplementary Reading Material	Organized Agri Food Retailing in India - NABARD (http://www.nabard.org/fileupload/DataBank/Publications/Nabard%20E%20Book.pdf)
4	Websites	http://market.ap.nic.in/ http://eands.dacnet.nic.in/latest_2006.htm http://cacp.dacnet.nic.in/ http://mofpi.nic.in/
5	Journals	Agribusiness – An International Journal Indian Journal of Agricultural Marketing Indian Journal of Marketing Indian Management Studies Journal Journal of Agri-business Journal of Marketing Management Journal of Marketing Research Journal of Sales Management Management Review Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	413RABM	Type	Subject – Elective
Course Title	Agri-Entrepreneuership		

Course Objectives:

1	To orient learners towards agri-entrepreneuership
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Rural Entrepreneurship: Concept of rural entrepreneurship, Endowment of Skill sets and Natural resources in rural India, aims of rural entrepreneurship, barriers to entrepreneurship in rural India.	5 + 1
2	Skill Development: Process of entrepreneurship, rural applicability, skills required to succeed, Government training programmes and Public Private Partnership	5 + 1
3	Women Entrepreneurship: Primary goals for development, Women's role in economy, factors that support women's participation in rural entrepreneurship.	5 + 1
4	ICT and Rural Entrepreneurship: Rural ICT initiatives, Need to create rural ICT entrepreneurs, how IT is changing rural India, Rural BPO.	5 + 1
5	Case study; Corporate intervention and entrepreneurship Development.	5 + 1

Learning Resources:

1	Text Books	Entrepreneurship Development – Theories and Practices – By N.P.Singh
2	Reference Books	Projects : Profile and process – Vasant Desai Entrepreneurship and Technology – Vasant Desai Economic Environment in Business – By Misra and Puri Women Entrepreneurs – By Deepak Walokar
3	Supplementary Reading Material	Rural Entrepreneurship Development Programme in India – An Impact Assessment- NABARD (http://www.nabard.org/fileupload/DataBank/OccasionalPapers/Rural%20Entrepreneurship%20Develop[1].pdf)
4	Websites	www.icpd.org business.gov.in/agriculture/index.php

		www.ediindia.org
5	Journals	<p>Agribusiness – An International Journal</p> <p>Decision</p> <p>Indian Management Studies Journal</p> <p>Journal of Agri-business</p> <p>Management Review</p> <p>Prabandhan</p> <p>Vikalpa</p>

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	414RABM	Type	Subject – Elective
Course Title	Management of Agribusiness Cooperatives		

Course Objectives:

1	To provide the students an understanding about the agribusiness cooperative organizations and their management.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Cooperative administration- a global perspective, ecology of cooperative administration, cooperative sector and economic development.	5 + 1
2	Cooperative management- nature, functions and purpose of cooperatives – procurement, storage, processing, marketing, process of cooperative formation, role of leadership in cooperative management.	5 + 1
3	The state and cooperative movement, effects of cooperative law in management, long range planning for cooperative expansion, policy making.	5 + 1
4	Human resource management, placement and role of board of directors in cooperative management.	5 + 1
5	Overview of agribusiness cooperative – credit cooperatives, cooperative marketing, dairy cooperative; financing agribusiness cooperative.	5 + 1

Learning Resources:

1	Text Books	Akmat JS. 1978. <i>New Dimensions of Cooperative Management</i> . Himalaya Publishing House.
2	Reference Books	Ansari AA. 1990. <i>Cooperative Management Patterns</i> . Anmol Publishers Sah AK. 1984. <i>Professional Management for the Cooperatives</i> . Vikas Publishing House.
3	Supplementary Reading Material	Agricultural Cooperatives: Key To Feeding The World – FAO (http://www.fao.org/fileadmin/templates/getinvolved/images/WFD2012_leaflet_en_low.pdf)
4	Websites	www.fao.org agriculture.indiabizclub.com
5	Journals	Agribusiness – An International Journal

	<p>Decision</p> <p>Indian Cooperative Review</p> <p>Indian Journal of Agricultural Economics</p> <p>Indian Journal of Agricultural Marketing</p> <p>Journal of Agri-business</p> <p>Management Review</p> <p>Prabandhan</p> <p>Vikalpa</p>
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Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	415RABM	Type	Subject – Elective
Course Title	Tourism Marketing – II		

Course Objectives:

1	To develop an understanding of the 4Ps of marketing in the context of Tourism.
2	To provide an overview of marketing strategy in the context of Tourism.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Tourism Product Strategy: Background, Product Strategy, Product Life Cycle, Modifying and Revitalizing the Product, Branding, Why ascribing a brand name? How to make the branding decisions? How to make a good brand name? The Reasons for product failure, Launching a New Product, Product Screening, A Package Tour, Formulating the Product Mix, Need of the Hour.	5 + 1
2	Tourism Pricing Strategy: Background, Pricing- the influencing Factors, Inter – Play of Price and Demand, Pricing Objectives, Pricing Policies, Pricing Strategies, Pricing Strategy During Different Stages, Discounting Price, Pricing and Product Mix , Pricing and Marketing Mix, Summary.	5 + 1
3	Tourism Distribution Strategy: Background , Marketing Channel – the Concept, Distribution Policy – Influence, The Chain of Distribution, The Distribution System, The Middlemen, Tour Operators, Travel Agents, Importance, Functions of Travel Agents, Opening a Travel Agency, Designing of Travel Agency Office, Travel Agency Commission, Management of Reservation, Travel Agents Organizations, Travel Guide, Channel Decisions in the Tourism Industry.	5 + 1
4	Tourism Promotion Strategy: Background, Word of Mouth Information, Personal Selling, Skill Needed for Selling, Sales Sequence, Tourism Advertising , Advertising Purpose in Tourism , Advertising Importance to Tourism, Advertisement Planning, Selection of Media, Selection of Message, Advertising Agencies, Testing Advertisement Effectiveness, Advertisement Campaign, Advertisement Strategy, Tourism Publicity, Public Relations, Sales Promotion, Techniques of Sales Promotion, Stages in Sales Promotion Decisions, Key Tools of Sales Promotion, Evaluating Sales Promotion Efforts, Tourism Promotion Strategy.	5 + 1
5	Overall Marketing Strategy for Tourism: Background, Overall Marketing Strategy, Formulation of Overall Marketing Strategy, The Selection of Marketing Inputs, Factors in Selecting the Marketing Strategy, Marketing Inputs Strategies, Evaluating of Overall Marketing Strategy through Marketing Audit.	5 + 1

Learning Resources:

1	Text Books	Tourism Management, Anil Sharma, Essential Books, New Delhi Tourism and Travel Management, Biswanath Ghosh, Vikas Publishing House Pvt. Ltd. New Delhi Basic of Tourism Management, Suddhendu Mishra, Excel Books, New Delhi Starting a Tourism Company, Monika Prakash and Nimit Chowdhary, Matrix Publishers, New Delhi
2	Reference Books	Tourism Development Revisited: Concepts, Issues and Paradigms, Suteeshna Babu. S, Sitikantha Mishra, Biraj Bhusan Parida, Response Books New Delhi Tourism Management, Stephen J Page, Butterworth-Heinemann Oxford
3	Supplementary Reading Material	Foundations For Tourism Development, Jagmohan Negi, Galgotia Publishing Company, New Delhi Tourism Marketing, Tapan K Panda and Sitikantha Mishra, The ICFAI University Press, Hyderabad
4	Websites	www.agritourism.in/ www.agritourismworld.com
5	Journals	<u>International Journal of Contemporary Hospitality Management</u> Tourism Review

Semester	IV	Specialization	Rural and Agribusiness Management
Course Code	416RABM	Type	Subject – Elective
Course Title	Agriculture and WTO		

Course Objectives:

1	To provide an Overview of World Agricultural Trade
2	To develop an understanding of issues pertaining to International Agricultural Marketing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	An Introduction to Agricultural Trade – Overview of World Agricultural Trade, India's Performance in Agricultural Exports and Imports. Theoretical Foundation of International Trade, Trade Policies of Importing and Exporting Countries, Trade Barriers, Market Size, Familiarization with Harmonized System of Codes and International Trade Databases	5 + 1
2	Instruments of Trade Policy – Definition of policy instruments of Tariffs, quotas, subsidies, etc. Preferential duties, Generalized system of preferences, Normal trade relations/most favored nation, Offshore Assembly Provisions/Production-Sharing arrangements, Effective rate of protection.	5 + 1
3	International Agricultural Marketing – Importance of Cultural Factors in International Trade, International Market Entry Strategies, Preparation For Export Price Quotation, Incoterms, Letter of Credit and Other system of payment	5 + 1
4	Agricultural Trade Policies – Concepts and Principles, Unilateral, bilateral, regional and multilateral trade policies, Special treatment of agriculture Trade tools and mechanisms, Defensive and offensive trade interest in agricultural trade Political Economy and Indian Trade Policy for Agricultural Products, European Union's Common Agricultural Policy (CAP) and U.S. 2002 Farm Bill	5 + 1
5	Competitiveness in Global Food Economy – Operational Issues for the Starting up an Export Business, Interaction with Exporter of Agricultural Products and Project Report Preparation and Presentation, Foreign Direct Investment and Processed Food Trade.	5 + 1

Learning Resources:

1	Text Books	International Trade in Agricultural Products, Michael R. Reed, Prentice Hall
2	Reference Books	Dynamics of International Trade and Economy: An Inquiry Into Emerging Markets, Rajagopal, Nova Science Publishing International Trade and Agriculture: Theories and Practices, Won W. Koo, P. Lynn Kennedy, Blackwell Publishing Agriculture and International Trade: Law, Policy and the WTO, Michael N. Cardwell, Margaret Rosso Grossman, C. P. Rodger, CABI Publishing
3	Supplementary Reading Material	The WTO Agreement Series (http://www.wto.org/english/res_e/booksp_e/agrmntseries3_ag_2008_e.pdf)
4	Websites	www.wto.org/english/tratop_e/agric_e/agric_e.htm ec.europa.eu/agriculture/wto/index_en.htm unctad.org/es/Docs/edmmisc232add32_en.pdf
5	Journals	Journal of International Trade Law and Policy Frontiers of Economics and Globalization,

MBA SYLLABUS: SEMESTER IV
FAMILY BUSINESS MANAGEMENT SPECIALIZATION

Semester	IV	Specialization	Family Business Management
Course Code	403FBM	Type	Subject – Core
Course Title	Essentials of Family Business Management – II		

Course Objectives:

1	To empower students with the understanding of Corporate Governance and Corporate Sustainability
2	To sensitise students to the issues at various stages (life Cycle) of the family business
3	To empower student to understand and handle such family issues

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Professionalizing the boardroom: the role of balanced board of directors:</p> <p>Ownership of an Enterprise Built to Last, Shareholder priorities, Responsibilities of shareholders to the company, Effective governance of the shareholder-firm relationship, Information, communication, and education of shareholders, Family Business Governance - Advisory Boards and Boards of Directors, Recruitment and selection, Compensation and motivation, The rubber stamp board, Making the transition, Establishing a well-balanced board, Board composition, Organizing the board. Effective working boards -Relationship with the family. Two-tier boards. The impact of Sarbanes-Oxley on the family business and its board.</p>	7 + 2
2	<p>Cousin companies: family governance in multigenerational family firms:</p> <p>Introduction, Evolution of family business ownership, Culture shock. Complexity in cousin companies - Family complexity, Ownership complexity. Responding to growing complexity - Ownership policies, Business policies, Family policies. Setting up a family governance process - Recording decisions- the family constitution. Structuring family governance - Family council, Boundaries between the board and the family council, The family assembly, The annual shareholders meeting, The family office, The top management team. Other governance entities, Roles and membership. Getting the structure working.</p>	7 + 2
3	<p>Managing succession: the leadership challenge:</p> <p>The succession paradox, Resistance to succession planning - The founder, The family, Employee and environmental factors. Leading the transition - Start planning early, Encourage intergenerational teamwork, Develop a written plan, Involve everyone and obtain outside help, Establish a training process, Plan for retirement, Decide when to retire and stick to it. Selecting the right successor - Whom to choose? What if no one fits the bill? Is the next generation good enough to run the business? Rewards and challenges for latter-generation family members, Next-generation attributes, interests, and abilities: ingredients</p>	7 + 2

	for responsible leadership, Crafting the next-generation career plan, Sibling and cousin teams, A top management team, Managing interdependence, A vision for the company: taking it to the next level, Partnerships and a focus on the future , Incumbent generation leadership: governance and resolution of the past. Succession in older family businesses - Second to third generation, Third to fourth generation and beyond. New generation, new system, new culture.	
4	<p>Transfer of Power and Building financial security and relinquishing control:</p> <p>The CEO as architect of governance, The transfer of power, The CEO as architect of succession and continuity, CEO exit style and the transfer of power, Promoting trust among family members in the process of transferring power, The unique roles of the CEO spouse, Role types of the CEO spouse and the transfer of power, Implications of CEO exit styles and CEO spouse roles for succession and the transfer of power.</p> <p>Building financial security -Money into or out of the business. Setting the business - A hard decision, Sale mechanics and Principle exit options. Passing down the business - Capturing values for later generations, Estate-planning principals, Treating heirs fairly. Ownership and control considerations - Life insurance, Splitting the company, Conditions attaching to ownership, Isolating voting control. Implementing the estate plan - Trusts and their uses, The benefits of life insurance</p>	7 + 2
5	<p>Change and Adaptation:</p> <p>The Future of Family Business, Continuity and culture, Changing the culture, New leaders of the evolution, The raw materials of a new culture, Three states of evolution - The future state, The present state, The transmission state. Continuity and family management ownership structures, Commitment planning, Institutionalizing the change, The future: can the family business compete and thrive? Agility in the face of change, Competition and value creation, Tapping the next generation, Thriving through competition, Organic competencies and the business's future, Intrapreneurship: Intergenerational growth in entrepreneurial families, Global opportunities, Positive-Sum dynamics through family and enterprise leadership, Family firm recourses for the future.</p>	7 + 2

Learning Resources:

1	Text Books	<p>Family business: The essentials by Peter Leach, Profile books Ltd.</p> <p>Family Business by Ernesto J. Poza</p>
2	Reference Books	<p>Entrepreneurs: Talent, Temperament, Technique 2nd Edition. By – Bolton, Bill and John, Thompson. Butterworth-Heinemann, MA. 2004. ISBN: 978-81-312-1366-7</p> <p>Unleashing your Entrepreneurial Potential. By – Raghu Nanadan. Response Business Book from Sage, New Delhi.2009. ISBN: 978-81-7829-908-2</p>

3	Supplementary Reading Material	<p>Management of Succession in Family-Owned Business. Edited by Pramod Verma. The ICFAI University Press, Hyderabad. 2007. ISBN: 978-81-314-1185-8</p> <p>Family Wars: Classic Conflicts in Family Business and How to Deal With Them. By - Grant Gordon and Nigel Nicholson. Kogan Page, London. 2008. ISBN: 978-0-7494-5457-9</p>
4	Websites	-
5	Journals	<p>Siblings and Succession in the Family Business, Warren D. Miller, HBR # 98108</p> <p>Transferring Power in the Family Business, Louis B. Barnes and Simon A. Hershon, HBR # 76401</p> <p>Conflicts That Plague Family Businesses, Harry Levinson, HBR # 71206</p>

Semester	IV	Elective	Family Business Management
Course Code	404FBM	Type	Subject – Core
Course Title	Managing Innovation – II		

Course Objectives:

1	To expose students to the need of innovation vis-à-vis sustainability
2	To broaden the view of approaching problems and finding solutions

Syllabus:

Unit Number	Contents	Number of Sessions
1	Globalization for Innovation: Technological Uncertainty, Market Uncertainty, Endogeneity, Generic Strategies for World Wide Innovation, Strategic Choice – Balancing Cost & Innovation, Role of Complimentary technologies, Protecting Entrepreneurial Rents – Team Up , Block, Run. Methods of Globalization – Acquisitions and Mergers, Strategic Alliances, Licensing, Internal Development.	7 + 2
2	Innovation for Emerging Economies: Value Stock, Techno economic Factors – Economic Differences, Product Specificity. Entry Strategies – Reach for later stage of the Product Life Cycle, Reach Deeper into the Value Stock, Options Approach. Implementation – Technology Transfer, Commercialization, Establishing Co-opetitors.	7 + 2
3	Role of National Governments in Innovation: Why a Government Role? – Public Nature of Knowledge, Uncertainty, Public Complementary Assets, Network Externalities, Politics. Government Actions – Financing R & D, Lead User, Provider of Public Complementary Assets. Regulator, Macro-Economic Fundamentals, Baby-Sitter and Godfather, Educator, Information Centre and Provider of Political stability.	7 + 2
4	Innovation in Services: Service Organizations do Innovate, The Concept of Innovation in Services, Type of Innovation in services, The CI-3 Framework – Customer Intelligence, Customer Intimacy, Customer Innovation. Brand Asset Monitoring, Customer Satisfaction & Loyalty Measurement, Touch Points Data Management. Customer Blending, Customer Mind Mapping, Customer Ecosystem Mapping. Innovation Process, Magnet team. Product Forums. Benefits of the CI – 3 Frameworks.	7 + 2
5	Cases on Innovation: Business / Process innovations, Social Innovations, Organizational innovations. Overview of National Innovation Systems – Brazil Denmark, Singapore, USA,	7 + 2

	Japan.	
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Learning Resources:		
1	Text Books	<p>Innovation Management, Allan Afuah, Oxford Indian Edition.</p> <p>Business Innovation in the 21st Century, Praveen Gupta, S Chand.</p> <p>A Case Study Special on Innovation – Making Aspirations Count, Business World Publication.</p> <p>Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi.</p>
2	Reference Books	Adair on Creativity and Innovation Edited by Neil Thomas, Viva Books.
3	Supplementary Reading Material	<p>Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition.</p> <p>Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press.</p> <p>The Innovator's Toolkit, Harvard Business Press.</p> <p>Fastback to Success Innovation, Andy Bruce and David Birchall, Prentice Hall - Financial Times.</p> <p>Getting to Innovation, Arthur B Van Gundy, and PHI – Eastern Economy Edition.</p>
4	Websites	-
5	Journals	-

Semester	IV	Elective	Family Business Management
Course Code	405FBM	Type	Subject – Elective
Course Title	Creativity and Change in Organizations		

Course Objectives:

1	To sensitize student to critical thinking, nurturing team work and change
2	To prepare students for fostering entrepreneurial leadership and institutional culture

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>The Process of Change, Creativity & Innovation:</p> <p>Organizational Change – Definition & Key Dimensions, Factors that Promote Change, Creativity & Innovation, Theories of Innovation and Levels & Types of Innovation, The age of Creativity, Creativity & National prosperity, Creative Industries & potential for growth.</p>	5 + 2
2	<p>The Individual – Promoting Critical Thinking:</p> <p>Cognitive factors - Implications for HRM, Personality Traits - Implications for HRM, Knowledge – Explicit & Implicit, Informal and Tacit, Knowledge for creativity - Implications for HRM, Motivation – Types of Motivation.</p> <p>The Group – Nurturing Team Work:</p> <p>Difference between groups and teams, Why do people join teams? Team Development process, Why do teams fail? Blind conformity, Group Think, Social loafing. Team Inputs - size, longevity, task, Knowledge, Skills and Abilities (KSAs), Resourcing of the team, Team composition. Team processes – Action processes. Brainstorming. Electronic Brainstorming. Nominal Group Technique (NGT). Trust – Conflict – Team cohesiveness. Moderators of Team Performance – Task Type, Task Leadership. Team outcomes.</p>	5 + 2
3	<p>The Leader – Promoting New Ideas at Work:</p> <p>Defining Leadership, Difference between Managers and Leaders, Ingredients of Leadership, Trait approaches to Leadership, Behavioural approaches to Leadership, Managerial Grid, Contingency theories – Fiedler model, Hersey Blanchard situational theory, Leader participation model, Push-Goal Theory. Transformational and transactional leadership. Charismatic and Visionary Leadership. Leading change, creativity & Innovation –Leadership and change, Ingredients of leadership for creativity & Innovation. Challenges in leading for creativity & Innovation.</p>	5 + 2
4	<p>The Internal Environment – Orchestrating Structure, Systems and Resources;</p>	5 + 2

	<p>The Balanced Score Card – Value Creation and Performance management. Organizational Structure – work specifications, departmentalization, chain of command, span of control, centralization and decentralization, Formalization. Situational factors – Corporate Strategy, Organizational Size and Environmental uncertainty. Structural forms – Traditional and contemporary forms. Organizing for change, creativity and innovation - Goal Setting and reward Systems. Evaluation. Resources – Sufficient resourcing. Systems of Communication.</p>	
5	<p>Culture – Enabling & Constraining Creative Processes at Work:</p> <p>Organizational culture, Different Perspectives of Organizational culture, Can we manage Organizational culture? Culture as an important ingredient of Organizational Creativity. Norms that promote Creativity and Innovation, Norms that promote Implementation. Principles of creativity and innovation. Do strong, cohesive cultures hinder innovation?</p> <p>The Organization – Managing Process of Change:</p> <p>Change and Organizations, Change Drivers, People and Change, The problem of resistance, Organizational Development approach to change, Situational Approach to Change Management, Political process approach to change management, Processual perspective for understanding change. Studying change over time.</p>	5 + 2

Learning Resources:

1	Text Books	Managing Change, Creativity & Innovation, Constantine Andriopoulos and Patrick Dawson. Sage Publications.
2	Reference Books	<p>Innovation Management, Allan Afuah, Oxford Indian Edition.</p> <p>Business Innovation in the 21st Century, Praveen Gupta, S Chand.</p> <p>Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi.</p> <p>Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books.</p>
3	Supplementary Reading Material	<p>Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition.</p> <p>Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press.</p> <p>The Innovator's Toolkit, Harvard Business Press.</p> <p>Fastback to Success Innovation, Andy Bruce and David Birchall, Prentice Hall - Financial Times.</p> <p>Getting to Innovation, Arthur B Van Gundy, PHI – Eastern Economy Edition.</p>
4	Websites	- -

Semester	IV	Specialization	Family Business Management
Course Code	406FBM	Type	Subject – Elective
Course Title	Accounting for Small Business		

Course Objectives:

1	To expose student to needs of Family business / small business Accounting and Finance
2	To prepare student to inventory, inventory control.
3	To expose student to risk management practices.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Small business accounting: Projecting and evaluating performance</p> <p>Why accounting matters to small business, Basic accounting concepts, business entity concepts, Going concern, Accounting Equations, What is a Cost? What is an Expense? Information Usefulness, Why does Accounting matter? Setting up an Accounting system, Financial reports, Income statement, Balance sheet, Applying for loan, Cash flow Statement, Uses of financial accounting, Reporting to outsiders, Record keeping, Taxation and Control of receivables.</p> <p>Analysis of Business operations, Uses of Management Accounting, The business plan and budget process, Planning/Budgeting, Completing a master budget, Sales budget, Purchase budget, Cost of goods sold, Labor budget, Selling, general, and administrative expense budget, Overhead budget, Budgeted income statement, Completing a comprehensive budget, Controlling, Preparing a Master Budget, Decision Making.</p>	5 + 2
2	<p>Cash: Lifeblood of the business:</p> <p>The importance of money management, Money in/ Money Out – Just how importance it is? Money as a key idea, Cash and cash equivalents, Managing cash flow, Company and bank cash balances, Reconciling bank balances with company book balances, Planning cash needs, Sales budget: forecasting sales receipts, Cash receipts budget, Forecasting cash disbursements, A comprehensive budget, Preventive cash flow problems, Techniques to increase cash inflow, Techniques to decrease cash outflows, Controlling Cash shortages.</p>	5 + 2
3	<p>Small business finance: Using equity, debt, and gifts:</p> <p>Focus on small business: Sources of financing for small businesses, Financing with equity, Determining personal net worth, Getting equity investment for your business, Obtaining your credit report, Gift financing, Finding grants, What type of financing is right for your business? Financial management for the life of your</p>	5 + 2

	business, Tools for financial management, Financial Management for start-up, Financial Management for growth, Financial Management for operations, Financial Management for business exit.	
4	Assets: Inventory and operations management: Focus on small business: Curtis Graf and the Nightmare on Construction Street, Managing short-term assets, Accounts receivable, The pros and cons of offering credit to customers, Managing account receivables and receive the greatest benefit for your business, Using your accounts receivable as a source of financing, Using receivables to raise immediate cash, Managing inventory, Determining the appropriate level of inventory, Scheduling ordering and receipt of inventory, Just-in-time inventory systems, Other approaches to inventory control, Value of assets in your business, Determining the value of your operating assets, Determining the value of Inventory, Property, Plants and equipment, Understanding whole of life costs for capital budgeting, The capital budgeting decisions, Payback period, Rate of return on investment, Rent or buy, Financing with leases, Fractional ownership and other forms of joint venture, Management operations, Inputs into your business, Business operations comprise converting time and materials into service and product, Business outputs, Feedback, Measuring and improving productivity, Operations management challenges for product-based firms, Operations management challenges for service firms.	5 + 2
5	Small business protection: Risk management and insurance: Risk in small business, Risks associated with specific business operations, Property of the business, Events related to personnel, Events related to customers and others, Managing risks, Managing risk to tangible property, Managing risk to buildings and lands, Managing risk to computers and data, Managing risk to intangible property, Managing risk from violations of tax regulations, Managing risk from employee violation of Government regulations, Insuring against risks, Using insurance to manage risks, Developing comprehensive insurance program, Sharing risk, Joint ventures , Industry groups for insurance coverage, Government funding for risky ventures.	5 + 2

Learning Resources:

1	Text Books	Entrepreneurial small business by Jerome Katz, Richard Green, Tata McGraw-Hill, 2 nd Edition
2	Reference Books	-
3	Supplementary Reading Material	-
4	Websites	-
5	Journals	N.S. Economides (1988), "The Economics of Trademarks", <i>Trademark Reporter</i> , 78, 523-39.

		<p>How Much Money Does Your New Venture Need?, James M. Stancill, HBR, 1986.</p> <p>Sticking it out: Entrepreneurial survival and liquidity constraints; Holtz-Eakin, How Much Cash Does Your Company Need?, Richard Passov, HBR # R0311J</p>
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Semester	IV	Specialization	Family Business Management
Course Code	407FBM	Type	Subject – Elective
Course Title	Management of Intellectual Property Rights		

Course Objectives:

1	Expose the participants to the basic concepts of IPRs, their coverage and scope.
2	Provide some insights into the strategic role of IPRs in the current Indian context
3	Generate understanding of issues relating to the management of IPRs

Syllabus:

Unit Number	Contents	Number of Sessions
1	Concept of Property vis-à-vis Intellectual Property : Overview of Concept of Property and Theories of Property , Theories of Intellectual Property Rights, Intellectual Property as an Instrument of Development , Need for Protecting Intellectual Property- Policy Consideration- National Perspectives and International demands. Types of Intellectual Property- Origin and Development- An Overview. Intellectual Property Rights as Human Right. Intellectual Property Rights in the Cyber World.	5 + 2
2	Patent Law : Introduction to Patent Law, Paris Convention, Patent Cooperation Treaty, WTO- TRIPS, Harmonization of CBD and TRIPs. Indian Patent Law - The Patents Act, 1970 , Amendments to the Patents Act , Patentable Subject Matter, Patentability Criteria, Procedure for Filing Patent Applications, Patent Granting Procedure, Revocation, Patent Infringement and Remedies , Relevant Provisions of the Biological Diversity Act, 2002 , Access and Benefit Sharing Issues	5 + 2
3	Trademarks: Introduction to Trademarks , Need for Protection of Trademarks, Kinds of Trademarks , International Legal Instruments on Trademarks , Indian Trademarks Law, The Trade and Merchandise Marks Act, 1958 - Trademarks Act, 1999, Procedural Requirements of Protection of Trademarks, Content of the Rights, Exhaustion of Rights , Assignment under Licensing, Infringement, Right of Goodwill, Passing Off , Domain Names and Effects of New Technology (Internet).	5 + 2
4	Industrial Designs: Need for Protection of Industrial Designs, Subject Matter of Protection and Requirements, The Designs Act, 2000, Procedure for obtaining Design Protection, Revocation, Infringement and Remedies.	5 + 2

5	Role of International Institutions: World Intellectual Property Organization (WIPO) , Function of WIPO , Membership of WIPO , Agreement between the WIPO and the WTO , Dispute Settlement- New Treaties. Commercialisation of Intellectual Property Rights by Licensing, Determining Financial Value of Intellectual Property Rights, Negotiating Payments Terms in Intellectual Property Transaction.	5 + 2
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Learning Resources:		
1	Text Books	Al-Ali, N. (2003) Comprehensive Intellectual Capital Management: Step-by-Step. John Wiley & Sons, Inc., Hoboken, New Jersey. Andriessen, D. (2003). Making Sense of Intellectual Capital. Designing a Method for the Valuation of Intangibles. Butterworth Heinemann. Stewart, T.A. (1997). Intellectual Capital: The New Wealth of Organizations, Nicholas Brealey, London.
2	Reference Books	Sveiby, K. E. (1997). The New Organizational Wealth: Managing & Measuring Knowledge-Based Assets. Berrett-Koehler Publishers, San Francisco. Edvinsson, L. and Malone, M.S. (1997). Intellectual Capital: Realizing your company's true value by finding its hidden brainpower, Harper, New York. Low, J. and Kalafut, P.C. (2002). Invisible advantage: How Intangibles are Driving Business Performance, Perseus Publishing, Cambridge
3	Supplementary Reading Material	Sullivan, P. H. (2000). Value-Driven Intellectual Capital: How to Convert Intangible Corporate Assets into Market Value. John Wiley & Sons, Inc., Hoboken, New Jersey Tissen, R. and Andriessen, D. and Deprez, F.L. (2000). The Knowledge Dividend: Creating High-Performance Companies through Value-Based Knowledge Management, Financial Times Prentice Hall, London.
4	Websites	-
5	Journals	Andriessen, D. and Boom, M. van den (2006). Asia and Europe, knowledge economies in encounter. INA Magazine, Vol.XVII, 15-18. S. Khoury (1998), "Valuing Intellectual Properties", in P.H. Sullivan (1998), Profiting from Intellectual Capital: Extracting value from Innovation, John Wiley & Sons, 335-356. Stam, C. D. (2007). Knowledge productivity. Designing and testing a method to diagnose knowledge productivity and plan for enhancement.

Semester	IV	Specialization	Family Business Management
Course Code	408FBM	Type	Subject – Elective
Course Title	Managing, Growing and Exiting The New Venture		

Course Objectives:	
1	To empower student with nuances of stages of venture and entrepreneurial conduct
2	To prepare student with the understanding of resources and external sources
3	To prepare student of separation and exit strategies

Syllabus:

Unit Number	Contents	Number of Sessions
1	Entrepreneurial Strategy: Generating And Exploiting New Entries: New Entry, Generation of a New Entry Opportunity - Resources as a Source of Competitive Advantage, Creating a Resource Bundle That is Valuable, Rare, and Inimitable. Assessing the Attractiveness of a New Entry Opportunity - Information of New Entry, Comfort with Making a Decision under Uncertainty, Decision to Exploit or Not to Exploit the New Entry. Entry Strategy for New Entry Exploitation - Environmental Instability and First Mover (Dis) Advantages, Customer Uncertainty and First Mover (Dis) Advantages, Lead Time and First Mover (Dis) Advantages. Risk Reduction Strategies for New Entry Exploitation - Market Scope Strategy, Imitation Strategies, Managing Newness.	5 + 2
2	Strategies For Growth And Managing The Implications of Growth: Growth Strategies: Where to Look for Growth Opportunities - Penetration Strategies, Market Development Strategies, Product Development Strategies, Diversification Strategies, Example of Growth Strategies. Economic Implications of Growth. Implications of Growth for the Firm - Pressures on Existing Financial Resources, Pressures on Human Resources, Pressures on Management of Employees, Pressures on Entrepreneur's Time. Overcoming Pressures on Existing Financial Resources. Financial Control - Managing Cash Flow, Managing Inventory, Managing Fixed Assets, Managing Costs and Profits, Taxes, Record Keeping. Overcoming Pressures on Existing Human Resources, Overcoming Pressures on the Management of Employees, Overcoming Pressures on Entrepreneur's Time - Basic Principles of Time Management. Implications of Firm Growth to the Entrepreneur - A Categorization of Entrepreneurs and Their Firms' Growth.	5 + 2
3	Accessing Resources For Growth From External Sources: Using External Parties to Help Grow a Business, Franchising - Advantages of Franchising- to the Franchisee, Advantages of Franchising- to the Franchiser, Disadvantages of Franchising, Types of Franchising, Investing in Franchising. Joint Ventures - Types of Joint Ventures, Factors in Joint Ventures. Acquisition	5 + 2

	- Advantages of Acquisition, Disadvantages of Acquisition, Synergy, Structuring the Deal, Locating Acquisition Candidates. Mergers, Leveraged Buyouts, Overcoming Constraints by Negotiating for More Resources.	
4	Going Public: Advantages and Disadvantages of Going Public – Advantages, Disadvantages. The Alternatives to Going public, Timing of Going Public and Underwriter selection – Timing, Underwriter Selection. Registration Statement and Timetable - The Prospectus, Part II, Procedure. Legal issues. After Going public - Aftermarket Support, Relationship with the Financial Community, Reporting Requirements, Myths concerning Going Public.	5 + 2
5	Ending The Venture: Bankruptcy- An overview, Reorganization - Surviving Bankruptcy, Prepackaged Bankruptcy, Extended Time Payment Plans, Liquidation, Strategy during Reorganization, Keeping the Venture Going, Warning Signs of Bankruptcy, Starting Over, The Reality of Failure, Business Turnarounds, Exit Strategy. Succession of Business - Transfer to Family Members, Transfer to Non-Family Members. Harvesting Strategy - Direct Sale, Employee Stock Option Plan, Management Buyout.	5 + 2

Learning Resources:

1	Text Books	Entrepreneurship By Robert D Hisrich , Michel P Peters, Dean A Shepherd , TMGH, 6 th ed.
2	Reference Books	James Collins, William C. Lazier, Beyond Entrepreneurship: Turning Your Business into an Enduring Great Company.
3	Supplementary Reading Material	--
4	Websites	--
5	Journals	The Role of the Founder in Creating Organizational Culture, Edgar H. Schein, Organizational Dynamics, Summer 1983.

Semester	IV	Specialization	Family Business Management
Course Code	409FBM	Type	Subject – Elective
Course Title	Project Management		

Course Objectives:

1	To make the students understand the complex issues in Project Management
2	To increase the understanding of project management tools and techniques
3	To teach the students the concepts and skills that are used by managers to plan projects, secure resources, budget, lead project teams to successful completion of projects.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction to Project Management:</p> <p>Definition, functions, evolution of Project Management, classification of projects, Project management in different environments.</p> <p>The Project Management Systems, Methodologies & Systems Development Cycle:</p> <p>Systems approach, systems analysis, systems development, project feasibility, Project life cycle, project appraisal, project contracting, the phases of system development life cycle.</p>	5 + 1
2	<p>Project Feasibility Study:</p> <p>Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, risk analysis, sensitivity analysis, and social cost benefit analysis.</p> <p>Project Planning:</p> <p>Planning fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix.</p>	6 + 1
3	<p>PERT, CPM, Resource allocation:</p> <p>Tools & techniques for scheduling development, crashing of networks, time-cost relationship, and resource leveling multiple project scheduling.</p> <p>Cost Estimating Budgeting :</p> <p>Cost estimating process elements of budgeting, project cost accounting & management information systems, cost schedules & forecasts.</p>	5 + 1

4	<p>Managing Risks in Projects:</p> <p>Risk concept & identification, risk assessment, risk priority, risk response planning, risk management methods.</p> <p>Project Control:</p> <p>Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control.</p>	5 + 1
5	<p>Project Management Information System:</p> <p>Computer based tools, features of PMIS, using project management software, (MS Projects)</p> <p>Project Evaluation, Reporting & Termination:</p> <p>Project reviews & reporting, closing the contract.</p>	4 + 1

Learning Resources:		
1	Text Books	<p>Effective Project Management by Clements and Gido, Cengage India Edition, 2007.</p> <p>Project Management : The Managerial Process by Gray and Larson, MGH, Special Indian Edition, 3rd Edition</p> <p>Project Management for Business and Technology: Principles and Practice by John Nicholas, PHI – Eastern Economy Edition, 2nd Edition</p> <p>Project Management –by Mantel, Meredith, Shafer, Sutton and Gopalan, 1st Indian Edition</p>
2	Reference Books	<p>Project Management by Dennis Lock, Coles Publishing Co., Ltd.</p> <p>Project Management – a systems approach and planning, scheduling and controlling by Harold Kerzner, CBS Publishers</p> <p>Project Management for 21st Century by Bennet P Lientz and Cathryn P Rea , Academic Press, Latest Edition</p> <p>A management guide to PERT/CPM by Jerome D Weist and Sertinand K Levy Prentice Hall India</p> <p>Appraisal &Control of Project costs by Roy.Pilchar, McGraw Hill.</p> <p>Project Management by Gary R Heerkens & Roger A Formisano, McGraw Hill.</p>
3	Supplementary Reading Material	<p>Project Management: A Managerial Approach by Meredith, Mantel Wiley India, 6th Edition.</p>

		The Practice of Project Management by Freigenti and Comninos, Kogan Page
4	Websites	www.pmi.org.in/
5	Journals	<p>Risk Analysis of Infrastructure Projects: A Case Study on Build-Operate-Transfer Projects in India by Maniar, Hiren., IUP Journal of Financial Risk Management, Dec2010, Vol. 7 Issue 4</p> <p>Enercon India: Project Planning by Mukherjee, Saral; Raghuram, G., Vikalpa: The Journal for Decision Makers, Jan-Mar2007, Vol. 32 Issue 1</p> <p>Critical Factors Affecting Schedule Performance: Evidence from Indian Construction Projects by Iyer, K. C.; Jha, K. N., Journal of Construction Engineering & Management, Aug2006, Vol. 132, Issue 8</p> <p>What attributes should a project coordinator possess? by Jha, Kumar Neeraj; Iyer, Chandrashekhar K., Construction Management & Economics, Sep2006, Vol. 24 Issue 9</p> <p>A Study of Critical Project Success Parameters in Different Organizational Conditions by Piyush, Mishra; Dangayach, G. S.; Mittal, M. L., Advances in Management, Aug2011, Vol. 4 Issue 8</p>

Semester	IV	Specialization	Family Business Management
Course Code	410FBM	Type	Subject – Elective
Course Title	Environment and Laws		

Course Objectives:

1	To sensitise students towards environmental issues
2	To expose students to Applicable Acts vis-à-vis Environmental issues

Syllabus:

Unit Number	Contents	Number of Sessions
1	An Overview of Pollution Control Laws – Acts and Rules applicable to control of air, water and noise-pollutions (with reference to Water Act, 1974, Air Act, 1981 and E.P. Act, 1986)	5 + 1
2	Waste Management Law: (i) Solid waste, (ii) Hazardous waste, (iii) Bio-medical waste, (iv) Manufacture, Use, Import, Export and Storage of Hazardous Microorganisms Genetically Engineered Organism or Cells Rules, 1989.	5 + 1
3	Polluter's Liability: Tortious Liability: Strict and absolute liability, vicarious liability, Liability for Industrial Accidents , The Public Liability Insurance Act, 1991, The National Environment: Tribunal Act, 1995, Liability under criminal Law, Relevant provisions of Indian Penal Code, Relevant provisions of Pollution Control Legislations.	5 + 1
4	Bio-diversity law: An overview with special emphasis on traditional knowledge and intellectual property rights. Coastal Zone-Regulations and select judicial decisions , River Water and Ground Water Pollution- Legislative attempts and select judicial decisions.	5 + 1
5	Administrative Machinery: Dispute Settlement Mechanism and Remedies - Powers, Functions and Procedure of Administrative Agencies , Central Government, State Government, Central Pollution Control Board, State Pollution , Control Boards and local authorities. Forums for Resolution of Environmental Disputes - Primary judiciary (District Court), High Courts and Supreme Court, The role of Collector under Public Liability Insurance Act, 1991, Environment Tribunal under N.E.T. Act, 1995, National Environment Appellate Authority under the N.E.A. Authority Act, 1997.	5 + 1

Learning Resources:	
Text Books	Relevant Bare Acts (e.g. The Environment (Protection) Act, 1986) Industry Environment and Law / Shastri S.C. ; Balre P.P.; Khan T.I. 1996
Reference Books	International Law, Ku Charlotte, 2004
Supplementary Reading Material	http://www.loc.gov/rr/scitech/subjectguides/environmentalsg.html http://www.environment.nsw.gov.au/publications/evri.htm
Websites	http://www.moef.nic.in/modules/rules-and-regulations/environment-protction/ http://www.ceeraindia.org/documents/lib_tabofcon_160300.htm http://edugreen.teri.res.in/explore/laws.htm http://www.conservation.org/act/get_involved/protect_forests/Pages/deforestation.aspx?gclid=Clyj1M_p57UCFY966wodYHMApg http://www.carbonfund.org/?gclid=CJz8o9Dp57UCFcV56wodjBAA0Q http://www.ielrc.org/home.php
Journals	www.ceeraindia.org/documents/ijelvol2(1).pdf www.supremecourtfindia.nic.in http://www.lead-journal.org/ http://www.columbiaenvironmentallaw.org/

Semester	IV	Specialization	Family Business Management
Course Code	411 FBM	Type	Subject – Elective
Course Title	Information, Disaster and Health Management		

Course Objectives:

1	To prepare student for Information Security and Disaster Management
2	To familiarize the learners with the meaning, factors, significance, causes and effects of disasters.
3	To sensitize students of importance of self-health & sustenance and practicing positive living.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Information Management Describe and apply a range of information systems planning techniques. Identify appropriate risk management techniques for managing information and information security. Describe and apply a range of evaluation methods to information systems evaluation and management.	5 + 1
2	Fire Safety and Fire Fighting Describe and understand chemistry of Fire, Fire prevention methods. Types of Fire and Firefighting equipment. Plan, Develop and Implement Safety Procedures.	5 + 1
3	Disaster Management Humanitarian Principles and Values in context of Disaster Management. Introduction to Hazards, Vulnerabilities and Disasters. Disaster Risk Reduction and Development Planning. Disaster Response and Recovery	5 + 1
4	Health Management General Awareness about Healthy living and Health Practices. Yoga and Pranayama Sessions Out Door Fitness Activities (Running Trekking, Outdoor Games etc.)	5 + 1
5	Work Life Balance Making work your Hobby and vice versa. Healthy practices for self, business and co-workers (Case Studies of Successful Family Business Houses)	5 + 1

Learning Resources:

1	Text Books	<p>Entrepreneur's Book of Checklists / Ashton Robert . - New Delhi : Pearson Education in South Asia</p> <p>High Performance Entrepreneur : Golden rules for success in today's world / Bagchi, Subrato. . - New Delhi : Penguin Books India Pvt. Ltd.</p>
2	Reference Books	<ol style="list-style-type: none"> 1. Applied Information Management System user's manual, Elmer W. Heller, System Development Corporation, the University of Michigan 2. Information Management: The Evaluation of Information Systems Investment, Leslie Willcoks 3. Handbook of Information Management edited by Alison Scammell
3	Supplementary Reading Material	<ol style="list-style-type: none"> 1. Off Balance: Getting Beyond the Work-Life Balance Myth to Personal and Professional Satisfaction Hudson Street Press; 1 edition (September 15, 2011), ISBN-10: 159463081X 2. The Myth of Work-Life Balance: The Challenge of Our Time for Men, Women and Societies, Wiley; 1 edition (April 24, 2006), ISBN-10: 0470094605 3. Strategic Project Management Made Simple: Practical Tools for Leaders and Teams Wiley; 1 edition (February 9, 2009), ISBN-10: 0470411589 4. Fire Safety: An Employer's Guide (HSE books), Stationery Office Books (July 1999), ISBN-10: 0113412290 5. A Comprehensive Guide to Fire Safety Colin Todd, BSI British Standards Institution; 3rd edition (17 Jan 2008), ISBN-10: 0580509435
4	Websites	<ol style="list-style-type: none"> 1. http://www.information-management.com/ 2. http://www.aiim.org/what-is-information-management 3. http://www.ilpi.com/safety/extinguishers.html 4. http://en.wikipedia.org/wiki/Emergency_management 5. http://www.ndmindia.nic.in/ 6. http://ndma.gov.in/ndma/index.htm 7. http://en.wikipedia.org/wiki/Health_administration 8. http://en.wikipedia.org/wiki/Work%E2%80%93life_balance 9. http://www.webmd.com/balance/guide/5-strategies-for-life-balance 10. http://www.oecdbetterlifeindex.org/topics/work-life-balance/
5	Journals	<ol style="list-style-type: none"> 1. http://jhm.sagepub.com/ 2. http://www.mayoclinic.com/health/work-life-balance/WL00056

Semester	IV	Specialization	Family Business Management
Course Code	412 FBM	Type	Subject – Elective
Course Title	Business Incubation		

Course Objectives:	
1	To develop a basic understanding of their own business model
2	Learn basics of startup formation
3	Receive mentoring from successful, articulate, and committed entrepreneurs.

Syllabus::

Students shall work in groups of not more than 3, identify a business idea and come up with the following in the context of their identified business idea:

1. Competitive Analysis
2. Marketing Plan
3. Operational Plan
4. Financials
5. Market research
6. Advertising
7. Advisory board development
8. Legal issues (company structure, legal agreements, intellectual property)
9. Insurance issues
10. Other revenue
11. Marketing
12. Technology
13. Operations/costs
14. Funding
15. Institutional / Government Support to the venture.
16. Relationships
17. Team-building
18. Ethical issues
19. One-Page Business Summary

The students shall present their work to the faculty and fellow students. To the extent possible an entrepreneur should be involved in the evaluation process.

The following questions shall form the basis of evaluation of the work:

1. Is the idea well-conceived?
2. Is the plan well researched?
3. Has the team identified and addressed key questions and challenges and, as an entrepreneur, adjusted nimbly?
4. Did the team present the plan well?

Weightage to the work shall be as follows:

1. Initial competitive analysis
2. Preliminary marketing plan
3. Operational plan
4. Financials

5. One-page business summary
6. Written Work

Learning Resources:		
1	Text Books	<p>Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, by Alexander Osterwalder and Yves Pigneur</p> <p>Founders at Work: Stories of Startups' Early Days</p> <p>P. Denning and R. Dunham, The Innovator's Way, MIT Press: Cambridge, Massachusetts, 2010.</p>
2	Reference Books	<p>Steven Gary Blank, The Four Steps to the Epiphany, paperback and PDF, 2006.</p> <p>E. Ries, The Lean Startup, Crown: New York, 2011.R. Dorf, T. Byers, Technology Ventures: From Ideas to Enterprise, McGraw Hill: New York, 2008</p> <p>T. Hopkins, Selling for Dummies, Wiley: Indianapolis, 20110</p>
3	Supplementary Reading Material	Peter Drucker, Innovation and Entrepreneurship, Harper & Row: New York, 1985.
4	Websites	-
5	Journals	-

MBA Syllabus: Semester IV
Technology Management

Semester	IV	Specialization	Technology Management
Course Code	403TM	Type	Subject – Core
Course Title	Technology Competition and Strategy		

Course Objectives:

1	To highlight the role of technology and innovation as value drivers.
2	To emphasize the open systems view and underscore the role of environment in Technology strategy.
3	To highlight linkages between technology and business strategy

Syllabus:

Unit Number	Contents	Number of Sessions
1	Technology & Competition: Competitive Domains, Competitive Consequences of Technological Change – Creation of New Products, Changes in the Value Chain, Changes in the Value Constellation, Competitive Rivalry. Technological Characteristics of Competitive Domains – Technological Opportunity, Appropriability, Resource Requirements, Collateral Assets, Institutional Milieu, Speed. Dynamics of Change in the Competitive Domain – Technology Emergence Phase, Incremental Change Phase. Framework for Analysis of Technology Emergence, Influence of Environmental trends on competition. Technology as critical to Business Outcomes – Technology Strategy and Technology Leadership.	7 + 2
2	Technology Intelligence: Signals of New Technology, What is Technology Intelligence, Importance of Technology Intelligence, Levels of Technology Intelligence, External versus Internal Technology Intelligence. Mapping the Technology Environment – Steps in Mapping, Mapping the Macro-level and Industry Level Environment. Mechanisms for Data Collection – Challenges, Organizational Arrangements and Key Principles for Data Collection. Contemporary Challenges in Mapping the Technology Environment.	7 + 2
3	Business Strategy and Technology Strategy: Business Strategy , Strategic Analysis and Decision Making using Product Evaluation Matrix, Market-Growth-Market-Share Analysis Matrix, X-Y Coordinating Method, M-by-N Matrix, SWOT Matrix, Formulation of Technology Strategy, Core Competencies, Exploitation of Core Competencies, Integration, Linking Technology & Business Strategies, Creating the Product-Technology-Business Connection. Technology's Interface with – Market, Customers and Suppliers. Customer-Supplier and Product-User relationships.	7 + 2
4	Technology Strategy Choice: Technology – Business Connection, Domains of Technology Choice, Linkages between Technology Choice and Competitive Advantage, Technology Strategy Definition, Role of Chief Technology Officer, Key principles underlying Technology Strategy – Objectives, Drivers, Decision criteria. Technology Strategy Types – Appropriateness of the Technology Strategy Types, Diversified Firms, A Framework for formulating Technology	7 + 2

	Strategy – Strategic Diagnosis, Formulation of Technology Strategy, Crafting and Implementation Approach, Execution. Technology Strategy – Superior Performance Characteristics. Accountability to Shareholders, Government and Other Stakeholders/ Performance Measurement.	
5	Technology Strategy – Collaborative Mode: Collaborative Arrangements – Definitions, Trends, R&D Alliances, Marketing Alliances, Outsourcing Alliances, Collaboration between small and large firms, Strategic and Operational Reasons for Collaborative Arrangements. Collaborative Arrangements in the domain of Technology Strategy – Appropriation of technology, Deployment of technology in New Products, Deployment of technology in the Value Chain, Marketing of technology. Risks of Collaborative Activity – Intellectual Property Right Risk, Competitive Risk, Organizational Risk. Cases on R & D Collaborations, Global Technology Alliances. The form of Collaborative Arrangement.	7 + 2

Learning Resources:

1	Text Books	Managing Technology and Innovation for Competitive Advantage, V K Narayanan, Pearson Education, 2009 Edition. Technology Management – Text and International Cases, Norma Harrison and Danny Samson, MGH.
2	Reference Books	Strategic Management of Technology & Innovation, Robert A Burgelman, Modesto A Maidique, Steven C Wheelwright, MGH International Edition. Management of Technology – The Key to Competitiveness and Wealth Creation, Tarek Khalil and Ravi Shankar, TMGH, New Delhi, 2 nd Edition. Technology & Business Strategy – An Introduction, Edited by Prashanta Kumar Banerjee, ICFAI books.
3	Supplementary Reading Material	Managing Strategic Innovation and Change – A Collection of Readings, Michael L Tushman and Philip Anderson, Oxford University Press. 2 nd Edition. Management of Technology and Innovation – Competing through Technological Excellence, P N Rastogi, Response Books, 2 nd Edition. Utterback, James. "Invasion of a Stable Business by Radical Innovation." Chapter 7 in Mastering the Dynamics of Innovation. Cambridge, MA: Harvard Business School Press, 1994. ISBN: 9780875843421.
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	McGahan, Anita. "How Industries Change." Harvard Business Review, October 1, 2004.

	<p>Lieberman, M. & C. Montgomery. 1988. First Mover Advantages: A Survey, in <i>Strategic Management Journal</i>, 9: 41-58.</p> <p>Henderson, Rebecca, and Kim Clark. "Architectural Innovation: The Reconfiguration of Existing Product Technologies and the Failure of Established Firms." <i>Administrative Science Quarterly</i> 35 (1990): 9-30.</p> <p>Bowman, E. H. & D. Hurry. 1993. Strategy through the Option Lens: An Integrated View of Resource Investments and Incremental-Choice Process, in <i>Academy of Management Review</i>, 18(4): 760-782.</p> <p>Linton, J. D., S T. Walsch & J. Morabito. 2002. Analysis, Ranking and Selection of R&D Projects in a <i>Portfolio</i>, in <i>R&D Management</i>, 32(2): 139-148.</p> <p>Arthur, W.B.: Increasing Returns and the New World of Business, Harvard Business Review July 1996</p>
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Semester	IV	Elective	Technology Management
Course Code	404TM	Type	Subject –Core
Course Title	Managing Innovation – II		

Course Objectives:

1	To provide exposure to an integrative framework for innovation.
2	To highlight global and emerging market context of globalization
3	To describe government's role in innovation
4	To describe innovations in service sector context.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Globalization for Innovation: Technological Uncertainty, Market Uncertainty, Endogeneity, Generic Strategies for World Wide Innovation, Strategic Choice – Balancing Cost & Innovation, Role of Complimentary technologies, Protecting Entrepreneurial Rents – Team Up , Block, Run. Methods of Globalization – Acquisitions and Mergers, Strategic Alliances, Licensing, Internal Development.	7 + 2
2	Innovation for Emerging Economies: Value Stock, Techno-economic Factors – Economic Differences, Product Specificity. Entry Strategies – Reach for later stage of the Product Life Cycle, Reach Deeper into the Value Stock, Options Approach.. Implementation – Technology Transfer, Commercialization, Establishing Co-opetitors.	7 + 2
3	Role of National Governments in Innovation: Why a Government Role? – Public Nature of Knowledge, Uncertainty, Public Complementary Assets, Network Externalities, Politics. Government Actions – Financing R & D, Lead User, Provider of Public Complementary Assets. Regulator, Macro-Economic Fundamentals, Baby-Sitter and Godfather, Educator, Information Centre and Provider of Political stability.	7 + 2
4	Innovation in Services: Service Organizations do Innovate, The Concept of Innovation in Services, Type of Innovation in services, The CI-3 Framework – Customer Intelligence, Customer Intimacy, Customer Innovation. Brand Asset Monitoring, Customer Satisfaction & Loyalty Measurement, Touch Points Data Management. Customer Blending, Customer Mind Mapping, Customer Ecosystem Mapping. Innovation Process, Magnet team. Product Forums. Benefits of the CI – 3 Framework.	7 + 2
5	Cases on Innovation: Business / Process innovations, Social Innovations, Organizational innovations. Overview of National Innovation Systems – Brazil Denmark, Singapore, USA, Japan.	7 + 2

Learning Resources:

1	Text Books	<p>Innovation Management , Allan Afuah, Oxford Indian Edition.</p> <p>Business Innovation in the 21st Century, Praveen Gupta, S Chand.</p> <p>A Case Study Special on Innovation – Making Aspirations Count, Business World Publication.</p> <p>Innovation Management, ShlomoMaital and D V R Seshadri, Response Books, Sage Publications, New Delhi.</p>
2	Reference Books	<p>Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books.</p>
3	Supplementary Reading Material	<p>Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition.</p> <p>Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press.</p> <p>The Innovator's ToolKit , Harvard Business Press.</p> <p>Fastrack to Success Innovation , Andy Bruce and David Birchall, Prentice Hall - Financial Times.</p> <p>Getting to Innovation, Arthur B VanGundy, PHI – Eastern Economy Edition.</p>
4	Websites	<p>http://www.ifm.eng.cam.ac.uk/research/ctm/</p> <p>http://hbswk.hbs.edu/</p> <p>http://knowledge.wharton.upenn.edu/</p> <p>http://www.technologymanagementchicago.org/</p>
5	Journals	<p>Henderson, R. & K. Clark. 1990. Architectural Innovation: The Reconfiguration of Existing Product Technologies and the Failure of Established Firms, in <i>Administrative Science Quarterly</i>, 35: 9-30.</p> <p>Cattani, G. 2006. Technological Pre-Adaptation, Speciation and Emergence of New Technologies: How Corning Invented and Developed Fiber Optics, in Industrial and Corporate Change, 15(2): 285-318.</p> <p>International Journal of Innovation and Technology Management</p>

Semester	IV	Specialization	Technology Management
Course Code	405TM	Type	Subject – Elective
Course Title	Innovation, Product Development and Commercialization		

Course Objectives:

1	To offer a holistic framework for new product development and commercialization especially in the context of high technology products.
2	To highlight critical role of leadership in management of new product development & commercialization.
3	To illustrate how to integrate business, market, technology and resource strategies for optimal product development decisions and global commercialization success.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Product Platform and Knowledge Integration: Product Development Goals, Knowledge - Generation, Retention, Reuse and Integration. Dimensions of Knowledge integration, Knowledge integration across the value chain and virtual teams, Time Value of Knowledge and Short time to Market, Types of Products and Product Development Projects, Product and Process Platforms – Definitions, Defining a Product platform. Modularity in System Design, Strategic Outsourcing and Product Architecture, Product Life Cycle, Continuous Improvement of a Product, Baseline and Derivative products.	5 + 1
2	Product Development Process: Product Development framework, product Development process at leading corporations, New Product Development and Commercialization Process, Scaling the process and dynamic nature of Product Development, Knowledge generation and Integration in the PDCP, Flexibility in Product Development, Market Requirement Specifications, Phases of the PDCP, Product Launch, Cross-functional responsibilities and deliverables in the Product Development. Process Development Methodology, Software Product Development, Product Release and Post release Management, Product Change Management.	5 + 1
3	Excellence in Design and Product Reliability: Product Design , Design for Excellence – Design for Manufacturability, Serviceability, Maintainability, Safety, Environment Sustainability. Design for Reliability, Predictability and Robustness. Reliability profile over the Life Cycle, Reliability Assurance beyond the design phase, Reliability design and reliability modeling, Fault Tree Analysis, Failure Modes, Effects and Criticality Analysis, Design of Experiments, Passive Data Collection, Accelerated Testing and Screening, Weibull Analysis, Duane Growth Model, Terminology in Product Design and Development, Product Documentation, Prototyping, Product Characterization Testing, Customer Participation in Product Development, Quality.	5 + 1
4	Commercialization of High Tech Products: Challenges in the development and commercialization of high tech products, Strategies for flawless execution, process orientation, Kaizen in PDCP, Managing critical interfaces, Systems	5 + 1

	analysis, Systems Engineering and Life Cycle Thinking, Product Development – A Systems Analysis Perspective, A Global Perspective. Managing Constraints. Common innovation problems in large companies, Engineering Excellence and Team Productivity, Lean Product Development, Virtual teams through strategic alliances and sourcing to external and internal suppliers, core competency, core activities, leveraging resources.	
5	<p>Managing New Product Development Teams: Overview, Constructing New Product Development teams, Team Size and Composition, Structure of the New Product Development team, Functional teams, Lightweight teams, Heavyweight teams, Autonomous teams. Team Leadership, Team Administration. Managing Virtual teams.</p> <p>Managing Product and Technology Portfolios for Shareholder Value: Factors affecting long term growth of shareholder value – RoA, RoE, RoI models, Product and Technology Portfolio Planning, A framework for Product Portfolio Planning, Steps in Product Portfolio Planning, Resource Distribution, Assessing Market and Business Opportunities.</p>	5 + 1

Learning Resources:

1	Text Books	Innovation, Product Development and Commercialization – Case Studies and Key Practices for Market Leadership, Dariush Rafinejad, Cengage Learning, India Edition. Strategic Management of Technological Innovation, Melissa A Schilling, TMGH, Special Indian Edition, 2nd Edition.
2	Reference Books	Strategic Management of Technology & Innovation, Robert A Burgelman, Modesto A Maidique, Steven C Wheelwright, MGH International Edition. Managing Technology and Innovation for Competitive Advantage, V K Narayanan, Pearson Education, 2009 Edition.
3	Supplementary Reading Material	Management of Technology and Innovation – Competing through Technological Excellence, P N Rastogi, Response Books, 2 nd Edition.
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Cooper R. G. "Third Generation New Product Processes", Journal of Product Innovation Management, 11, 1994, 3-14. Griffin A., and Hauser J. R. 1993. "The Voice of the Customer", <i>Marketing Science</i> , 12 (1), pp. 1-27 Lynn G. S., J. G. Morone, and A. S. Paulson, "Marketing and Discontinuous Innovation: The Probe-and-Learn Process" California Management Review 38,

		<p>Spring 1996, 8-37</p> <p>Von Hippel E. "Creating Breakthroughs at 3M", Harvard Business Review, September-October 1999.</p> <p>"The Ultimate Creativity Machine: How BMW Turns Art into Profit" <i>Harvard Business Review</i>, Jan/Feb 2001</p>
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Semester	IV	Elective	Technology Management
Course Code	406TM	Type	Subject – Elective
Course Title	Strategies for Information Goods and Network Economies – II		

Course Objectives:

1	To describe alternative strategies for pricing in the context of information goods.
2	To describe role of platform based strategies in the context of network economy.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Strategies for Internet and Telecommunication Services: Price discrimination via multi-part tariffs, Pricing of future consumption.	5 + 1
2	Enterprise Technology Strategies: Subscription vs. per-use pricing, Technology Licensing, site licensing vs. employee pricing, software sharing , Timing of release and upgrades, product launch and versioning, damaged goods, managing buyer disbelief about product quality. Managing switching costs and lock-in.	5 + 1
3	Strategies for platform and network goods: Compatibility, product complements and network effects: Compatibility within own network, one-way and two-way compatibility, compatibility under competition and direct network effects. Product complementarities and compatibility.	5 + 1
4	Platform Competition, Control, Alliances: Network compatibility and alignment, Why Dominant Designs are Selected – Learning Effects, Network Externalities, Government Regulation, Winner-take-all markets. Are Winner-take-all markets good for consumers?	5 + 1
5	Standards: Standards Wars - Battle for standards, openness, control, Managing and analyzing alliances.	5 + 1

Learning Resources:

1	Text Books	Carl Shapiro and Hal R. Varian. Information rules: a strategic guide to the network economy. Boston, MA, USA: Harvard Business School Press, 1998 Economics of Information Technology: An Introduction , Hal R. Varian, Joseph Farrell, and Carl Shapiro. Cambridge University Press, 2005.
2	Reference Books	Competition, Regulation and Strategy: The Information Technology Industry, Morris Game Theory and Business Strategy , Oberholzer-Gee and Yao Hirshleifer, J. and J. Riley (1992). The Analytics of Uncertainty and Information

		(Cambridge Univ. Press).
3	Supplementary Reading Material	<p>The Economics of Network Industries. Oz Shy , Cambridge University Press, 2002.</p> <p>“Freeing the Source: The Story of Mozilla” by Jim Hamerly and Tom Paquin with Susan Walton, in: Open Sources: Voices from the Open Source Revolution, O'Reilly, 1999</p>
4	Websites	<p>http://www.ifm.eng.cam.ac.uk/research/ctm/</p> <p>http://hbswk.hbs.edu/</p> <p>http://knowledge.wharton.upenn.edu/</p> <p>http://www.technologymanagementchicago.org/</p>
5	Journals	<p>Katz, M. L. and Shapiro, C. (1994). Systems Competition and Network Effects. Journal of Economic Perspectives. 8(2): 93-115.</p> <p>Liebowitz, S. J. and Margolis, S. E. (1994). Network Externality: An Uncommon Tragedy. Journal of Economic Perspectives. 8(2): 133-150.</p>

Semester	IV	Elective	Technology Management
Course Code	407TM	Type	Subject – Elective
Course Title	Technology Use and Assessment		

Course Objectives:

1	To describe linkages among society, environment, and technology.
2	To describe a framework for technology assessment.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Technology Assessment: Definitions and Purpose of Technology Assessment: Policy, Decision-making (Organizational and personal). Assessment Criteria - Stakeholder Interests, Authority, Sustainability: Social, Economic, & Environmental, Efficiency, Ethical Considerations, Costs, Benefits, and Tradeoffs. Scope of Technology Assessment - Personal and Organizational, Formal and Informal, Small- and Global-Scale.	5 + 1
2	Technology and its Influence: Technology and its influence on Society, Government & Politics, Energy, Health, Environment, Education.	5 + 1
3	Selected Technology Assessment Techniques: Risk and Impact Assessment, Environmental Impact Assessment, Health Technology Assessment, Critical Incident, Suturing, Brainstorming, Interpretive structural modeling, Trend extrapolation, Opinion measurement , Scenarios, Checklists, Relevance trees, Cross-effect matrices, Simulation models, Sensitivity analysis, Probabilistic techniques, Benefit-cost analysis, Export base models, Decision analysis - Decision Trees, Policy capture, Life cycle analysis, Force field analysis .	5 + 1
4	Technology Use: Definitions and Purpose of the study of Use. Usability: System & Product Acceptability Criteria, Usability Defined, Usability Attributes (e.g., learnability, efficiency, and satisfaction), Usability Engineering Lifecycle - Goal Setting & Design Criteria, User-centered design, Ergonomics and anthropometrics, Trade-Offs. Usability Research Methods - Observation, Usability Tests, User Surveys, Task Analysis.	5 + 1
5	Conducting Research on Technology Use: Planning - Human subjects protection, Standards for verifiability, validity, and reliability. Gathering data - Analyzing and Interpreting data, Reporting.	5 + 1

Learning Resources:

1	Text Books	Porter, A. L., Rossinni, F., Carpenter, S. R, Roper, A. T., Larson, R. W., and Tiller, J. S. (1980). A guidebook for technology assessment and impact
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		<p>analysis. New York: North Holland.</p> <p>R.C. Megantz (1996), <i>How to License Technology</i>, John Wiley & Sons.</p> <p>R.L. Parr & P.H. Sullivan (1996), <i>Technology Licensing, Corporate Strategies for Maximizing Value</i>, John Wiley & Sons.</p> <p>P.H. Sullivan (1998), <i>Profiting from Intellectual Capital: Extracting value from Innovation</i>, John Wiley & Sons.</p>
2	Reference Books	<p>Porter, A.L., Roper, A.T., Mason, T.W., Rossinni, F.A. & Banks, J. (1991). Forecasting and management of technology. John Wiley & Sons.</p> <p>Barnum, Carol. (2002). Usability testing and research. NY: Longman</p>
3	Supplementary Reading Material	<p>Rubin, Jeffrey. (1994). Handbook of usability testing: How to plan, design, and conduct effective tests. NY: Wiley</p> <p>Nielsen, Jakob. (1993). Usability engineering. San Diego, CA: Morgan Kaufman</p>
4	Websites	<p>Ely, A., Van Zwanenberg, P. & Stirling, A. (2011). New models of technology assessment for development. Working paper from the STEPS Centre. Retrieved from http://www.steps-centre.org/PDFs/Technology_Assessment.pdf</p> <p>Mohr, H. (1999). Technology assessment in theory and practice. Society for Philosophy of Technology, 4(4). http://scholar.lib.vt.edu/ejournals/SPT/v4n4/mohr.html</p>
5	Journals	<p>Deal, W. (2002). Making the connection: Technological literacy and technology assessment. The Technology Teacher, 61(7), 16-18.</p> <p>International Journal of Technology Management</p>

Semester	IV	Elective	Technology Management
Course Code	408TM	Type	Subject – Elective
Course Title	Product Strategy for High Technology Companies – II		

Course Objectives:

1	To propose vectors of differentiation as a framework for sustainable competitive advantage
2	To describe alternative product-market strategies for high technology product companies
3	To provide a fundamental understanding of global product strategies and framework for opportunities and risk assessment

Syllabus:

Unit Number	Contents	Number of Sessions
1	Achieving Sustained Differentiation through Vectors of Differentiation: Effects of Differentiation. Benefits of Vectors of Differentiation. Differentiation Strategies – Using Unique Features, Measurable Customer Benefits, Ease of Use, Improved Productivity, Protecting the Customer's Investment, Lower Cost of Product Failure, Higher-Performance products, Unique Fundamental Capabilities, Through Design, Based on Standards, Total Solutions, Total Cost of Ownership, Brand Name, Convenience. Risks of Differentiation, Sustainable Differentiation – Maintaining Technological Advantage, Using Patent Protection, Rapidly Advancing the Vector.	5 + 1
2	Product Pricing Strategy: Effects of Pricing Strategy, Offensive Pricing Strategies - Price Leadership, Penetration Pricing, Experience Curve Pricing, Price / Performance, Promotional Discounting. Defensive Pricing Strategies – Adapt prices to maintain Highest Competitive Price, Use Price to Segment the Market, Use Skim Pricing to Maximise Profit, Redirect Product line Sales by Bait-and-Switch Pricing. Internet Pricing Strategies, Risks of Offensive Pricing Strategies. Sources of Cost Advantage.	5 + 1
3	First-to-Market and Fast-Follower Strategies: Advantages of Being First to Market, Advantages of being the fastest, First-to-Market Strategies – First to Upgrade Products with New Technology, Respond Rapidly to Market Changes, Introduce Continual Product Innovation, Be a First to Create a New Market. Fast Follower Strategies – Wait Until a New Market is Clarified, Reverse Engineer Successful Competitor Brands. Risks of Timing Strategies – Entering the Market prematurely, Compressing Product Life cycles, Relying on Inferior Product Development Process.	5 + 1
4	Thinking Globally about Product Strategy: International Differences in Products – Certification Requirements, Standards, Language Differences, Differences in use, Demographic Differences, National Preferences and Protectionism, National Laws. Global Product Strategy Integration with Other Global Strategies – Global Market Strategy, Global Manufacturing Strategy, Global Product Development Process. Global product Strategies – Design and	5 + 1

	Develop Products Uniquely for Country Markets, Leverage a Country Specific Product through Reengineering, Customize a Global Product Platform to Meet the Needs of Different Regions, Develop a Universal Global Product. Risks of Global Strategies.	
5	Opportunities and Risks of Cannibalization: Causes of Unfavourable Cannibalization, Offensive Cannibalization Strategies – Cannibalize the Market to Attach the Market Leader, Introduce New Technology First. Defensive Cannibalization Strategies – Cannibalize yourself before Competitors do it, Introduce Cannibalization to Continue as the Technology Leader, Manage the Rate of Cannibalization through Pricing, Restrict Cannibalization to Specific Market Segments. Risks of Cannibalization Strategies, Analytical Framework for Cannibalization.	5 + 1

Learning Resources:

1	Text Books	Product Strategy for High Technology Companies, Michael McGrath, MGH, 2nd Edition. Butje, M.: Product Marketing for Technology Companies, Butterworth-Heinemann, Burlington, 2005 Cooper, R.G.: Product Leadership – Creating and Launching Superior New Products, Perseus Books, Cambridge, 2000
2	Reference Books	Marketing of High-Technology Products and Innovations by Jakki Mohr, SanjitSengupta, Stanley Slater, 2nd Edition Gorchels, L.: The Product Manager's Handbook: The Complete Product Management Resource, 3 rd edition, McGraw Hill, New York, 2005
3	Supplementary Reading Material	Marketing High Technology by William H. Davidow Product Marketing for Technology Companies by Mark Butje, Elsevier
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Moore, J.F.: Predators and Prey: A New Ecology of Competition, Harvard Business Review May 1993

Semester	IV	Elective	Technology Management
Course Code	409TM	Course Type	Subject - Elective
Course Title	Systems & Technologies for Knowledge Management		

Course Objectives:

1	To familiarize the participants with systems & technologies used for knowledge capture, discovery, sharing & application.
2	To highlight role of artificial intelligence, knowledge based systems & data mining in knowledge Management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Artificial Intelligence</p> <p>1.1 Artificial Intelligence – Meaning, Knowledge Vs. Intelligence, Concept of Expertise, state space search methods comprising early AI Work,</p> <p>1.2 Modern knowledge-based systems (KBS), Heuristic Search, Kinds of Knowledge in Knowledge Based Systems, Expert Systems, Advantages & Disadvantages of KBS</p> <p>1.3 AI Based Reasoning - Model-based reasoning, Constraint-based reasoning, Diagramatic Reasoning, Fuzzy logic, Evolutionary algorithms</p>	5 + 1
2	<p>Knowledge Based Systems (KBS)</p> <p>2.1 User's & Developer's Views of KBS, Components of KBS - Inference engine, The knowledge base The user interface, The fact base</p> <p>2.2 Means of Representing Knowledge – Rules & Frames, Inference Chains, Attributes, Inheritance</p> <p>2.3 Rule based reasoning, Frame based reasoning, Forward & Backward Chaining, Weaknesses of Rule based reasoning, Knowledge Engineering, Tools available for KBS</p> <p>2.4 Case Based Reasoning (CBR), CBR Systems, Using CB Libraries, Advantages & Disadvantages</p>	4 + 1
3	<p>Knowledge Elicitation & Capture</p> <p>3.1 Repertory Grid as Knowledge Elicitation Tool, Techniques to automate knowledge acquisition,</p> <p>3.2 Knowledge Capture System –Techniques for Using &OrganisingOrganisational Stories,</p> <p>3.3 Concept Maps, Cmap Tools, Context Based Reasoning</p>	4 + 1

4	<p>Data Mining</p> <p>4.1 Concept of Data Mining, Objectives of Data Mining, Data Mining Techniques – Predictive & Descriptive</p> <p>3.3 Statistical pattern Recognition, Statistical Clustering,</p> <p>3.4 Decision Trees, Induction Trees</p> <p>3.5 Artificial Neural Networks, Basic feed forward neural networks with supervised learning, Unsupervised learning, Clustering techniques and the Kohonennetworks.CRISP DM Methodology</p>	6 + 1
5	<p>Knowledge Sharing & Application Systems</p> <p>5.1 Organizational Memory</p> <p>5.2 Requirements & barriers to Knowledge Sharing Systems</p> <p>5.3 Types of Knowledge Sharing Systems, Repositories, Incident report databases, Alert systems, Best practices databases, Lessons-learned systems, Expertise locator systems</p> <p>5.4 Knowledge Application Systems, Design Considerations, Case Method Cycle, Technologies</p> <p>5.5 Types of Systems- Expert systems, decision support, advisor systems, fault diagnosis (troubleshooting) systems, help desk systems</p>	6 + 1

Learning Resources:

1	Text Books	Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges, Solutions, and Technologies . Prentice Hall. ISBN: 0-13-109931-0.
2	Reference Books	<p>Elias M. Awad, Hassan M. Ghaziri (2004). Knowledge Management. Prentice Hall. ISBN: 0-13-034820-1.</p> <p>Donald Hislop, Knowledge Management in Organizations, Oxford 2nd Edition.</p> <p>AmritTiwana (2002). The Knowledge Management Toolkit: Orchestrating IT, Strategy, and Knowledge Platforms (2nd Edition). Prentice Hall. ISBN: 013009224X.</p> <p>Stuart Russell, Peter Norvig (2003). Artificial Intelligence: A Modern Approach (2nd Edition). ISBN: 0-13-790395-2.Ian Watson (2002). Applying Knowledge Management: Techniques for Building Corporate Memories. Morgan Kaufmann. ISBN: 1558607609.</p> <p>Madanmohan Rao (2004). Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann. ISBN: 0750678186.</p> <p>Stuart Barnes (Ed) (2002). Knowledge Management Systems Theory and Practice. Cengage Learning.</p>

		<p>KimizDalkir, Knowledge Management in Theory and Practice, Elsevier, Butterworth-Hinemann.</p> <p>SheldaDebowski, Knowledge Management, Wiley India Edition.</p>
3	Supplementary Reading Material	<p>Chris Collison, Geoff Parcll (2001). Learning to Fly: Practical Lessons from one of the World's Leading Knowledge Companies. Capstone. ISBN: 1-84112-124-X.</p> <p>Helen N Rothberg and G Scott Erickson, From Knowledge to Intelligence – Creating Competitive Advantage in the Next Economy, Elsevier, Butterworth-Hinemann.</p> <p>Peter F. Drucker, David Garvin, Leonard Dorothy, Straus Susan, John Seely Brown (1998). Harvard Business Review on Knowledge Management. Harvard Business School Press. ISBN: 0875848818.</p> <p>Madanmohan Rao, Leading with Knowledge – Knowledge Management Practices in Global Infotech Companies, TMGH.</p>
4	Websites	<p>http://www.research.ibm.com/journal</p> <p>http://hbswk.hbs.edu/</p> <p>http://knowledge.wharton.upenn.edu/</p> <p>http://www.technologymanagementchicago.org/</p>
5	Journals	<p>Dueck, G. (2001) Views of knowledge are human views. IBM Systems Journal, 40(4), 885-888.</p> <p>http://www.research.ibm.com/journal/sj/404/du_eck.html.</p> <p>Lesser, E.L. & Storck, J. (2001) Communities of practice and organizational performance. IBM Systems Journal, 40(4), 831-841.</p> <p>http://www.research.ibm.com/journal/sj/404/le_sser.html.</p> <p>Avram, G (2006). "At the Crossroads of Knowledge Management and Social Software" The Electronic Journal of KnowledgeManagement 4 (1), 1-10.</p> <p>http://www.ejkm.com/volume-4/v4-1/Avram.pdf.</p> <p>Marwick, A.D. (2001) Knowledge management technology. IBM Systems Journal, 40(4), 814-830.</p> <p>http://www.research.ibm.com/journal/sj/404/marwick.html.</p>

Semester	IV	Elective	Technology Management
Course Code	410TM	Course Type	Subject - Elective
Course Title	Strategic Management of Intellectual Property Rights		

Course Objectives:

1	To expose the participants to the concept of intellectual property & intellectual property rights
2	To describe procedures & agencies involved in issues related to IPR
3	To highlight strategic issues related to IPR & its management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction 1.1 Meaning of Intellectual Property & Intellectual Property Rights, Historical perspectives and need for the introduction of Intellectual Property Right regime, Ethical & Social Issues 1.2 Types of IPRs - patents, copyrights, trademarks, trade secrets and traditional knowledge, industrial design, integrated circuits, plant protection and geographical indications, domain names 1.3 Benefits of securing IPRs, Strategic Relevance of IPR, 1.4 International conventions and treaties on IP, TRIPs and various provisions in TRIPs Agreement 1.5 IP issues on the internet	6+1
2	Filing Patent Applications 2.1 Indian Legislations for the protection of various types of Intellectual Properties 2.2 Patent Filing procedure, Claim drafting, agencies involved, what can be patented & what can not be, Strategic Issues relating to the content of the application 2.3 Traditional Knowledge & Geographical Indications 2.4 Introduction to Global IP & Different form of IPRs, Global IP and Litigation, US Patent Statutes and Filing procedure 2.5 Key strategic and policy issues.	5+1
3	IPRs and their strategic relevance 3.1 Patents in various industries such as Pharmaceutical & Biotech, Agriculture , Engineering, Information Technology Industry etc., ownership and period of protection; 3.2 Trademarks- Boundaries between trade-mark, trade-dress and industrial design 3.4 Copyright: Strategic Issues Relating to Software and Artistic Works 3.5 Securing and Commercializing IPRs	4+1
4	IPRs Licensing & Strategic Alliances	5+1

	<p>4.1 IP appraisal, IP Valuation</p> <p>4.2 Technology transfer through licensing, strategic alliances and other types of contractual arrangements.</p> <p>4.3 Licensing of technologies, Material Transfer Agreements, Research Collaboration Agreement</p> <p>4.4 IPRs and Licensing Strategies – Strategic impact on licensors & licensees of technology,</p> <p>4.5 Key issues involved in the licensing process.</p>	
5	<p>Management of IPR : Inter & Intra Firm Alliances</p> <p>5.1 Role of Inter-firm Networks and Strategic Alliances</p> <p>5.2 Organizational Incentive Mechanisms & Intra-organizational arrangements ,</p> <p>5.3 Internal Assessment of Technology and Intellectual Property& strategies to protect it., search for similar or related innovations/inventions, Exploring databases</p> <p>5.4 Issues Relating to Commercialization of IPRs, Evaluating the commercial viability of IPRs</p> <p>5.5 Overseas IP Operations</p>	5+1

Learning Resources:

1	Text Books	<p>Ganguli, P., 2001. intellectual Property Rights: Understanding Knowledge Economy. McGraw-Hill.</p> <p>David J. Teece, 2000. Managing Intellectual Capital: Organizational, Strategic, and Policy Dimensions, Oxford University Press</p>
2	Reference Books	<p>The Indian Acts – Patents Act, 1970 and amendments; Design Act, 2000; Trademarks Act, 1999; The Copyright Act, 1957 and amendments; Layout Design Act, 2000; PPV and FR Act 2001, and Rules 2003; National Biological Diversity Act, 2003.</p> <p>Saha, R. (Ed.). 2006, Intellectual Property Rights in NAM and Other Developing Countries: A Compendium on Law and Policies. Daya Publ. House.</p> <p>Watal, Jayashree, 2001. Intellectual Property Rights in the WTO and Developing Countries, Oxford University Press, Delhi</p> <p>Breeding Innovation and Intellectual Capital, Dr.Ajay Batra, SPD, 2nd Edition</p> <p>Intellectual Property-Copyrights, Trademarks and Patents, Richard Stim, Cengage Learning, India Edition</p> <p>Intellectual Property, A Power Tool for Economic Growth by Kamilldris, WIPO Pub. No. 888, January 2003.</p>
3	Supplementary Reading Material	<p>Erbisch, F.H. and Maredia, K., 1998, Intellectual Property Rights in Agricultural Biotechnology. CABI.</p> <p>Intellectual Property Rights: Key to New Wealth Generation. 2001. NRDC & Aesthetic Technologies.</p> <p>Patrick H. Sullivan, 2001. Profiting from Intellectual Capital : Extracting Value from Innovation, Wiley</p> <p>Robert P. Merges, Peter S. Menell, Mark A. Lemley, 2006. Intellectual Property in the Technological Age</p> <p>Alexander I. Poltorak, Paul J. Lerner, 2003. Essentials of Licensing Intellectual Property, Wiley</p>

		Howard B. Rockman, 2004. Intellectual Property Law for Engineers and Scientists, IEEE Press, Wiley. (Textbook) H. Jackson Knight, 2002. Patent Strategy : For Researchers and Research Managers, Wiley.
4	Websites	http://www.managingip.com/ http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	International Journal of Intellectual Property Management Journal of Intellectual Capital

Semester	IV	Elective	Technology Management
Course Code	411TM	Type	Subject – Elective
Course Title	Change , Creativity & Innovation		

Course Objectives:

1	To emphasize the key aspects of managing change and the drivers of innovation and creativity in organizations.
2	To deconstruct and demystify the processes of change, creativity and innovation in organizational context.

Syllabus:

Unit Number	Contents	Number of Sessions
1	The Process of Change, Creativity & Innovation: Organizational Change – Definition & Key Dimensions, Factors that Promote Change, Creativity & Innovation, Theories of Innovation, Levels & Types of Innovation, The age of Creativity, Creativity & National prosperity, Creative Industries & potential for growth.	5 + 1
2	The Individual – Promoting Critical Thinking: Cognitive factors - Implications for HRM, Personality Traits - Implications for HRM, Knowledge – Explicit & Implicit, Informal and Tacit, Knowledge for creativity - Implications for HRM, Motivation – Types of Motivation. The Group – Nurturing Team Work: Difference between groups and teams, Why do people join teams? Team Development process, Why do teams fail? Blind conformity, Group Think, Social loafing. Team Inputs - size, longevity, task, Knowledge, Skills and Abilities (KSAs), Resourcing of the team, Team composition. Team processes – Action processes. Brainstorming. Electronic Brainstorming. Nominal Group Technique (NGT). Trust – Conflict – Team cohesiveness. Moderators of Team Performance – Task Type, Task Leadership. Team outcomes.	5 + 1
3	The Leader – Promoting New Ideas at Work: Defining Leadership, Difference between Managers and Leaders, Ingredients of Leadership, Trait approaches to Leadership, Behavioural approaches to Leadership, Managerial Grid, Contingency theories – Fiedler model, Hersey Blanchard situational theory, Leader participation model, Push-Goal Theory. Transformational and transactional leadership. Charismatic and Visionary Leadership. Leading change, creativity & Innovation – Leadership and change, Ingredients of leadership for creativity & Innovation. Challenges in leading for creativity & Innovation.	5 + 1
4	The Internal Environment – Orchestrating Structure, Systems and Resources; The Balanced Score Card – Value Creation and Performance management. Organizational Structure – work specifications, departmentalization, chain of command, span of control, centralization and	5 + 1

	decentralization, Formalization. Situational factors – Corporate Strategy, Organizational Size, Environmental uncertainty. Structural forms – Traditional and contemporary forms. Organizing for change, creativity and innovation - Goal Setting and reward Systems. Evaluation. Resources – Sufficient resourcing. Systems of Communication.	
5	<p>Culture – Enabling & Constraining Creative Processes at Work: Organizational culture, Different Perspectives of Organizational culture, Can we manage Organizational culture? Culture as an important ingredient of Organizational Creativity. Norms that promote Creativity and Innovation, Norms that promote Implementation. Principles of creativity and innovation. Do strong, cohesive cultures hinder innovation?</p> <p>The Organization – Managing Process of Change: Change and Organizations, Change Drivers, People and Change, The problem of resistance, Organizational Development approach to change, Situational Approach to Change Management, Political process approach to change management, Processual perspective for understanding change. Studying change over time.</p>	5 + 1

Learning Resources:

1	Text Books	Managing Change, Creativity & Innovation, Constantine Andriopoulos and Patrick Dawson. Sage Publications.
2	Reference Books	<p>Innovation Management , Allan Afuah, Oxford Indian Edition.</p> <p>Business Innovation in the 21st Century, Praveen Gupta, S Chand.</p> <p>Innovation Management, ShlomoMaital and D V R Seshadri, Response Books, Sage Publications, New Delhi.</p> <p>Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books.</p>
3	Supplementary Reading Material	<p>Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition.</p> <p>Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press.</p> <p>The Innovator's ToolKit , Harvard Business Press.</p> <p>Fastrack to Success Innovation, Andy Bruce and David Birchall, Prentice Hall - Financial Times.</p> <p>Getting to Innovation, Arthur B Van Gundy, PHI – Eastern Economy Edition.</p>
4	Websites	<p>http://www.ifm.eng.cam.ac.uk/research/ctm/</p> <p>http://hbswk.hbs.edu/</p> <p>http://knowledge.wharton.upenn.edu/</p> <p>http://www.technologymanagementchicago.org/</p>
5	Journals	Cattani, G. & Simone Ferriani. 2008. A Core/Periphery Perspective on

		Individual Creative Performance, in Organization Science , 19(6): 824-844.
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Semester	IV	Elective	Technology Management
Course Code	412TM	Type	Subject – Elective
Course Title	Seminar on Managing Emerging Technologies		

Course Objectives:	
1	To define the concept and scope of emerging technologies
2	To catalog and describe emerging technologies
3	To enable students to develop a systematic framework for analyzing emerging technologies
4	To discuss the possible managerial applications of these technologies

Students will work in groups of 2 or 3 each. They shall identify emerging technologies and explore applications of emerging technologies and document the same. The participants will determine the issues, questions, and areas that they would like to examine. The choice of technologies shall be shaped by the interests of the group participants as well as the relevance of specific technologies to managerial aspects in specific contexts.

Each group will prepare two presentations for class. Before, between, and after the presentations the group will post relevant articles, etc. for the rest of the class on the class website.

The idea is that each group will be working on their topic each week, but only present twice. However, the intervening work will be on the site for others to examine and discuss. This work on the site is each group's opportunity to try out ideas. It is also the opportunity for the other groups to pose questions that will help direct the group's research.

Towards the end the group will present their "findings" providing hard copies for every class member. As a class, students will brainstorm/explore the potential applications of the information, possibly around a theme.

The purpose is to examine critically the thinking and direction of other groups.

Learning Resources:		
1	Text Books	NA
2	Reference Books	NA
3	Supplementary Reading Material	NA
4	Websites	NA
5	Journals	NA

Semester	IV	Elective	Technology Management
Course Code	413TM	Type	Subject – Elective
Course Title	Marketing of High Technology Products		

Course Objectives:

1	To provide students with the concepts and tools necessary to effectively market a high technology product.
2	To help the students learn the marketing mix aspect of marketing high technology products.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to High Technology: Common Characteristics of High Technology, Continuum of Innovations -Radical/Breakthrough Innovations - Incremental Innovations - Implications of Different Types of Innovations - Contingency Model for High-Tech Marketing - Does Marketing Need to Be Different for High-Technology Products and Innovations? - Framework for Making High-Technology Marketing Decisions.	5 + 1
2	Product Development and Management Issues in High-Tech Markets: Market Orientation, R&D–Marketing Interaction, High-Tech Marketing Research Tools - Concept Testing - Conjoint Analysis - Customer Visit Programs - Empathic Design - Lead Users - Quality Function Deployment - Prototype Testing - Beta Version Testing, Technology Development - The “What to Sell” Decision, Product Architecture: Modularity, Platforms and Derivatives, New Product Development Teams - Developing Services as Part of the High-Technology Product Strategy, Implications for High-Tech Marketing - Protection of Intellectual Property - Understanding Gray Markets - Black Markets, Piracy, and Restricted Exports - Managing Intellectual Property. Categories of Adopters - Crossing the Chasm. The Choice of Customer, Customer Strategies to Avoid Obsolescence, Customer Migration Decisions, Marketers’ Migration Options.	8 + 1
3	Pricing Considerations in High-Tech Markets: The High-Tech Pricing Environment, Customer Oriented Pricing- Steps and Implications. Pricing of After-Sales Service - The Technology Paradox- Solutions to the Technology (Pricing) Paradox - From Free to Fee. The Effect of the Internet on Pricing Decisions - Additional Pricing Considerations - Outright Sale of Know-How versus Licensing Agreements - Licensing Restrictions - Pay-Per-Use versus Subscription Pricing - Price Bundling – Leasing.	4 + 1
4	Distribution Channels in High-Tech Markets: Channel Considerations in High-Tech Markets - Blurring of Distinctions Between Members in the Supply Chain - Need for Indirect Channels to Provide Value for Manufacturers - Evolution of High-Tech Channels.	4 + 1

5	Advertising and Promotion in High-Tech Markets: Tools to Build and Maintain Customer Relationships: The Importance of Branding in High-Tech Markets, Developing a Strong Brand - Ingredient Branding - Branding for Small Business. New-Product Pre-announcements - Advantages and Objectives of Pre-announcements -Disadvantages of Pre-announcements - Tactical Considerations in the Pre-announcement Decision.	4 + 1
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Learning Resources:

1	Text Books	Marketing of High-Technology Products and Innovations by Jakki Mohr, SanjitSengupta, Stanley Slater, 2 nd Edition
2	Reference Books	Marketing High Technology by William H. Davidow Product Marketing for Technology Companies by Mark Butje
3	Supplementary Reading Material	Crossing the chasm: Marketing and Selling High Tech Products to Mainstream Customers by Geoffrey Moore Product Strategy for High Technology Companies by Michael E. McGrath. Next Generation Product Development : How to Increase Productivity, Cut Costs, and Reduce Cycle Times by Michael E. McGrath The Innovator's Dilemma by Clayton M. Christensen
4	Websites	http://marketinghightech.net/ http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/
5	Journals	Drucker's Insights on Market Orientation and Innovation: Implications for Emerging Areas in High-technology Marketing by Mohr, Jakki J.; Sarin, Shikhar. Journal of the Academy of Marketing Science. Spring2009, Vol. 37 Issue 1, p85-96. High Technology Marketing: Conceptualization and Case Study by Yadav, Naveen; Swami, Sanjeev; Pal, Prosanto. Vikalpa: The Journal for Decision Makers. Apr-Jun2006, Vol. 31 Issue 2, p57-74. The Marketing of Innovations in High-technology Companies: A Network Approach by Borg, Erik A. European Journal of Marketing. 2009, Vol. 43 Issue 3/4, p364-370. Sales Forecasting in High-Technology Markets: A Utility-Based Approach by Decker, Reinhold; Gribba-Yukawa, Kumiko. Journal of Product Innovation Management, Jan2010, Vol. 27 Issue 1 Sales Forecasting of Products with Very Short Life Cycles by Pizzano, Rudolph.

		<p>Journal of Business Forecasting, Summer2011, Vol. 30 Issue 2</p> <p>Forecasting Organizational Adoption of High-technology Product Innovations separated by impact: Are traditional macro-level diffusion models appropriate? By McDade, Sean; Oliva, Terence A.; Thomas, Ellen. Industrial Marketing Management, Feb2010, Vol. 39 Issue 2, p298-307.</p> <p>What High-Tech Managers Need to Know About Brands by Ward, Scott; Light, Larry; Goldstine, Jonathan. Harvard Business Review. Jul/Aug1999, Vol. 77 Issue 4, p85-95.</p> <p>Innovation and the Management of Marketing in High Technology Small Firms by Oakley, Ray. Journal of Marketing Management. Oct91, Vol. 7 Issue 4, p343-356.</p> <p>Introduction to the Special Issue: Marketing Of High-Technology Products and Innovations by Mohr, Jakki J.; Shooshtari, Nader H. Journal of Marketing Theory & Practice. Summer2003, Vol. 11 Issue 3, p1-12.</p> <p>Success in High-Technology Markets: Is Marketing Capability Critical?byDutta, Shantanu; Narasimhan, Om; Rajiv, Surendra. Marketing Science. 1999, Vol. 18 Issue 4, p547-568.</p> <p>Sustaining Competitive Advantage in a High-Technology Environment: A Strategic Marketing Perspective by Rao, P. M. Advances in Competitiveness Research. 2005, Vol. 13 Issue 1, p33-47</p>
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MBA SYLLABUS: SEMESTER IV
BANKING AND INSURANCE MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	Banking & Insurance Management
Course Code	403 BIM	Type	Specialization – Core
Course Title	Banking Regulations and Legal Aspects		

Course Objectives:	
1	To introduce the students with various laws applicable to banking sector.
2	To make the student understand Various laws and regulations with concept clarity and case laws.

Syllabus:

Unit Number	Content	Sessions
1	Legal Framework of Regulation of Banks - Business of Banking; Constitution of Banks; RBI Act 1934; Banking Regulation Act 1949; Role of RBI; Govt. as a Regulator of Banks; Control Over Organization of Banks - Licensing of Banking Companies; Branch Licensing; Paid up Capital and Reserves; Shareholding in Banking Companies; Subsidiaries of Banking Companies; Board of Directors; Chairman of Banking Company; Appointment of Additional Directors; Restrictions on Employment; Control over Management; Directors and Corporate Governance. Power of RBI to Issue Directions; Acceptance of Deposits; Nomination; Loans and Advances; Regulation of Interest Rate; Regulation of Payment Systems; Internet Banking Guidelines; Regulation of Money Market Instruments; Banking Ombudsman; Reserve Funds; Maintenance of CRR, SLR; Assets in India. Acquisition of Undertakings; Amalgamation of Banks; Winding up of Banks.	7+2
2	Public Sector Banks and Cooperative Banks - SBI and its Subsidiaries; Regional Rural Banks; Nationalized Banks; Application of BR Act to Public Sector Banks; Disinvestment of Shares by Govt.; Cooperative Banks Financial Sector Legislative Reforms - Need, Approach for Financial Sector Legislative Reforms; Important Reforms, Recent Legislative Changes in RBI Act, Financial Sector Development Council - Role and Functions of Financial Sector Development Council.	7+2
3	3.1: Different Types of Borrowers, Types of Borrowers; Limited Liability Partnership. Types of Credit Facilities - Cash Credit, Overdraft, Demand Loans, Term Loans, Bill Finance. Secured and Unsecured Loans. 3.2: Procedure of opening account and taking insurance policies.	7+2
4	Indemnities: Meaning of Contract of Indemnity; Scope and Application of Indemnity Contracts to Banks; Obligations of a Banker; Precaution & Rights of an Indemnity Holder. Definition and Types of Bank Guarantees; Banker's Duty to Honour Guarantee; Precautions to be taken for Issuance of Bank Guarantee; Precautions to be taken for Payment under Bank Guarantee; Invocation & Enforcement. General Considerations of Letters of credit; Parties to a Letter of credit; Types of Letters of credit; Documents under a Letter of credit; UCPDC 600; Banks obligation for payment of Letter of credit.	7+2
5	Securities: Types of Securities; Escrow Arrangements; Trust and Retention Arrangements. Laws Relating to Securities and Modes of Charging. Mortgage, Types of Mortgage, Enforcement of Mortgages, Lien; Pledge; Hypothecation; etc. Definition of Charge; Procedure for Registration of Charge; Effect of Non-registration of Charges.	7+2

Note:	
1	Internal Evaluation must include live project on any part of syllabus.

Learning Sources:		
1	Text Books	<ol style="list-style-type: none"> 1. Banking Regulations and Legal Aspects Dr. E B Khedkar & Dr D B Bharati Himalaya Publications 2. The economics of money, banking & financial markets: The business school edition, 3e by Frederic S. Mishkin, Pearson Publication 3. Banking Theory-Law and Practice By Dharmaraj Scitech Publications 4. Banking Theory-Law and Practice Dr K Nirmala Prasad Himalaya Publications
2	Reference Books	Legal & Regulatory aspects of Banking: Indian Institute of banking & Finance-Macmillan Publication-JAIIB Bank Management & Financial Services 9 th edition, Peter Rose & Sylvia Hudgins Money, Banking & Financial Markets: Stephen Cecchetti, 4 th edition, Mcgraw Hill Publication
3	Supplementary Reading Material	Reserve Bank Bulletins Economic Times Business Standard Companies Act Banking Regulation Act
4	Websites	www.iibf.org.in www.higherbanking.com/paper
5	Journals	Journal of banking and finance International Journal of Banking Accounting and Finance

Semester	IV	Specialization	Banking & Insurance Management
Course Code	404 BIM	Type	Specialization – Core
Course Title	Trends in Insurance Management		

Course Objectives:	
1	To introduce the students with the growth and changes taken place in Insurance industry over a period of time
2	To make the student understand the recent trends in Insurance Industry

Syllabus:

Unit Number	Content	Sessions
1	Evolution of insurance in India: Practice of Insurance, The insurance companies, Managing Agencies, Indian Insurance companies, Non-Life Insurance Companies, Three Phases of De-trifling, Privatization of Insurance Industry, and Insurance Repository.	7+2
2	Insurance legislation: The Insurance Act 1938 – Insurance Regulatory & Development Authority (IRDAI) Act 1999 – General Insurance Councils – Amendments to Life Insurance Corporation Act 1956 – Amendments to General Insurance Business (Nationalization) Act regulations issued by IRDAI — Other Acts – Exchange Control Regulations — Insurance Ombudsman, Market – Statutes & Regulations that affect conduct of business in India, Recent Changes in IRDA norms, FDI in Insurance	7+2
3	Introduction to Reinsurance: Nature of reinsurance – Analysis of factors that influence results – Historical background – Reinsurance in India before & after nationalization and liberalization – GIC – Regional co-operation – Functions of reinsurance - Advantages, Forms of Reinsurance: Facultative reinsurance – Treaty reinsurance – Facultative Obligatory Treaty – Considerations for facultative placements, Reinsurance Program - Design: Program objectives – Gross to Net evaluation – Reinsurers' accounts – Funds flow and Liquidity.	7+2
4	Challenges in Insurance Industry: Risk Management, Decline in Life insurance, Challenges in General and Health Insurance, Regulatory challenges, Challenges from international players. Role of Information Technology in Insurance Industry.	7+2
5	Global trends in the insurance industry: Key Findings, Steep Driver and Factors, International Trends in Insurance Regulation: Purpose and area of focus of regulations – Regulatory systems of other countries.	7+2

Note:	
1	Internal Evaluation must include live project on any part of syllabus.

Learning Sources:		
1	Text Books	Principles of Risk Management & Insurance 10/e, George E. Rejda Introduction to risk Management & Insurance 10/e, Mark S. Dorfman Elements of Banking and Insurance, by Sethi, Jyotsna, Bhatia Principles and Practices of Banking and Insurance by V. S. Gopal and Sumati Gopal Life Insurance Today by Sashi Publications

		Shantha Bansal (2012)- Health Insurance (First edition) B. D. Bhargav (2008)- Insurance Theory And Practice (First edition) M. N. Mishra & S. B. Mishra (2010)- Insurance – Principles and Practice (17 th edition)
2	Reference Books	Trends in Insurance Management Dr. E B Khedkar & Dr D B Bharati Himalaya Publications Insurance: Theory and Practice, Tripathy Nalini Elements of Banking & Insurance: Sethi Jyotsna & Bhatia
3	Websites	www.irda.gov.in
4	Journals	Journal of risk and insurance

Semester	IV	Specialization	BIM
Course code	405 BIM	Type	Elective Courses
Course Title	Advance Technology in Banking & Insurance		

Course Objectives:

4. To understand the role played by technology in Banking and Insurance Sector.
5. To know how and why to use the technology in Banking and Insurance Sector.

Syllabus:

Unit Number	Contents	
Unit – 1	Banking Technology - E-Banking - Core Banking - Electronic products – Electronic payment system - Online Banking - Electronic fund transfer system: RTGS, NEFT & SWIFT etc.- Information Technology - Current trends - Global developments in banking technology - Computer audit - information system audit - Information system security and Disaster Management.	5+1
Unit – 2	Bancassurance - Importance of Risk management in banks - types of risk, CIBIL, Banking Codes, Banking Codes and Standard Boards.	4+1
Unit – 3	Use of Technology in Marketing of Banking and Insurance services products - selling function in a bank - Portfolio and wealth management - Tele marketing / Mobile phone banking. Intranet and Internet - Benefits To Agents – Benefits To Policy Holders/ Prospects/ companies and Banking and Insurance sector as whole.	5+1
Unit – 4	Computerized Accounting - Accounting in electronic environment - methods - procedures - security - rectification. Core Banking environment is to be highlighted.	4+1
Unit – 5	Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations. Internal Processing – IRDA Regulations. Online transactions - Payments and settlements of claim. Use of technology in Grievance Redressal Mechanisms.	4+1

Learning Resources:

1	Text Books	<ol style="list-style-type: none"> 1. <i>Principles & Practices of Banking</i> - By Indian Institute of Banking & Finance - Macmillan Publication. 2. <i>Accounting & Finance for Bankers</i> - By Indian Institute of Banking & Finance - Macmillan Publication.
2	Reference Books	<ol style="list-style-type: none"> 1. V.V. Bhatt – Financial System : Sage , New Delhi. 2. Periasamy p. – Principles and Practices of Insurance – MUMBAI Himalaya. 3. Kenneth C Laudon and Jane P Laudon, —Management Information Systemll, 9th

		Edition, PHI, New Delhi, 2006.
3	Supplementary Reading Material	IRDA Publications RBI Publications Publications by Finance Ministry

Semester	IV	Specialization	BIM
Course code	406 BIM	Type	Elective Course
Course Title	Practice of Marine Insurance		

Course Objectives:
1. To understand the concept of Marine Insurance.
2. To know the procedure of cargo insurance coverages.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	Basic concepts: Evolution and need for Marine Insurance – Various Acts to regulate the Marine Insurance Market – Organisation of Llyods – International Maritime Bureau – Tariff Advisory Council – General Insurance council – General Insurance Corporation of India – Marine Insurance Act.	4+1
Unit – 2	Fundamentals of Principles guiding the Marine Contract- Warranties – Utmost Good faith – Insurable Interest – Reinsurance – Assignment and passage of interest in Marine Insurance – Indemnity – Valued and Unvalued Policies – Subrogation – Abandonment – Contribution – proximate cause.	5+1
Unit – 3	Hull insurance: Classification of Vessels – Indian register of Shipping – Types of vessels –Types of Policies – Institute Time Clauses – Hull – Perils covered – Pollution Hazard – Duty of the Assured (Sue & Labour) – Collision Liability – Sister ship – Deductible – Notice of claims – Disbursements Warranty - Termination – Perils – Pollution Hazard –Class ISM – Optional covers –Institute Voyage Clause –Insurance of Freight – Time and Voyage freight clauses –Valued and unvalued Policies – Loss of freight – Loss of Time clause – Claim documents – Port risk insurance – Institute Fishing Vessels Clause – Protection & indemnity Associations.	6+1
Unit - 4	Marine recoveries: Marine recoveries from third parties – Indian Carriage of Goods by Sea Act – Ship owner's responsibility, liabilities/rights and immunities – Notice of loss or damage – Time limit for legal action – Carriage of goods by Rail – Rights /Liabilities of Railway Authorities Notice of Claim for Compensation – Carriage of goods by Road Act – Carriage by goods by Air – Multimodal transportation/ responsibilities/ liabilities/ limits – Liabilities of Port Authorities – major and other ports – Postal Authority – Customs – Salvage Disposal.	5+1
Unit - 5	Role of banker's in marine insurance: Methods for payment in International trade – Consignment purchase – Down payment – Open account – Documentary Collections – Letter of Credit – detailed working procedure – Uniform customs and practices for Documentary Credits – Signatories – Cover note – Insurance Documents and Coverage – Currency of coverage – amount of coverage – port to port cover – excess/franchise.	4+1

Learning Resources:		
1	Text Books	1. Emerging Trends in Banking, Finance and Insurance Industry by Prof. Anand M.Agrawal & Krishn A.Goyal (Eds.)
2	Reference Books	1. V.V. Bhatt – Financial System: Sage, New Delhi. 2. Periasamy p. – Principles and Practices of Insurance – MUMBAI Himalaya. 3. Handbook on Opening of Insurance Sector - Policy, Regulations, Guidelines and List of Foreign Companies by Centre of Publications
3	Supplementary Reading Material	Marine Insurance Vol.1 by Witherby Insurance and Legal Marine Insurance Vol.2 by Witherby Insurance and Legal
4	Websites	IRDAI
5	Journals	Handbook of IRDAI on Marine Insurance

Semester	IV	Specialization	BIM
Course code	407 BIM	Type	Elective Course
Course Title	Fire & Consequential Loss Insurance		

Course Objectives:

1. To understand Fire Insurance and Consequential Loss Insurance.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	Basic Principles and the Fire Policy: Introduction - Basic principles - Fire Tariff – Introduction - Standard Fire and Special Perils Policy – Operative Clause – General Exclusions - Debris Removal – Conditions. Add On Covers and Special Policies.	5+1
Unit – 2	Fire Hazards and Fire Prevention: Fire Hazards - Types of fire hazards - Originating Hazards - Contributory Hazards - Hazards arising from Construction - Fire Load - Fire Resistance - Construction hazards - Exposure Hazard – Height – Size - Silent Risk - Hazards arising from Goods - Spontaneous Combustion - Miscellaneous Hazards - Fire Prevention - Fire Extinguishment Systems - Good Housekeeping - Bad Housekeeping - Storage of combustible material - Loyal Staff - Prohibition of Smoking - Combustible litter.	5+1
Unit – 3	Consequential Loss Insurance: Trading Losses – Loss from stoppage of business – Basis of loss of profit insurance – The measure of indemnity – Indemnity Period – The sum insured – The Consequential Loss policy – Operative clause – Material Damage Proviso – Schedule – Specification – Definitions – Adjustment Clause – Variations and Special Circumstances – Departmental Clause – Returns of Premium – Policy Conditions – Losses not Payable – Business Interruption (FLOP).	4+1
Unit – 4	Consequential Loss Insurance Policy: Basis Rate – C.L.Rate – Extensions – Insured's Property at other Locations – Damage at Supplier's Premises – Insurance of Wages – Methods – Lay-off/Retrenchment Compensation – Auditors Fees – Gross Profit Specification – 'Output' Basis of Specification – 'Difference' Basis of Specification – New Business Clause – Revenue Policies – Gross fees policy – Claims Procedure - Duties of insured – Steps for claim settlement of insurer.	5+1
Unit – 5	Documents: Proposal form – Details about the proposer – Coverage – Details of Property – Details of Sum Insured – Declaration Clause – Risk Inspection report – Objective of inspection report – Scope of a Risk Inspection Report – Cover Note – Acceptance cum Receipts / Cover note – Schedule – Operative Clause – Policy Drafting – The policy schedule – Warranties and Clauses – Endorsements – Renewal Notice.	4+1

Learning Resources:

1	Text Books	1. The Law of Fire Insurance: Vol. I by George Ansel Clement.
2	Reference Books	1. Practical Aspects of Fire Insurance by Sudhir Kumar Jain & Sanjay Gupta. 2. Fire Insurance Theory and Practice By Thomas Richard Smith, H.W. Francis,

		and Edwin Gamlen.
3	Supplementary Reading Material	Claims & Standard Fire Policies, Special Extensions & Special Perils by Walmsley, R M
4	Websites	IRDAI
5	Journals	Handbook of IRDAI on fire Insurance

Semester	IV	Specialization	BIM
Course code	408 BIM	Type	Elective Course
Course Title	Health Insurance and Mediclaim insurance		

Course Objectives:

1. To understand the concept of Health Insurance.
2. To understand the meaning of Medi-claim Insurance.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	Introduction to health insurance: What & Why of Health insurance – Evolution and growth of Health insurance in India – Understanding the Health System in India – Constitutional provisions in areas of Public Health – Government Health Dept. at the Central level, State level & District & local levels – Infrastructure of the Health care system – Public & Private Health Centers & Health care providers.	6+1
Unit – 2	Health insurance products in india: Types of Health Insurance Products in India – Hospitalization Indemnity product – Personal Accident products – Critical Illness product – Daily Hospital Cash benefit – Disease management covers – Outpatient covers – Investment products in health insurance & health savings components – Products for senior citizens – Micro-insurance products – International Coverage products – Other specialized health insurance products.	5+1
Unit – 3	Mediclaim insurance: Meaning, definition scope and Nature of Mediclaim insurance. Silent features of Mediclaim insurance. Benefits and Beneficiaries under Medi-claim insurance. Various diseases covered and not covered under Mediclaim insurance policy. Settlement procedure, Network and Non Network hospitals its advantages and disadvantages.	4+1
Unit – 4	Difference and similarities between Mediclaim insurance and Health insurance, frauds and mechanism for preventions of fraud.	3+1
Unit – 5	Customer service in health insurance and Medi claim Insurance: Consumer protection & policy – holder's protection – Claim servicing – types of cashless claims – Grievance Redressal – survey on grievance Redressal.	3+1

Learning Resources:

1	Text Books	<p>Mediclaime And Health Insurance eBook: Kshitij Patukale</p> <p>Bawa S K and Ruchita (2011), "Awareness and willingness to Pay for Health Insurance: Choudhary Mahesh kumar, Goswami Kalpesh Khambati Sudha B et al. (2013), Gurunathan Balanga and Mohansundari N (2010),</p>
2	Reference Books	<p>Children's Health Insurance Program by David G. Smith</p> <p>Understanding Health Insurance: A Guide to Billing and Reimbursement</p>
3	Supplementary Reading Material	<p>Health Insurance Handbook - IRDA</p> <p>Awareness of Health Insurance and its Related Issues in Rural areas of Jamnagar District, National Journal Of Community Medicine, Vol. 4 No. 2, pp 267-271</p> <p>"Level of Awareness in the Indian Health Insurance Industry", Synergy, Vol. 8, No. 2, pp 80-92</p>
4	Websites	IRDAI
5	Journals	Handbook of IRDAI on Health Insurance

Semester	IV	Specialization	BIM
Course code	409 BIM	Type	Elective Course
Course Title	Agricultural Insurance		

Course Objectives:

1. The aim to understand Agricultural/ Crop insurance.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	Introduction to Indian Agriculture: Situation of Agriculture in India – Growth of Agriculture over the years – Role of Agriculture in Indian Economy – Agriculture Distribution and Indicators – Agricultural Census – Agricultural Resources – Land records computerization.	5+1
Unit – 2	Crop Insurance: Agricultural Risks – Changing face of Agricultural Risks in India – Climate Change and Agriculture – Managing Agricultural Risks. National Agricultural Insurance Scheme (NAIS) – Components – Nature, Coverage and Integrity – Underwriting – Claims – Yield Data – Yield Estimation Methodology – Actuarial premium rating – Proposed modifications in NAIS.	3+1
Unit – 3	Traditional Crop Insurance: Hail insurance – Conceptual framework – Plantation/ Horticulture/ Floriculture insurance Agriculture insurance in developed countries like US, Canada, Spain, Japan, Italy, Sri Lanka, Mexico etc. schemes – Traditional crop insurance – Premium rating, Underwriting and Claims.	4+1
Unit – 4	Cattle Insurance in India: History of Cattle insurance – Cattle insurance policy – Livestock insurance schemes promoted by Central government etc. Cattle insurance policy – Loss assessment & settlement, Loss minimization, Methods of identification of cattle – Weather index based livestock insurance of Mongolia.	5+1
Unit – 5	Poultry Insurance in India: History of poultry insurance – Poultry insurance policy – Market agreements – Underwriting – Loss assessment and settlement – Loss minimization – Duck insurance policy.	5+1

Learning Resources:

1	Text Books	1. Agriculture, Food Security & Rural Development, Asian Development Bank, 2. Agriculture Risk & Insurance in India, Dr. S S. Raju & Dr. Ramesh Chand, NCAEPR, New Delhi, 2010, Books for Development, Bangalore
2	Reference Books	Agricultural Risk and Insurance in India - Problems and Prospects, S.S. Raju and Ramesh Chand, 2010, Academic Foundation, Government Support to Agricultural Insurance Authors: Mahul, Olivier; Stutley, Charles

		J, March 2010, Agricultural Risk, Insurance & Income, Mishra, Pramod, the Maritime and Insurance Indian agriculture in the new millennium: changing perceptions and development policy: Volumes 1 & 2, Mujumdar, Kapila, Uma Joshi, Academic Foundation, 2006.
3	Supplementary Reading Material	Newspapers & Circulars of State Government
4	Websites	http://elibrary.worldbank.org/content/book/9780821382172 .
5	Journals	Journal of IRDAI on agriculture insurance

Semester	IV	Specialization	BIM
Course code	410 BIM	Type	Elective Courses
Course Title	Agency Management		

Course Objectives:

7. To understand the need of Agency Management.

8. To Know Agency Models.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	The need for agency management: Landscape of Life Insurance Selling, Agency Productivity, Meeting Customer Expectation, and General Insurance – the distribution challenges. The Problems in Agent's Life, Social Stigma, Lack of Formal Sales Training, Financial security, Traits of Successful Agents, Financial Strength, Personality Traits, The career Graph of an Agent. Code of Conduct of agents, Regulations of Agents in Life Insurance.	6 +1
Unit – 2	Managing the sales process: Sales Management, Sales Management and productivity, Sales Management as a Science, Sales Management Levers in the Insurance Business, Steps involved in Life Insurance Sales.	5 +1
Unit – 3	The agency model: Relevance of the Agency Model, The Agency Distribution Structure, Role of Branch, Models of Agency Management, Concept of Agency and principle, Agent's Responsibility, The principle's responsibility, Agents vs other types of intermediaries, Corporate Agent and Banks, Direct Sales, Terminating an agent.	5 +1
Unit – 4	Agency development and management cycle: Developing an insurance agent, Agent Recruitment and Development Cycle, Suspecting, Prospective Activities, Steps for agent recruitment activities, Nominators, Agent Referrals, Name collection Activity, Screening, Business opportunity Preview, Selection and appointment, Post recruitment stage, Establishing Authority and Accountability, New Agent Development Process, Reward and recognition platform.	4 +1
Unit – 5	Agency management – tools and processes: Goal Setting Exercise, Types of goals, Developing Sales Team, Classroom intervention and Field orientation, Field Demonstration, Filed observation, Feedback, Mentoring, Coaching, Different types of coaching model, Coaching v/s Mentoring, Performance Review Meeting, Counseling.	4 +1

Learning Resources:

1	Text Books	Life Insurance: The Life Insurance Tool Book, by Tony
2	Reference Books	<ol style="list-style-type: none"> 1. Owner Position Your Agency: A Guide to Insurance Agency Success. 2. Insurance Commander: How to Sell Property and Casualty Business Insurance By Baxter Dunbar. 3. The Breakthrough Insurance Agency: How to Multiply Your Income, Time and Fun by Bart Baker
3	Supplementary Reading Material	NCAER (2011), "Pre-launch Survey Report of Insurance Awareness Campaign, IRDA,
4	Websites	Websites of LIC, General insurance compnaies
5	Journals	Journal of Banking & Insurance

Semester	III	Specialization	BIM
Course code	411 BIM	Type	Elective Course
Course Title	International Banking		

Course Objectives:

1. To enable the students familiarizing with functions and performance of international financial institutions and operational mechanism of foreign exchange market in India.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	International Banking: Global trends and developments in International banking- International Financial Centers, Offshore Banking Units, SEZs-International Financial Institutions: IMF;, IBRD, BIS, IFC, ADB-Legal and Regulatory aspects of international banking.	(Hours: 6+1)
Unit – 2	International Finance: Fundamental principles of lending to MNCs; International Credit Policy Agencies and Global Capital Markets; Methods of raising equity and debt resources through ECBS, ADRs/GDRs, ECCBS and other types of Bonds, etc in international markets;	(Hours: 6+1)
Unit – 3	Project and Infrastructure Finance- Investments both in India and abroad, joint ventures abroad by Indian Corporate, investment opportunities abroad for resident Indians; Financing of mergers and acquisitions.	(Hours: 5+1)
Unit – 4	Framework of Foreign Exchange: Sources and Uses of Foreign Exchange- Balance of Payments; Foreign Exchange Market Mechanism-Different types of exchange rates, exchange rate determination, convertibility of Indian Rupee; Role of Banks in Forex markets-Functions of a Forex Dept, maintenance of foreign currency accounts.	(Hours: 4+1)
Unit – 5	Forex Business: Foreign Exchange Management Act (FEMA) and its philosophy; Role of RBI and FEDAI in regulating foreign exchange business of banks/other authorized dealers-NRI customers and various banking and investment products available to them under FEMA.	(Hours: 3+1)

Learning Resources:

1	Text Books	<ol style="list-style-type: none">1. Jeevanandam C., Foreign Exchange, Practice, Concepts & Control, Sultan Chand & Sons, New Delhi.2. Chaudhuri BK & Agarwal OP, Foreign Trade & Foreign Exchange, imalaya Publishing House, Mumbai.
2	Reference Books	<ul style="list-style-type: none">• Apte PG, International Financial Management, Tata McGraw Hill Publishing Company Ltd., New Delhi• Rajwade AV, Foreign Exchange, International Finance & Risk Management, Academy of Business Studies, New Delhi.• Indian Institute of Banking and Finance, International Banking, Mumbai
3	Supplementary Reading Material	Reserve Bank Bulletins Economic Times Business Standard Companies Act Banking Regulation Act
4	Websites	www.iibf.org.in www.higherbanking.com/paper
5	Journals	Journal of banking and finance International Journal of Banking Accounting and Finance

Semester	IV	Specialization	BIM
Course code	412 BIM	Type	Elective Course
Course Title	Vehicle Insurance		

Course Objectives:

1. To know the Vehicle Insurance.
2. To understand the types of Vehicle Policies.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	History of Motor Insurance – application of basic principles – types of motor vehicles – private cars, motor cycle/ scooters, commercial vehicles, trailers, miscellaneous and specific types of vehicles – types of policies. Motor Vehicles Act 1939 – Motor Vehicles Act 1988 – Definitions – Necessity for compulsory third party insurance – Certificate of Insurance – Liability – without fault – Compensation on structured formula basis – Hit and Run Accidents – Solatium fund.	5+1
Unit – 2	Vehicle (motor) policies: Types of Motor Policies – Coverage under Liability Only and Package Policies – Policy conditions – Add on covers – Exclusions. Private Car and Two Wheeler Policies – Commercial Vehicles – Motor Trade Policies; Scope of Standard Form of Policies – Schedule – Exceptions – Conditions; Concept of Insured's Declared Value.	5+1
Unit – 3	Motor insurance practice: Rules and Regulations – File and Use approval – Erstwhile Tariff Guidelines – Policy Design and Rating concepts during Tariff Regime – Scope for changes consequent to detariffing – practices abroad.	4+1
Unit – 4	Motor Accident Claims: Own Damage Claims – Survey – Assessment – Settlement – Claim Documentation and Procedures – Types of losses – Fraudulent OD Claims. Third Party Liability Claims – Procedural Aspects – Legal Aspects – Negligence – Types of Claims – Death – Disability – Property; Legal System – Tribunals – Courts – Knock for Knock Agreements – Fraudulent TP Claims. Lok Nayalaya – Jald Rahat Yojana.	5+1
Unit – 5	Documents: Importance of documentation - Proposal Form - Certificate of Insurance - Cover Note- Policy forms – Endorsements and Renewal Notice.	3+1

Learning Resources:

1	Text Books	V.V. Bhatt – Financial System: Sage, New Delhi.
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		Periasamy p. – Principles and Practices of Insurance – MUMBAI Himalaya
2	Reference Books	Motor Insurance Theory and Practice by Witherby Insurance and Legal
3	Supplementary Reading Material	IRDA Motor Handbook
4	Websites	IRDAI
5	Journals	Journal of banking and finance

Semester	IV	Specialization	BIM
Course code	413 BIM	Type	Elective Courses
Course Title	Life Insurance Products		

Course Objectives:

1. To know the details about Life Insurance Products.
2. To understand the concept of Islamic Insurance.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	Life insurance products – an overview: Defining Products, Levels for products, various kinds of Life Insurance Products, The term insurance plans, Disabilities Protection Riders, Endowment Life Insurance, Whole Life Insurance, Universal Life Insurance, Investment-Linked Life Insurance.	6+1
Unit – 2	The underlying concepts in life insurance products: The life Insurance product, Value for Customers, The HLV Concept, Need Analysis Approach, Contract of indemnity and insurance, Long term relationship aspects, The Post-Sales service obligation, The safety of Investment Aspects, The immediate Estate Feature.	5+1
Unit – 3	Other contingencies and products: Protection plans and Disability, Disabilities and its solutions, Disability Income Insurance, Long Term Care, Life Insurance Product Plans, Family Oriented Policies, Juvenile Insurance, Dynamic Life Insurance, Capital Accumulation and Traditional Plans, With Profit Plans, Bundled and unbundled plans, Universal Life, Variable life Insurance plans, Universal Variable Life Plans, Unit linked Insurance Policies, Unit Linked vs Traditional Life Insurance Plans, Difference between ULIP and Mutual Funds, Riders, Pensions, Types of pension annuities.	6+1
Unit – 4	Life insurance v/s Other financial products: Financial products – attributes and attribute preferences, Attributes – a closer look, Liquidity, Types of Financial Products, Bonds, Mutual Funds, Equity Shares, Fixed Deposit. Financial products – attributes and attribute preferences, Attributes – a closer look, Liquidity, Types of Financial Products, Bonds, Mutual Funds, Equity Shares, Fixed Deposit.	5+1
Unit – 5	Takaful (Islamic insurance): Meaning and concept of Takaful, Takaful Development, Takaful Market, Principles of Islamic Insurance, Elements of Takaful, Takaful Operational Model, Segregated Funds, Participants Investment Funds, Operating Principles of Takaful Company, Administration of Takaful Company, Types of Life Insurance Products, Pricing, Claims under Family Takaful, Distribution of Profit.	5+1

Learning Resources:		
1	Text Books	V.V. Bhatt – Financial System: Sage, New Delhi. Periasamy p. – Principles and Practices of Insurance – MUMBAI Himalaya
2	Reference Books	Life Insurance Today by Sashi Publications
3	Supplementary Reading Material	Materials of LIC and General Insurance companies
4	Websites	www.iibf.org.in www.higherbanking.com/paper
5	Journals	Journal of banking and Insurance International Journal of Insurance

Semester	IV	Specialization	BIM
Course code	414 BIM	Type	Elective Course
Course Title	Commercial Banking and Co-operative Banking		

Course Objectives:

1. To make the student understand Principles of Cooperative Banking.
2. To make the student understand legal aspects and supervisory aspects of Cooperative Banking.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	Overview of Commercial Banking in India – Role and Functions of Commercial Banks – Indian Banking in Pre-Nationalization and Post-nationalization Phases – Banking Sector Reforms and their Implications on Indian Banking Sector –Changing Role of Indian Banks – Reforms and Restructuring of Bank Management – Management of Private Sector Banks and Public Sector Banks –Management of Banks in Rural Areas.	6+1
Unit – 2	Functions of Bank Management – Planning, Organizing, Directing, Coordinating, Controlling – Hierarchy of Management and functions at Each Level – Strategic Planning in Banks – Budgeting in Banks – RBI and its Role in Bank Management and Regulation, Prevention of Money laundering Act, 2002.	5+1
Unit – 3	Credit Management in Banks – Principles of Sound Bank Lending – Loan Policy – Compliance with RBI guidelines – Credit Appraisal and Credit Decision Making – Monitoring and Review of Loan Portfolio – Management of Non-Performing Assets (NPAs) – Classification of NPAs – Debt Restructuring – SARFAESI Act, 2002.	5+1
Unit – 4	Co-operative banking: Principles and Laws of co-operative Banking Law and rules relating to Co-op Banks Principles of Co-operation - brief overview of structure of co-operative credit institutions – Membership.	4+1
Unit – 5	Co-operative banking operations: Deposits, Credit & Investment Management Different Deposit Products - Deposit Policy - Credit Management Loans and advances - Priority sector lending - MSME financing - Personal Finance - Banker - Customer relations - Garnishee orders and Attachment orders, Bankers' right of lien, set-off and appropriation Indemnities and Bank Guarantees; Loan Policy - Management of NPA - Investment Management - CRR / SLR Management - Financial Markets - guidelines of RBI / NABARD in regard to investment - Money Market - Call money - Repos and Reverse Repos -	6+1

	Foreign Exchange Market - Debt market – Bank assurance - Meaning and Scope of Investment Policy.	
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Learning Resources:		
1	Text Books	Co-Operative Banking by IIBF (Indian Institute of Banking and Finance). Co-Operative Banking by P R Kulkarni
2	Reference Books	1. Commercial Banking: The Management of Risk-2nd by Frster Donald R/Gup Benton. 2. Principles of Banking, Indian Institute of Banking and Finance, Macmillan. 3. Benson Kunjukunju, Commercial Banks in India, New Century Publications. 4. Dr. P. K. Srivastava, Banking theory and Practice, Himalaya Publishing House.
3	Supplementary Reading Material	Reserve Bank Bulletins Economic Times Business Standard Banking Regulation Act
4	Websites	www.iibf.org.in www.higherbanking.com/paper
5	Journals	Journal of banking and finance International Journal of Banking Accounting and Finance

Semester	IV	Specialization	BIM
Course code	415 BIM	Type	Elective Course
Course Title	Central Banking		

Course Objectives:

- 1. To familiarize the students with the functions and performance of Central banks in general and Central banks in USA, UK, European Union and India in particular.**

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	Evolution and Functions of Central Banking-Development of Central Banks in Developed and Developing countries. Functions of a Central Bank-Regulatory and Developmental functions.	(Hours: 6+1)
Unit – 2	Central Banking in USA, UK and, European Union-Organizational evolution, Constitution and Governance-Role, functions and performance-Recent Developments.	(Hours: 5+1)
Unit – 3	Reserve Bank of India: Organizational evolution, constitution and governance, major organizational and functional developments over time-RBI Act, Banking Regulation Act, Foreign Exchange Management Act, Banking Ombudsman Scheme, Financial Sector Reforms-Recent Developments.	(Hours: 5+1)
Unit – 4	RBI and Supervision of Indian Financial System: Constituents of Indian Financial Markets and their Regulation-Evolution of Bank Regulation and supervision.	(Hours: 4+1)
Unit – 5	RBI and Financial Stability: Financial Development Vs. Financial Stability, Risks to Financial Stability, Liquidity Management, Risk Management in Banks, The Basle Norms, Prudential Norms, Effect of liberalization and Globalization on Financial Stability.	(Hours: 4+1)

Learning Resources:

1	Text Books	1. Khan, M.Y. Indian Financial System, Tata McGraw Hill Publishing Company Ltd., New Delhi.
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		2. Decock, MH, Central Banking, UBS Publisher Distributors Pvt. Ltd., New Delhi.
2	Reference Books	<ul style="list-style-type: none"> • Hawtrey, The Art of Central Banking, Augustus M Kelley Publishers, New York. • Vasudevan A., Central Banking for Emerging Market Economies, Academic Foundation, New Delhi. • Indian Institute of Banking & Finance, Central Banking, Mumbai. • RBI , History and Evolution of Central Banking in India, Mumbai
3	Supplementary Reading Material	Reserve Bank Bulletins Economic Times Business Standard Banking Regulation Act
4	Websites	www.iibf.org.in www.higherbanking.com/paper
5	Journals	Journal of banking and finance International Journal of Banking Accounting and Finance

Semester	IV	Specialization	BIM
Course code	416 BIM	Type	Elective Courses
Course Title	Innovations in Banking and Insurance Industry		

Course Objectives:

To know the innovations in Insurance Industry.

Syllabus:

Unit Number	Contents	
Unit – 1	Review of functioning of banks , Liabilities and Assets of Banks, Net worth, Off Balance Sheet Items New Products : Deposit and Loan Products Housing finance, Hire Purchase, Leasing, Factoring and Forfeiting, Merchant Banking, Mutual Funds, consumer Loans , Venture Capital Financing , Banks as credit financial supermarket/ maturity and return profiles of new products .	5+1
Unit – 2	New Financial services provided by banks- investment portfolio management services, advice on money management, tax services Electronic Payment systems (Indian- NEFT, RTGS , International – SWIFT) Debit Cards and Credit Cards – Concept and Process. E-Banking INVESTMENT BANKING and PRODUCTS	5+1
Unit – 3	Insurance- Concept, functions, Types (Life and General), New Insurance Products. Integration of third party and Re-insurance, Co-existence of Banking and Insurance – their problems. Insurance as a cover to Banking risks Types of Risks, (systematic and unsystematic) Bank Assurance	5+1
Unit – 4	Privatization of Insurance Business in India, Banking and Insurance Regulation Self Regulation and Installation of Corporate Governance. Future strategies for promoting insurance in India. Implications for Risk Management, Derivatives in Banking, Innovations in credit appraisal system.	5+1
Unit – 5	FDI in Banking and Insurance sector.	3+1

Learning Resources:

1	Text Books	Innovation Management: Allan Afuah Business Innovation in 21 st Century: Pravin Gupta
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2	Reference Books	1. V.V. Bhatt – Financial System: Sage, New Delhi. 2. Periasamy p. – Principles and Practices of Insurance – MUMBAI Himalaya
3	Supplementary Reading Material	Innovating at the edge Economic Times Business Standard Managing Creativity & Innovation: Harvard Buisness School Press
4	Websites	www.iibf.org.in
5	Journals	Journal of banking and finance International Journal of Banking Accounting and Finance

MBA Syllabus: Semester IV
HEALTHCARE MANAGEMENT

Semester	IV	Specialization	Health Care
Course Code	403 HM	Type	Generic – Core
Course Title	Introduction to Medical / Healthcare Terminology		

Course Objectives:

1	To acquaint the students about the terminology used in the field of Healthcare.
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Syllabus:

Unit Number		Number of Sessions
1	Medical terminology used by Cardiologist, Medical terminology used by Neurologist	2 + 4
2	Medical terminology used by Nephrologist, iv. Medical terminology used by Gastro-intestinologist.	2 + 4
3	Medical terminology used by ENT surgeon, Medical terminology used by Dentist.	2 + 4
4	Medical terminology used by Orthopedic surgeon, Medical terminology used by Gynecologist.	2 + 4
5	Medical terminology used by Oncologist, Medical terminology used by Dermatologist, Medical terminology used by Endocrinologist.	6

Note:

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Learning Resources:

1	Text Books	Paramedics-Six in One, Jaypee Brothers Healthcare Services Cengage Learning
2	Reference Books	1. Anatomy & Physiology for Nurses – By Evelyn Pearce – Indian Edition – Jaypee Brothers, New Delhi.

		2. Manical Manual of Anatomy – By Sampath Madhyastha – CBS Publication.
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	IV	Specialization	Health Care
Course Code	404 HM	Type	Generic – Core
Course Title	Strategic Planning and Healthcare Management		

Course Objectives:

1	To Make the students familiar with the concepts, principles, and techniques of strategic planning/management.
2	Identify and discuss the process of strategic planning in a health care context.

Syllabus:

Unit Number		Number of Sessions
1	Strategy defined, Types of strategies, What strategy should achieve for an organization, The imperatives of strategy, Strategy Map	2 + 4
2	Tie strategy to the mission and vision of the organization, environmental and competitor challenges, Vision – Mission and goals of the Healthcare organization.	2 + 4
3	Strategic formulation and implementation for Healthcare organizations, importance and effects of Blue ocean and Red ocean strategies in Healthcare.	2 + 4
4	Strategic Thinking: Methods and Models for Strategic Analyses, tools to evaluate the internal and external environment of Healthcare Industry.	2 + 4
5	Mapping and Managing a Strategy: a strategy “scorecard”;; Financing a Strategy, returns on strategic investments	6

Learning Resources:

1	Text Books	1. Kim,W Chan, Mauborgne, Renée, Blue Ocean Strategy, 2. Strategic Management by Jeyarathnam Himalays Publication
2	Reference Books	1. Strategic Management and Business Policy by Dr. Azahar Kazmi.
3	Supplementary Reading Material	1. Bauer Lecture Notes: The Process of Developing the Organizational Strategic Plan. 2. Upper Regions Health Care System Case.
4	Websites	

Semester	IV	Specialization	Healthcare Management
Course Code	406 HM	Type	Elective
Course Title	Healthcare Organizational Behavior		

Course Objectives:	
1	The Objective of the course is to introduce organisational Behaviour concepts and process.
2	Mainly the course is focus on human behaviour in organizations.

Syllabus:

Unit Number		Number of Sessions
1	Organizing – Principles of Organization – Span of Control – Delegation and decentralization – Empowerment – Line and Staff relations – Directing	2 + 4
2	Leadership Styles – Motivation Theories: Maslow, Herz berg, Vroom – Managerial Communication – Communication Styles	2 + 4
3	Organizational Behaviour – Emergence of OB – Personality, Values and attitudes – Learning and Perception – Individual and Group Behaviour – Elton Mayo theory – Behavioural characteristics.	2 + 4
4	Organizational Change and Development – Change Process – OD interventions – Organizational Conflicts.	2 + 4
5	Organizational Culture – Organizational Effectiveness, Corporate Governance and Social Responsibility.	6

Learning Resources:		
1	Text Books	<ol style="list-style-type: none"> 1. Mirza, S. Saiyadain, “Organizational Behaviour”, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2003. 2. Fiedler FE, A Theory of Leadership Effectiveness. 3. Organizational Behaviour by K Ashwatapp. 4. Organisational Behaviour by Hema Balakrishnan Scitech Publication.
2	Reference Books	<ol style="list-style-type: none"> 1. Harold Koontz Y & Henz Weihrich: Management; 2. Robbins SP, Organizational Behaviour
3	Supplementary Reading Material	<ol style="list-style-type: none"> 1. Steven L McShane and Mary Ann Vouglinow, “Organizational Behaviour” Tata McGraw Hill Publishing Company Ltd., New Delhi. 2. Angelo Kinichi and Robert Kreitner “Organizational Behaviour – Concepts Skills and Practices”, Tata McGraw Hill Company Ltd., New Delhi, 2006.
4	Websites	
5	Journals	

Semester	IV	Specialization	Healthcare Management
Course Code	407 HM	Type	Elective
Course Title	Healthcare Organizational Leadership		

Course Objectives:	
1	To introduce organisational Leadership concepts and process.
2	The course is focus on leadership and styles of leadership used in organizations.

Syllabus:

Unit Number		Number of Sessions
1	Leadership: concept and meaning , scope of leadership in Healthcare industry, Leader and qualities of leaders. Leader as Motivator.	2 + 4
2	Leadership: Fundamentals, Leadership styles and theory, use of leadership in Conflict Management and Negotiation. Personal values in leaders.	2 + 4
3	Models of leadership, leadership competencies of leadership in Healthcare.	2 + 4
4	Techniques of Leadership required in growth of Healthcare sector.	2 + 4
5	Difference between Leader and Manager from Healthcare perspective, Effective leadership and Healthcare industry from global point of view.	6

Note:

Learning Resources:		
1	Text Books	1. George Binney, Gerhard Wilke & Colin Williams, Living Leadership: A Practical Guide for Ordinary Heroes, FT-Prentice Hall, 2005 [2nd edn 2009].
2	Reference Books	1. Margaret J Wheatley, Finding Our Way: Leadership for an Uncertain Time, Berrett Koehler, 2005. 2. Stephen Cottrell, Hit the Ground Kneeling: Seeing Leadership Differently, Church House Publishing, 2008.
3	Supplementary Reading Material	Edwin H Friedman, A Failure of Nerve: Leadership in the Age of the Quick Fix, Seabury, 2007.
4	Websites	
5	Journals	

Semester	Iv	Specialization	Health Care
Course Code	408 HM	Type	Elective
Course Title	Healthcare Operations Part - II		

Course Objectives:

1	To make the students aware about the Healthcare planning in India.
2	How to manage the Disaster and mass casualties.

Syllabus:

Unit Number		Number of Sessions
1	Healthcare Planning : Guiding principles in planning Healthcare planning including hospital facilities & services Planning the hospital building, Planning the operational units, engineering, lighting etc	2 + 4
2	Organization of the Healthcare: Management structure, Types, Governing body, committee, Duties and responsibilities of various positions in Healthcare functionaries at Healthcare centers and Hospitals.	2 + 4
3	Healthcare Operational management: Management of Quality Assured services of professional service units of hospital. Function, location, flow chart of operation, physical facilities and space requirements, statutory requirements, special features, problem situation, Staff requirement, Auxiliary requirements, Work load estimation, Documentation, Equipment & supplies. Emergency services.	2 + 4
4	Outpatient & Inpatient services in the following fields (Basic knowledge only): Radiotherapy Nuclear medicine Surgical units and OT Medical units Paediatric, neonatal units Skin Eye ENT Nephrology & Dialysis Urology Orthopedics Transplant units Burn Unit etc.	2 + 4
5	Disaster and mass casualty management: Classification of disasters, Principle of disaster management plan. Plan for disaster management, Specific problems of disaster management.	6

Note:

Learning Resources:		
1	Text Books	1. Park's textbook of Preventive & Social medicine
2	Reference Books	1. Principles of Hospital Administration & Planning: B.M.Sakharkar 2. Disaster Management by M Saravana Kumar. 3. Managing Disasters by M K Hariharan and R Rajeswari
3	Supplementary Reading Material	Hospital & Health Services administration-Principles & practices, Tabish, OUP
4	Websites	
5	Journals	

Semester	IV	Specialization	Health Care
Course Code	409 HM	Type	Elective
Course Title	Healthcare Data Analytics Part - II		

Course Objectives:

1	To make the students aware about the clinical research.
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Syllabus:

Unit Number		Number of Sessions
1	Introduction to biostatistics, linear regression, ANOVA and MANOVA, logistic regression.	2 + 4
2	Concept of Reliability and Validity, Define reliability and its relationship with measurement error; Determine the appropriate measure of reliability of measurement of the key variables.	2 + 4
3	Conducting factor analysis,	2 + 4
4	Application of Parametric and non Parametric tests in the Data analysis process.	2 + 4
5	Decision Making: Introduction to different decision criteria, Construct and use decision alternatives, Make decisions with Bayesian updates. The Mayo Clinic case.	6

Note:

Learning Resources:		
1	Text Books	<ol style="list-style-type: none"> Vittinghoff E., Glidden, D.V., Shiboski, S.C. and McCulloch, C.E. (2005) Regression Methods in Biostatistics. Carmines, EG and Zeller RA. (1979). Reliability and Validity Assessment. Statistics for Management by K. Subramani Scitech publications(India) Private Ltd.
2	Reference Books	
3	Supplementary Reading Material	<ol style="list-style-type: none"> Kleinbaum DG, Kupper LL, Muller KE, Nizam A. Applied Regression Analysis and Multivariable Methods, 4th Edition. Pacific Grove: Duxbury Press (2007). Fitzmaurice GM, Laird NM, Ware JH (2004) Applied Longitudinal Data Analysis, John Wiley & Sons, Hoboken New Jersey. Edwards, R., Telfair, J., Cecli, H., Lenoci, J. (2000) Reliability and Validity of a SelfEfficacy Instrument Specific to Sickle Cell Disease. Behavior Research and Therapy, 38, 951-963
4	Websites	
5	Journals	

Semester	IV	Specialization	Health Care
Course Code	410 HM	Type	Elective
Course Title	Healthcare Services		

Course Objectives:

1	To aware the students to whom the healthcare services need to provide.
2	To provide the knowledge about the Healthcare delivery system in India.

Syllabus:

Unit Number		Number of Sessions
1	Demography & Vital Statistics, Demography – its concept Vital events of life & its impact on demography, Significance and recording of vital statistics, Census & its impact on health policy	2 + 4
2	Health Administration in India – Concept, Meaning and scope in today's environment.	2 + 4
3	National Health Policy & Population policy, National Health Policy & Inter sectoral Co-ordination, National Population Policy, National Five year plans	2 + 4
4	Health Care Delivery System. Background objectives, action plan, targets, operations, achievements and constraints in various National Health Program.	2 + 4
5	Healthcare of the Community, Healthcare delivery system in India at Primary, Secondary and Tertiary Care, Indigenous system of medicine in India, Community participation in healthcare delivery system, Health system in developed countries.	6

Note:

Learning Resources:		
1	Text Books	1. Preventive & Social Medicine- Dr. K. Park 2. community medicine: V. K. Mahajan
2	Reference Books	1. Population studies – Asha Bhendre
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	IV	Specialization	Health Care
Course Code	411 HM	Type	Elective
Course Title	Indian Health Statistics and Information of Health in India		

Course Objectives:

1	To understand the various indicators of health, population dynamics.
2	To make the students aware about the importance of health statistics in future planning for healthcare services and understand health information system in India.

Syllabus:

Unit Number		Number of Sessions
1	Ratio analysis male to female population, Incidence and prevalence rates. Morbidity statistics.	2 + 4
2	International classification of diseases, Health reports and notifiable diseases.	2 + 4
3	Health information system in India, Health Systems Research (HSR) - Introduction to WHO's concept of HSR.	2 + 4
4	Use of systems research for strengthening health systems, Getting research into policy and practice (GRIPP).	2 + 4
5	Developing research protocols / proposals	6

Note:

Learning Resources:		
1	Text Books	1. Bio Statistics – Mahajan. 2. Preventive & Social Medicine – Rabhaka Rao
2	Reference Books	1. Population studies – Asha Bhendre. 2. Elementary Statistics - Goon, Gupta, Dasgupta
3	Supplementary Reading Material	
4	Websites	
5	Journals	

MBA Syllabus: Semester IV
ENTREPRENEURSHIP DEVELOPMENT

Semester	IV	Specialization	Entrepreneurship Development
CourseCode	403ED	Type	Subject –Core
Course Title	Social Entrepreneurship		

CourseObjectives:	
1	To Inform the policy agenda by working with key decision makers
2	To Create and enhance visibility for social enterprises through the media, campaigning and events
3	To Promote best practices amongst social enterprises through networks and publications

Syllabus:

UnitNumber	Contents	NumberofSessions
1	Social Entrepreneurship Introduction to social entrepreneurship Emergence of social entrepreneurship as a global movement Pioneers in social entrepreneurship Social entrepreneurs their profile and work	8
2	Social entrepreneurship and Business Entrepreneurship Difference between social entrepreneurship and business entrepreneurship Social entrepreneurship and Government Social entrepreneurship and activism Social entrepreneurship and democracy	8
3	Model Building and Scaling Business models Building models for social change Scaling the solution	8
4	Challenges in social entrepreneurship Financial constraints Attracting Human Resources Evaluating the impact of social entrepreneurship Social entrepreneurship and its impact on businesses Participation of individuals in social entrepreneurship	8
5	Cases in Social Entrepreneurship SWACH SewaSakahariSanstaMaryaadit Hiware Bazar Arvind eye hospital Sulabh international Grameen Bank	8

Learning Resources:		
1	TextBooks	1.Social Entrepreneurship: An Evidence-Based Approach to Creating Social Value (Chao Guo, Wolfgang Bielefeld) 2.Social Entrepreneurship: A Modern Approach to Social Value Creation, CourseSmarteTextbook (Arthur C. Brooks)
2	ReferenceBooks	1. David Bornstein and Susan Davis (2010), Social Entrepreneurship: What everyone needs to know, Oxford University Press. 2. Roger L Martin and Sally R Osberg, (2015), Getting Beyond Better, How social entrepreneurship works, Harvard Business Review Publishing.
3	Supplementary Reading	1.The Social Entrepreneur's Handbook: How toStart, Build, and Run a Business That Improves the World by Rupert Scofield (Mar 23, 2011) 2.Social Enterprise: Empowering Mission-Driven Entrepreneurs by Marc J. Lane (Apr

	Material	16, 2012)
4	Websites	1. http://www.smallbusinesssuccess.ca/ebooks/business_infosource/pdfs/2013_Social_Enterprise.pdf 2. https://www.insead.edu/facultyresearch/research/doc.cfm?did=41727 3. https://www.insead.edu/facultyresearch/research/doc.cfm?did=41727
5	Journals	1. International Journal of Social Entrepreneurship and Innovation 2. Journal of Social Entrepreneurship

Semester	III	Specialization	Entrepreneurship Development
CourseCode	404ED	Type	Subject -Core
Course Title	Investing In Science & Technology		

CourseObjectives:	
1	To understand Importance of technology for entrepreneurship
2	To provide updated practical knowledge of investments made by Entrepreneurs in field of Science and technology

Syllabus:

UnitNumber	Contents	Number of Sessions
1	Introduction to Investing: Concept of Investing, Reasons for Investing in technology (Why), investment approach (when-where-how-how much, wait and watch approach) w.r.t. today's global and Indian context.	5 +1
2	Investment Planning w.r.t. Technology: Steps of Investment Planning, Step 1 Determining the Organizational Structure, Step 2. Establishing Policies for Capital Investment Planning, Step 3. Establishing Project Selection Criteria, Step 4. Developing Calendar, Forms, and Instructions, Step 5. Preparing Project Requests Step 6. Reviewing Project Requests, Step 7. Prioritizing Project Requests, Step 8. Matching Projects to Available Funding, Step 9. Drafting Capital Program and Budget Documents. Step 10. Adopting Capital Program and	4+1
3	Technology Entrepreneurship: Overview and definition of Technology Entrepreneurship, Factors Influence the formation of Technology firm, effect of technology entrepreneurship on socio-economic development of region, Use of Technology for generate revenue and reduce cost.	5 +1
4	Organisations Investing In Science and Technology:4.1Government Investing In Science and Technology- Government of India Initiatives for Investing in Science and technology, 4.2 International Funding Agencies, Organizations (UNESCO, WORLD BANK, BILL GATES FOUNDATION INDIA funding for technology entrepreneurship, etc.)	6 +1
5	Desk research: Students to study 4 case studies related to success stories of today's Global and Indian Technology Entrepreneurs.(Google, Apple Inc., Microsoft, Tata, Samsung, Reliance Industries, etc)	5 +1

Learning Resources:		
1	ReferenceBooks	Technology Entrepreneurship-Thomas N.Duening, Robert D. Hisrich, Michael A. Lechter, Financial Services By Dr. S. Gurusamy, Financial Management By M. Y. Khan.
2	SupplementaryReadingMaterial	Guidebook on Capital Investment Planning for Local Governments by World Bank, Technology Innovation Management Review February 2012, Technology Entrepreneurship: Overview, Definition, and Distinctive Aspects by Tony Bailetti
3	Websites	http://en.unesco.org/themes/investing-science-technology-and-innovation , https://hbr.org/store/case-studies , http://www.gatesfoundation.org/ ,
4	Journals	International Journal of Technoentrepreneurship Journal of Innovation and Entrepreneurship

Semester	IV	Specialization	Entrepreneurship Development
CourseCode	405ED	Type	Subject –Elective
Course Title	Digital Entrepreneurship		

CourseObjectives:	
1	Present the performance of the enabling factors, a degree of digitalization of enterprises
2	Promote the awareness campaign on Digital Entrepreneurship and the Digital Entrepreneurship

Syllabus:

UnitNumber	Contents	NumberofSessions
1	The Digital Economy The new world order The new economy A new enterprise Themes for the new economy	6
2	Technological Ecosystems and Digital Workplaces Digital ecosystem Vertical and horizontal value chains Human –Machine interface Definition and design of digital workplaces	6
3	Digital Enterprise Business impact of digital technologies Smart home, smart city, smart retail Supply chain and e-commerce Embedded digital payments Crowd sourcing, Smart electric cars	6
4	Digital Business Models Digital retail business model Digital financial service business model Digital hospitality business model Digital health business model Digital Government and cities	6

5	Monetizing the Digital enterprise Operating model practices Mechanisms for scaling digital enterprise Building innovative mechanisms in digital enterprise Mechanisms for monetization and digital enterprise pay back	6
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Learning Resources:		
1	TextBooks	Essentials of Entrepreneurship and Small Business Management Thomas W. Zimmerer St. Leo University Norman M. Scarborough Presbyterian College with Doug Wilson University of Oregon Digital rights management: implications for libraries DM Davis, T Lafferty - The bottom line, 2002
2	ReferenceBooks	Don Tapscot,(1995),The Digital Economy, Mc Graw- Hill Publication Mark Skilton, (2015), Building the Digital Enterprise, Palgrave Macmillan.
3	SupplementaryReadingMaterial	<u>Software development in startup companies: A systematic mapping study</u> N Paternoster, C Giardino, M Unterkalmsteiner... - bth.se
4	Websites	http://www.inderscienceonline.com http://doi.ieeecomputersociety.org/10.1109/HICSS.2010.150
5	Journals	Digital development in rural areas: potentials and pitfalls <u>Social Utility and Social Justice Interdependence: A Paradigm for Intellectual Property Empowerment and Digital Entrepreneurship</u>

Semester	IV	Specialization	Entrepreneurship Development
Course Code	406ED	Type	Subject - Elective
Course Title	Understanding Logistics for International Business		

Course Objectives:	
1	To get acquainted with global dimensions of logistics management
2	To introduce basic operational aspects i.e. procedure, documentations & related legal aspects of global logistics
3	To sensitize students to basics of shipping line industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Introduction to Global Logistics : International Logistics Development, International Trade Logistics Chain, Shipper's Logistics Requirements in trade, 7R's of Logistics Management, 5 P's of Logistics, International Commercial Terms – Use of Incoterms in a Contract, Incoterms Laws.</p> <p>1.2 Logistics and Documentation: Consular Invoice, Commercial Invoice, Certificate of Origin, certificate of Value, Bill of Lading, Cargo Manifest or Packing List, Health Certificate, Import license, Insurance Certificate, Export Declaration Forms.</p> <p>1.3 Transportation: Modes of transportation, Transport and Communication, Transport activities and Land Use, Transport, Energy and the Environment.</p> <p>1.4 Air Cargo: Transportation of goods through Air, Transportation Infrastructure, World Air Cargo growth, Benefits of Airfreight, Airport classification, International Airports of India, Types of Aircraft, Unit loading devices, Airport Charges, International Country Codes.</p>	5 + 1
2	<p>2.1 Carriage of Goods by Land: Motor Vehicles Act, 1988, Central Motor Vehicles Rules, 1989, Carriers Act, 1865 – Definition of common carrier, Scheduled and Non Scheduled Goods, Railways Act, 1989 – Railway's liability, Merits and Demerits of Railway Transportation, Railway Freight rates.</p> <p>2.2 Carriage of Goods by Sea & Ocean Freight & Freight Calculations: Ocean Shipping Methods, Ocean Freight or Tariff rates, Freight rates terminology used in international shipments, Freight surcharges, Freight Rebates, Conference Discounts, Contract Shippers, Weight or Measure in the Freight Cost Calculation, Freight Adjustments – Currency Adjustment Factor (CAF), Bunker Adjustment Factor (BAF).</p> <p>2.3 Types of Ships: Mail and Supply Ships, Expedition Ships, Coasters, Bulk Carriers, Tankers, Refrigerated Vessels and Reefers, Livestock carriers, LNG Carriers, Car Carriers, Container Ships, Heavy lift Vessels, Tugs, Ro-Ro Vessels.</p>	5 + 1
3	<p>3.1 Shipping Formalities: Booking Shipping Space, Conference Shipping, Non-conference Shipping, Charter Shipping, Charter Party, Shipping Storage, Ocean Shipping procedure.</p> <p>3.2 Shipping Intermediaries: Function and Roles of Custom Brokers, Freight Forwarders and Consolidators, Shipping Agents, Stevedores.</p> <p>3.3 The Major Port Trusts Act, 1963.</p> <p>3.4 Shipping Corporation of India: Products and Services, Bulk Carriers, LNG Carriers, STS Lighterage Operations</p>	5 + 1

4	<p>4.1 1 Major Ports in India: Present Policy, Privatization Policy, Indian Port Policy Reform, Major Ports in India – Chennai, Cochin, Ennore, JNPT, Kandla, Mormugao, Mumbai, Paradip, NMPT, Pipavav, Tuticorin, Visakapatnam.</p> <p>4.2 Important Sea Routes: Northern Sea route, North Atlantic Route, Mediterranean Route, Panama Route, Baltic Sea Route, Indian Ocean route, Cape Route, South Atlantic Route, North Pacific Route.</p> <p>4.3 International Chamber of Shipping</p> <p>4.4 World's Major Ports: Major Ports and Port codes, Seaports of the world.</p>	5 + 1
5	<p>5.1 Containerization: Origin of containerization, Origin of TEU, Container sizes - dimensions and capacity, Container Flavours, Swap Bodies, Other considerations, Registration, Container Classification numbers, Lift/Stacking fittings, Movement of containers, Recent Developments – Coltainer, Cargosprinter, Safety of container ships, Container Classification – General Cargo service, Specific cargo service, Unit Load Device, Rating – Tare Mass and Pay load of Containers, Marking and Identification of Containers. Benefits of containerization.</p> <p>5.2 Inland Container Depots & Container Freight Stations: Functions, Benefits, Requirements for successful ICD/CFS, Designs and Layout, E q u i p p i n g the ICD/CFS, Procedures for approval and implementation. Concor – The Multimodal Logistics Professionals.</p>	5 + 1

Learning Resources:		
1	Text Books	Logistics Management for International Business – Text and Cases, by Sudalaimuthu and Anthony Raj, PHI, 2009 Edition. Global Operations and Logistics: Text and Cases by Dornier, Ernst, Fender and Kouvelis, Wiley India, 2006
2	Reference Books	Global Logistics – New Directions in Supply Chain Management, Edited by Donald Waters, Kogan Page, Fifth Edition
3	Supplementary Reading Material	Logistics in International Business by Rajiv Aserkar, Shroff Publishers, 2 nd Edition
4	Websites	
5	Journals	International Journal of Logistics Management Foreign Trade Review International Trade Forum International Trade Journal Journal of International Business and Economy Journal of International Trade & Economic Development Monthly Statistics of International Trade

Semester	IV	Specialization	Entrepreneurship Development
Course Code	407ED	Type	Subject - Elective
Course Title	Legal Issues in International Business		

Course Objectives:	
1	To acquaint students with the legal dimensions of international business.
2	To enable students to formulate strategies as compatible with laws and treaties governing international business operations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Legal Framework of International Business: Nature and complexities; International conventions and trade law; Code and common laws and their implications to business; International Business contract – Legal provisions; Payment terms; International sales agreements; Rights and duties of agents and distributors. Contract of Enforcement and Dispute Settlement; International Commercial Arbitration and Enforcement of Foreign Awards.	5 + 1
2	Regulatory Frame work of WTO: Basic principles and charter of GATT/WTO; GATT/WTO; provisions relating to preferential treatment to developing countries, regional grouping, subsidies, technical standards, antidumping duties, and other NTBs, Customs Valuation; Dispute settlement; Implications of WTO to important sector – GATS, TRIP and TRIMs.	5 + 1
3	Regulations and Treaties: Relating to Licensing, Franchising, Joint Ventures, Patents and Trade Marks, Technology Transfer and Telecommunications; Restrictions on trade in endangered species and other commodities as based on international conventions; Taxations Treaties.	5 + 1
4	India Laws and Regulations Governing International Business Transactions: FERA/FEMA, Taxation of foreign income; Foreign investment; Setting up offices and branches abroad.	5 + 1
5	Competition Law: National and International Dimensions. Consumer Law: National and International Dimensions. Electronic Commerce: Regulatory Framework	5 + 1

Learning Resources:		
1	Text Books	Chuah; J., International Trade Law: Questions and Answer Series, Cavendish. London. Chush, J. C. T., Law of International Trade. Sweet and Maxwell, London. Indian Council of Arbitration Case Law on UNCITRAL Model Laws on International Commercial Arbitration. New Delhi.
2	Reference Books	Bansal. A.K., Law of Commercial Arbitration, Universal law House, Delhi. Jain, R., Foreign Exchange Management Law and Practice, Vidhi, New Delhi, 2000. Pam borides, G.P., International Shipping Law: Legislation and Enforcement, Kluwer Law International. London.
3	Supplementary Reading Material	Petersmann, E. Ed., International Trade Law and GATT/WTO Dispute Settlement System. Kluwer Law International London. Trebilcock, M. and Robert Hawse, Regulation of International Trade, Rout ledge, London. Wadhera, B.C., Relating To Patents, Trademarks, Copyrights and Design Universal Law House, New Delhi.

4	Websites	
5	Journals	Law & Policy in International Business

Semester	IV	Specialization	Entrepreneurship Development
CourseCode	408ED	Type	Subject -Elective
Course Title	International Marketing		

Course Objectives:	
1	To makethestudentsunderstandtheconceptandtechniquesofinternationalmarketing.
2	To trainthestudentsto developplansandmarketingstrategiesfor enteringintointernationalmarketsandmanagingoverseasoperations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	International Marketing: Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment. Global markets, International market groups-EU, ASEAN, SAFTA, NAFTA, Emerging economies. International marketing research and information system; foreignmarketentrymodes; global marketing operations and strategies; International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing,Contract Manufacturing, Joint Venture M&A,Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.	9 +1
2	International Product Strategies: Product Designing: Product Standardization Vs.Adaptation; Managing Product Line, International Trade Product Life Cycle, New Product Development;counterfeiting and IPR issues.	4 +1
3	Pricing for International Markets: Factors Affecting International Price Determination; Price Quotations and Terms of Sale, pricing strategies; international dumping; financingmarketingtransactions.	4 +1
4	Managing International Distribution: The structure of international Distribution systems; International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; channel selection decisions; aspects of international supply chain management; international direct marketing; leveraging international distribution for competitive advantage.	4 +1
5	Managing International Promotion Mix: Planning for Trade Fairs and Exhibitions; Advertising and other Modes of Communication, International promotion mix; push and pull strategies; a spectrs of international sales management; challenges of international advertising; global media strategy.	4 +1

Learning Resources:		
1	TextBooks	International Marketingby Cateora, Graham & Salwan, McGraw Hill, 13 th Edition, 2008. International Marketing by Rakesh Mohan Joshi, Oxford University Press, 2005. International Marketing by Czinkota & Ronkainen, Cengage Learning, 8 th Edition (India), 2008. International Marketing Management by Subhash Jain, CBS Publishers & Distributors, 3 rd Edition, 1997. International Marketing,4 th Ed.,PK Vasudeva, Excel Books International Marketing by Rajgopal, Vikas Publication, New Delhi

2	ReferenceBooks	InternationalMarketingbyTerpstra, VernandSarathy, Ravi, The Dryden Press, Chicago, 2000. GlobalMarketingManagementbyKeegan, Warren J., PearsonEducation, NewDelhi, 7th Edition, 2002. GlobalMarketingManagementbyKotabeMasaakiandHelsenKristiaan, John Wiley & Sons (Asia) Ltd., 2 nd Edition, 2001. InternationalMarketing:AnalysisandStrategybyOnkvisit,SakandShaw,John J.Edition, Prentice Hall. 2004. InternationalMarketing: An Indian Perspective by Varshney, R.L. and Bhattacharya, B., Sultan Chand, New Delhi, 2001. International Marketing Strategy by Doolelsobel and Robin Lawe,,Cengage Learning
3	SupplementaryReadingMaterial	EXIM Policies World Bank Reports
4	Websites	Websites of the Ministry of Commerce Websites of the Ministry of Finance
5	Journals	Journal of International Marketing AMA's Journal of International Marketing

Semester	IV	Specialization	Entrepreneurship Development
CourseCode	409ED	Type	Subject –Elective
Course Title	Avenues for Entrepreneur		

CourseObjectives:	
1	To learn a working knowledge of basic small business start up activities .an.information.
2	To learn Develop and present an Individual Business Plan.

Syllabus:

UnitNumber	Contents	NumberofSessions
1	Service Sector Hospitality Tourism & Travel Host of Intermediary Businesses Training Outfits Food Joints Vocational Expertise based business	6
2	Retail : Category Manager; Niche Expertise like Jewelry Designers Fashion & Accessary Designers Recipe ideation Embroidery & Tailoring	6

3	Media Business Expertise (Liberal Arts) Advertising; Promotions Events, Short Productions Education/ Entertainment Documentaries, Exhibitions	6
4	Exports: Handmade, Indigenous and In-shop ware Naturopathy & Ayurvedic Products Cosmetics etc Tool kits and Techniques	6
5	Manufacturing Sector: Interior Decor Crockery & Pottery Product Range E Marketing of Handicrafts Accessory & Spares Production Textile Designing Real Estate & Unorganized Sector (Personal stores), Parlours, Salons, Outsourcing of Competencies eg.: Mehendi Art, Rangoli, Eats and Glimmer Sequencing, Plant Nurseries, Crèches', Floriculture, Canning etc.	6

Learning Resources:		
1	TextBooks	(De)Mobilizing the Entrepreneurship Discourse Frederic Bill, Björn Bjerke and Anders W. Johansson,. Entrepreneurship Theory, Networks, History. By Mark Casson,
2	ReferenceBooks	Business Maharajas by Gita Piramal Take me Home: by Rashmi Bansal
3	Supplementary Reading Material	Searching for the Entrepreneurial Personality: New Evidence and Avenues for Further Research Caliendo, Marco (caliendo@uni-potsdam.de) (University of Potsdam)

4	Websites	<ol style="list-style-type: none"> 1. http://www.entrepreneurship.org/ 2. http://entrepreneurialresources.blogspot.com/
5	Journals	Rainer Harms, Steve T. Walsh, Aard J. Groen, (2012) "The strategic entrepreneurship process – new avenues for research", International Journal of Entrepreneurial Behaviour& Research, Vol. 18 Iss: 2, pp.

Semester	IV	Specialization	Entrepreneurship Development
CourseCode	410 ED	Type	Subject -Elective
Course Title	Intellectual Property Rights Strategy		

CourseObjectives:	
1	To familiarize the students with the basics of Intellectual Property Rights
2	To provide the students with an understanding of fundamental legal issues pertaining to the
3	To describe procedures & agencies involved in issues related to IPR.

Syllabus:

UnitNumber	Contents	Number of S
1	Introduction Meaning of Intellectual Property & Intellectual Property Rights, Historical perspectives and need for the introduction of Intellectual Property Right regime, Ethical & Social Issues. Types of IPRs - patents, copyrights, trademarks, trade secrets and traditional knowledge, industrial design, integrated circuits, plant protection and geographical indications, domain names Benefits of securing IPRs, Strategic Relevance of IPR.	4 +2
2	Patent Law : Introduction to Patent Law, Paris Convention, Patent Cooperation Treaty, WTO- TRIPS, Harmonization of CBD and TRIPs. Indian Patent Law - The Patents Act, 1970 , Amendments to the Patents Act , Patentable Subject Matter, Patentability Criteria, Procedure for Filing Patent Applications, Patent Granting Procedure, Revocation, Patent Infringement and Remedies , Relevant Provisions of the Biological Diversity Act, 2002 , Access and Benefit Sharing Issues	5 +2
3	Filing Patent Applications Indian Legislations for the protection of various types of Intellectual Properties Patent Filing procedure, Claim drafting, agencies involved, what can be patented & what can not be, Strategic Issues relating to the content of the application. Traditional Knowledge & Geographical Indications. Introduction to Global IP & Different form of IPRs, Global IP and Litigation, US Patent Statutes and Filing procedure. Key strategic and policy issues.	5 +1
4	Trademarks: Introduction to Trademarks, Need for Protection of Trademarks, Kinds of Trademarks, International Legal Instruments on Trademarks, Indian Trademarks Law. Industrial Designs:	4 +1
5	Management of IPR : Inter & Intra Firm Alliances Role of Inter-firm Networks and Strategic Alliances. Organizational Incentive Mechanisms & Intra-organizational arrangements, Internal Assessment of Technology and Intellectual Property & strategies to protect it., search for similar or related innovations/inventions, Exploring databases ssues Relating to Commercialization of IPRs, Evaluating the commercial viability of IPRs	5 +1

Learning Resources:		
1	TextBooks	<p>Ganguli, P., 2001. Intellectual Property Rights: Understanding Knowledge Economy. McGraw-Hill.</p> <p>David J. Teece, 2000. Managing Intellectual Capital: Organizational, Strategic, and Policy Dimensions, Oxford University Press</p>
2	ReferenceBooks	<p>The Indian Acts – Patents Act, 1970 and amendments; Design Act, 2000; Trademarks Act, 1999; The Copyright Act, 1957 and amendments; Layout Design Act, 2000; PPV and FR Act 2001, and Rules 2003; National Biological Diversity Act, 2003.</p> <p>Saha, R. (Ed.). 2006, Intellectual Property Rights in NAM and Other Developing Countries: A Compendium on Law and Policies. Daya Publ. House.</p> <p>Watal, Jayashree, 2001. Intellectual Property Rights in the WTO and Developing Countries, Oxford University Press, Delhi</p> <p>Breeding Innovation and Intellectual Capital, Dr. Ajay Batra, SPD, 2nd Edition Intellectual Property-Copyrights, Trademarks and Patents, Richard Stim, Cengage Learning, India Edition</p>
3	Supplementary Reading Material	<p>Erbisch, F.H. and Maredia, K., 1998, Intellectual Property Rights in Agricultural Biotechnology. CABI.</p> <p>Intellectual Property Rights: Key to New Wealth Generation. 2001. NRDC & Aesthetic Technologies.</p> <p>Patrick H. Sullivan, 2001. Profiting from Intellectual Capital : Extracting Value from Innovation, Wiley</p> <p>Robert P. Merges, Peter S. Menell, Mark A. Lemley, 2006. Intellectual Property in the Technological Age</p>
4	Websites	<p>http://www.managingip.com/</p> <p>http://www.ifm.eng.cam.ac.uk/research/ctm/</p> <p>http://hbswk.hbs.edu/</p> <p>http://www.technologymanagementchicago.org/</p>
5	Journals	<p>International Journal of Intellectual Property Management</p> <p>Journal of Intellectual Capital</p>

Semester	IV	Specialization	Entrepreneurship Development
Course Code	411ED	Type	Subject – Elective
Course Title	Managing for Growth		

Course Objectives:

1	To empower student with nuances of stages of venture and entrepreneurial conduct
2	To prepare student with the understanding of resources and external sources
3	To prepare student of separation and exit strategies

Syllabus:

Unit Number	Contents	Number of Sessions
1	Entrepreneurial Strategy: Generating And Exploiting New Entries: New Entry, Generation of a New Entry Opportunity - Resources as a Source of Competitive Advantage, Creating a Resource Bundle That is Valuable, Rare, and Inimitable. Assessing the Attractiveness of a New Entry Opportunity - Information of New Entry, Comfort with Making a Decision under Uncertainty, Decision to Exploit or Not to Exploit the New Entry. Entry Strategy for New Entry Exploitation - Environmental Instability and First Mover (Dis) Advantages, Customer Uncertainty and First Mover (Dis) Advantages, Lead Time and First Mover (Dis) Advantages. Risk Reduction Strategies for New Entry Exploitation - Market Scope Strategy, Imitation Strategies, Managing Newness.	5 + 2
2	Strategies For Growth And Managing The Implications of Growth: Growth Strategies: Where to Look for Growth Opportunities - Penetration Strategies, Market Development Strategies, Product Development Strategies, Diversification Strategies, Example of Growth Strategies. Economic Implications of Growth. Implications of Growth for the Firm - Pressures on Existing Financial Resources , Pressures on Human Resources, Pressures on Management of Employees , Pressures on Entrepreneur's Time. Overcoming Pressures on Existing Financial Resources. Financial Control - Managing Cash Flow, Managing Inventory, Managing Fixed Assets , Managing Costs and Profits, Taxes, Record Keeping. Overcoming Pressures on Existing Human Resources, Overcoming Pressures on the Management of Employees, Overcoming Pressures on Entrepreneur's Time - Basic Principles of Time Management. Implications of Firm Growth to the Entrepreneur - A Categorization of Entrepreneurs and Their Firms' Growth.	5 + 2
3	Accessing Resources For Growth From External Sources: Using External Parties to Help Grow a Business, Franchising - Advantages of Franchising- to the Franchisee, Advantages of Franchising- to the Franchiser, Disadvantages of Franchising, Types of Franchising, Investing in Franchising. Joint Ventures - Types of Joint Ventures, Factors in Joint Ventures. Acquisition - Advantages of Acquisition, Disadvantages of Acquisition, Synergy, Structuring the Deal, Locating Acquisition Candidates. Mergers, Leveraged Buyouts, Overcoming Constraints by Negotiating for More Resources.	5 + 2

4	Going Public: Advantages and Disadvantages of Going Public – Advantages, Disadvantages. The Alternatives to Going public, Timing of Going Public and Underwriter selection – Timing, Underwriter Selection. Registration Statement and Timetable - The Prospectus, Part II, Procedure. Legal issues. After Going public - Aftermarket Support, Relationship with the Financial Community, Reporting Requirements, Myths concerning Going Public.	5 + 2
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5	Ending The Venture: Bankruptcy- An overview, Reorganization - Surviving Bankruptcy, Prepackaged Bankruptcy, Extended Time Payment Plans, Liquidation, Strategy during Reorganization, Keeping the Venture Going, Warning Signs of Bankruptcy, Starting Over, The Reality of Failure, Business Turnarounds, Exit Strategy. Succession of Business - Transfer to Family Members, Transfer to Non-Family Members. Harvesting Strategy - Direct Sale, Employee Stock Option Plan, Management Buyout.	5 + 2
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Learning Resources:		
1	Text Books	Entrepreneurship By Robert D Hisrich , Michel P Peters, Dean A Shepherd , TMGH 6 th ed
2	Reference Books	James Collins, William C. Lazier, Beyond Entrepreneurship: Turning Your Business into an Enduring Great Company.
3	Supplementary Reading Material	--
4	Websites	--
5	Journals	The Role of the Founder in Creating Organizational Culture, Edgar H. Schein, Organizational Dynamics, Summer 1983.

Semester	IV	Specialization	Entrepreneurship Development
CourseCode	412ED	Type	Subject–Elective
Course Title	Agri- Entrepreneurship		

CourseObjectives:

1	To orient learnerstowardsAgri- Entrepreneurship
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Syllabus:

UnitNumber	Contents	Number ofSessi
1	Entrepreneurship Development Agri- Entrepreneurs: Objectives, Introduction, Institution support to Agri-Entrepreneurs, Guidelines for starting Farm Enterprises	5 +1
2	Agri Business Plan: Need, Preparation and Types of an Agri Business Plan, Success Stories of Agri-Entrepreneurs.	5 +1
3	Secondary Agriculture Promoting Agri - Entrepreneurship - Understanding the opportunities, business model and employability potential in Food processing and Secondary Agriculture. Role of government departments, market segments and Self-Help Groups (SHG) in promoting secondary agriculture. Insights into meat business, Fresh foods, processing Foods, Cold Chain Refrigerated Foods, dehydrated food food, Dried Powder of Agri& Horticulture produce.	7 +1
4	ICTand Rural Entrepreneurship:RuralICTinitiatives,Need tocreate rural ICTentrepreneurs, how IT is changing rural India, Rural BPO.	5 +1
5	Casestudies in Agri- Entrepreneurship and Secondary Agriculture.	3 +1

Learning Resources:

1	TextBooks	EntrepreneurshipDevelopment–TheoriesandPractices– ByN.P.Singh
2	ReferenceBooks	Projects:Profileandprocess – VasantDesaiEntrepreneurshipandTechnology– VasantDesaiEconomicEnvironment inBusiness– ByMisraandPuriWomenEntrepreneurs– ByDeepakWalokar
3	SupplementaryReading Material	RuralEntrepreneurshipDevelopment ProgrammeinIndia– AnImpactAssessment-NABARD (http://www.nabard.org/fileupload/DataBank/OccasionalPapers/Rural%20Entrepreneurship%20Develop[1].pdf)
4	Websites	www.icpd.orgbusiness.gov.in/agriculture/index.php www.ediindia.org

5	Journals	Agri business– An International Journal Decision Indian Management Studies Journal Journal of Agri-business Management Review Prabandhan Vikalpa
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Semester	IV	Specialization	Entrepreneurship Development
Course Code	413ED	Type	Subject Core
Course Title	Documentation for International Business		

Course Objectives:

1	To familiarize students with policy, procedures and documentation relating to foreign trade operations.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Significance of procedures and documentation in international trade; procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS) classification System ;Role of ICC; INCOTERMS; nature of export/trading houses.	7 + 2
2	Export order processing; export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure.	7 + 2
3	Methods of payment in international trade; documentary collection of export bills; UCPDC guidelines; realization of export proceeds – provisions of RBI's Exchange Control Manual; pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.	7 + 2
4	Major export promotion schemes in India – EPCGS, duty exemption scheme; DEPB scheme; SIL; facility for deemed exports; Export promoting institution's – role of export promotion councils, commodity boards and ITPO.	7 + 2
5	Regulations for International Trade: Major laws governing India's export import trade- Foreign Trade (Development & Regulation) Act, Pre-shipment Inspection & Quality Control Act, 1963 & Customs Act, 1962; Foreign Exchange Management Act, 2000	7 + 2

Learning Resources:

1	Text Books	Export Import Procedures & Documentation by Dr. Kushpat S. Jain, HPH, 5 th Revised Edition, Aug. 2007 Export Marketing by B. S. Rathor & J. S. Rathor, HPH, 3 rd Revised & Enlarged Edition, 2006 Export Management by T. A. S. Balagopal, HPH, 18 th Revised Edition, 2006 Export Management by D.C. Kapoor, Vikas Publishing House, 2009 Export- Policy, Procedures and Documentation by M. I. Mahajan, Show white, 24 th Edition, 2010
2	Reference Books	Export Procedures and Documentation by M.D. Jitendra, Rajat Publications, Delhi. Export Markets and Foreign Trade Management by Pervin Wadia, Kanishka Publications, New Delhi.
3	Supplementary Reading Material	Nabhi's Exporters Manual and Documentation. Nabhi's New Import-Export Policy Procedures.
4	Websites	http://www.eximbankindia.com/

5	Journals	Foreign Trade Review Global Business Review International Trade Forum International Trade Journal Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Trade & Economic Development Law & Policy in International Business Monthly Statistics of International Trade World Affairs: the Journal of International Issues
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Semester	IV	Specialization	Entrepreneurship Development
Course Code	414ED	Type	Subject - Elective
Course Title	Marketing to Emerging Markets & Bottom of the Pyramid		

Course Objectives:

1	To understand needs and aspirations at the Bottom Of the Pyramid (BOP)
2	To learn about opportunities that exist at BOP

Syllabus:

Unit Number	Contents	Number of Sessions
1	Overview of Emerging Markets: Countries constituting emerging markets. Countries constituting BRICS & Next 11, Growing economic power of emerging markets, Demographic & economic scenario of emerging market countries. Emerging market size for different sectors	5 + 1
2	Emerging Markets - Perspectives & Practices: Characteristics of emerging markets: Emerging markets versus developed markets - market heterogeneity, sociopolitical governance, chronic shortage of resources, unbranded competition, and inadequate infrastructure. Comparative advantage of emerging markets: Policy based advantage, raw material based advantage, NGO based advantage, Marketing Implications in terms of strategy, policy & practice of marketing, Marketing Mix Implications.	7 + 1
3	Bottom of the Pyramid Markets: Difference between Emerging Markets & BOP Markets, Definition, size & composition of BOP markets all over the world, Characteristics of BOP markets	5 + 1
4	Marketing Strategies for BOP Markets: Four elements of BOP strategy - creating buying power, shaping aspirations, improving access, and tailoring local solutions. C K Prahalad's 12 principles, BOP Protocol	5 + 1
5	Criticism of Marketing to BOP & alternate perspectives	3 + 1

Learning Resources:

1	Text Books	The Fortune at the Bottom of the Pyramid, Prahalad, C.K., Pearson – Singapore.
2	Reference Books	We are like that only by Bijapurkar, R. (2007), New Delhi: Penguin Portfolio.

3	Supplementary Reading Material	<p>Bang V.V. and Joshi S. L. (2008), "Conceptualization of Market Expansion Strategies in Developing Economies", Academy of Marketing Science Review, 4, [Online] Available: http://www.amsreview.org/articles/bang04-2008.pdf</p> <p>World Business Council for Sustainable Development (WBCSD). (2004), Doing business with the poor – a field guide. (March). [Online] Available: http://www.wbcsd.org/DocRoot/uCxCGeIhrCEXcsN5slo/sl-field-guide-reprint.pdf</p> <p>United Nations Development Programme (UNDP). (2008), "Creating Value For All: Strategies For Doing Business With Poor", The Growing Inclusive Markets Initiative,(July). [Online] Available: http://www.undp.org/gimlaunch/download.shtml.</p> <p>Preston, K, A. Libow, A. Bruno, C.Meade, and R. Wells. (2007), Opportunities for the Majority Index: Analysis of Corporate Performance in Latin America and the Caribbean, The Inter-American Development Bank, 21st December. [Online] Available:http://www.iadb.org/am/2008/docs/OM_Index_Final_Report_v2.pdf.</p> <p>Simanis, E. and S. Hart With J. DeKoszmovszky, P. Donohue,D. Duke, G. Enk, M. Gordon, and T. Thieme. (2008), The Base of the Pyramid Protocol: Toward Next Generation BoP Strategy, Center for Sustainable Global Enterprise, Johnson School of Management, Cornell University, 2nd Ed. . [Online] Available: http://www.wdi.umich.edu/files/BoPProtocol2ndEdition2008.pdf.</p> <p>Karamchandani, A., M. Kubzansky, and P. Frandano. (2009), Emerging Markets, Emerging Models: Market-Based Solutions To The Challenges Of Global Poverty, Monitor group, (March).</p> <p>Hammond, A., W. J. Kramer, R. S. Katz, J. T. Tran, and C. Walker. (2007), The Next 4 Billion: Market size and Business strategy at the Base of the Pyramid, World Resources Institute (WRI) and International Finance Corporation (IFC) [Online] Available: http://www.wri.org/publication/the-next-4-billion.</p> <p>Wilson, D. and R. Purushothaman. (2003) "Dreaming With BRICS: Path to 2050." Goldman Sachs. Global Economics Paper No.99. 1st October.</p>
4	Websites	http://www.wri.org/
5	Journals	<p>Prahalad, C.K., and A. Hammond. (2002), "Serving the World's Poor, Profitably", Harvard Business Review, 80(September), pp. 48-57.</p> <p>Prahalad, C. K. and S. L. Hart. (2002), "The Fortune at the Bottom of the Pyramid", Strategy + Business, 26, pp.54-67.</p> <p>Dawar, N. and A. Chattopadhyay (2000), "Rethinking Marketing Programs for Emerging Markets", William Davidson Institute, Working Paper Number 320.</p> <p>Beshouri, C.P. (2006), "A Grassroots Approach to Emerging-Market Consumers." The McKinsey Quarterly, (March), pp.61-71</p> <p>Karnani, A. (2007), "The Mirage of Marketing to the Bottom of the Pyramid: How The Private Sector Can Help Alleviate Poverty", California Management Review, 49(4), (Summer), pp.90-111.</p> <p>London, T. and S. L. Hart (2006), "Reinventing strategies for emerging markets: beyond the transnational model", Journal of International Business Studies, (August), pp.1–21. [Online] Available: http://e4sw.org/papers/JIBS.pdf.</p> <p>Simanis, E. and S. Hart (2006), "Expanding Possibilities at the Base of the Pyramid - Innovations Case Discussion: KickStart", Innovations, (winter), pp.43-51.</p> <p>Vachani, S. and N. Craig Smith. (2008), "Socially Responsible Distribution: Distribution Strategies For Reaching The Bottom Of The Pyramid", California Management Review, 50(2), (Winter), pp.52-84</p> <p>Sheth, J. N. (2011), "Impact of Emerging Markets on Marketing: Rethinking Existing Perspectives and Practices", Journal of Marketing, Vol. 75 (July), 166 – 182.</p>

Semester	IV	Specialization	Entrepreneurship Development
Course Code	415ED	Type	Subject – Elective
Course Title	Project Management & Feasibility Analysis		

Course Objectives:

1	To make the students understand the complex issues in Project Management & Feasibility
2	To increase the understanding of project management tools and techniques
3	To teach the students the concepts and skills that are used by managers to plan projects, secure resources, budget, lead project teams to successful completion of projects.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Project Management: Definition, functions, evolution of Project Management, classification of projects, Project management in different environments. The Project Management Systems, Methodologies & Systems Development Cycle: Systems approach, systems analysis, systems development, project feasibility, Project life cycle, project appraisal, project contracting, the phases of system development life cycle.	5 + 1
2	Project Feasibility Study: Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, risk analysis, sensitivity analysis, and social cost benefit analysis. Project Planning: Planning fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix.	6 + 1
3	PERT, CPM, Resource allocation: Tools & techniques for scheduling development, crashing of networks, time-cost relationship, and resource leveling multiple project scheduling. Cost Estimating Budgeting : Cost estimating process elements of budgeting, project cost accounting & management information systems, cost schedules & forecasts.	5 + 1
4	Managing Risks in Projects: Risk concept & identification, risk assessment, risk priority, risk response planning, risk management methods. Project Control: Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control.	5 + 1

5	Project Management Information System: Computer based tools, features of PMIS, using project management software, (MS Projects) Project Evaluation, Reporting & Termination: Project reviews & reporting, closing the contract.	4 + 1
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Learning Resources:		
1	Text Books	Effective Project Management by Clements and Gido, Cengage India Edition, 2007. Project Management : The Managerial Process by Gray and Larson, MGH, Special Indian Edition, 3 rd Edition Project Management for Business and Technology: Principles and Practice by John Nicholas, PHI – Eastern Economy Edition, 2 nd Edition Project Management –by Mantel, Meredith, Shafer, Sutton and Gopalan, 1st Indian Edition
2	Reference Books	Project Management by Dennis Lock, Coles Publishing Co., Ltd. Project Management – a systems approach and planning, scheduling and controlling by Harold Kerzner, CBS Publishers Project Management for 21st Century by Bennet P Lientz and Cathryn P Rea , Academic Press, Latest Edition A management guide to PERT/CPM by Jerome D Weist and Sertinand K Levy Prentice Hall India Appraisal &Control of Project costs by Roy.Pilchar, McGraw Hill. Project Management by Gary R Heerkens & Roger A Formisano, McGraw Hill.
3	Supplementary Reading Material	Project Management: A Managerial Approach by Meredith, Mantel Wiley India, 6 th Edition. <u>The Practice of Project Management by Freigenti and Comninos. Kogan Page</u>
4	Websites	www.pmi.org.in/
5	Journals	Risk Analysis of Infrastructure Projects: A Case Study on Build-Operate-Transfer Projects in India by Maniar, Hiren., IUP Journal of Financial Risk Management, Dec2010, Vol. 7 Issue 4 Enercon India: Project Planning by Mukherjee, Saral; Raghuram, G., Vikalpa: The Journal for Decision Makers, Jan-Mar2007, Vol. 32 Issue 1 Critical Factors Affecting Schedule Performance: Evidence from Indian Construction Projects by Iyer, K. C.; Jha, K. N., Journal of Construction Engineering & Management, Aug2006, Vol. 132, Issue 8 What attributes should a project coordinator possess? by Jha, Kumar Neeraj; Iyer, Chandrashekhar K., Construction Management & Economics, Sep2006, Vol. 24 Issue 9 A Study of Critical Project Success Parameters in Different Organizational Conditions by Piyush, Mishra; Dangayach, G. S.; Mittal, M. L., Advances in Management, Aug2011, Vol. 4 Issue 8

Semester	IV	Specialization	Entrepreneurship
CourseCode	416ED	Type	Subject –Elective
Course Title	Corporate Entrepreneurship		

CourseObjectives:	
1	To develop an integrated approach to the analysis and understanding of businesses and industries in their competitive environments
2	To develop a framework for critically evaluating the contributions of others

Syllabus:

UnitNumber	Contents	NumberofSessions
1	Entrepreneurship and Corporate Entrepreneurship How Innovation Actually Happens The Crucial roles of Innovation Behavioral Aspects of Corporate Entrepreneurship How to Succeed As an Intrapreneur	6
2	Understanding & Managing the Entrepreneurial Process What an Intrapreneurial Program Looks Like Identifying, Evaluating & Selecting the Opportunity Finding a Good Idea Locating the Venture in the Organization Getting Started	6
3	Organizing the Venture Avoiding Typical New Product Mistakes Controlling the Venture Intrapreneuring within a Structured Development Process	6
4	The Internal Policies of Venturing Advice for Hands-on Innovators Selecting, Evaluating, and Compensating Corporate Entrepreneurs What Can You Do As Middle Managers	6
5	Funding the Venture What Can You do in Senior Leadership Implementing Corporate Venturing in Your Organization Diagnosing Your Climate for Innovation Improving Your Climate for Innovation The Future of the Intrapreneurial Organization	6

Learning Resources:		
1	TextBooks	<p>1. Morris, Kuratko and Covin, “<i>Corporate Entrepreneurship and Innovation</i>”, 3rd edition.</p> <p>2. “Corporate Entrepreneurship Innovation and Strategy in Large Organizations” by Paul Burns , 3rd Edition</p>
2	ReferenceBooks	<p>Don Tapscot,(1995),The Digital Economy, McGraw- Hill Publication</p> <p>Mark Skilton, (2015), Building the Digital Enterprise, Palgrave Macmillan.</p>
3	SupplementaryReadingMaterial	<p>1. Biniari, M. G. (2012). “The Emotional Embeddedness of Corporate Entrepreneurship: “The Case of Envy. <i>Entrepreneurship Theory and Practice</i>,</p> <p>2. Chung, L. H., & Gibbons, P. T. (1997). Corporate entrepreneurship: The roles of ideology and social capital. <i>Group & Organization Management</i>,</p>
4	Websites	<p>1.http://www.corporate-entrepreneurs.com</p> <p>2.http://www.forentrepreneurs.com/</p>
5	Journals	<p>Atiq, M., &Karatas-Ozkan, M. (2013). Sustainable Corporate Entrepreneurship from A Strategic Corporate Social Responsibility Perspective: Current Research And Future Opportunities. <i>International Journal of Entrepreneurship and Innovation</i>,</p>

MBA Syllabus: Semester IV
SERVICES MANAGEMENT

Semester	IV	Specialization	Services Management
Course Code	403SM	Type	Specialization - Core
Course Title	Strategic Services Marketing		

Course Objectives:	
1	To acquaint students with an understanding of Strategies for Services Marketing
2	To expose students to the dynamics of applications of Services Marketing and Branding in Business
3	To give insights of Technology in Service Information Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Strategy for Competitiveness in Service Firms Strategy in Service Firms : Introduction, Define, need of service Strategy, Factors that shape the choice of service firms strategy Competitiveness of service firm – Creating service Value, Developing a service Value Model, Types of Service Strategy, Fragmentation of Service Sector, Different levels of Service organization, Service Strategy Models Services Strategies : Special Service characteristics and appropriate Strategies, Creating a differential advantage through proactive servicing, A strategic tool to outservice competition-core product/service offering and Supplemental Services	7+2

2	Marketing Research for Strategic Services Marketing Marketing Research in Services – Introduction, Concept, Approaches , information need and decision areas, Data Collection methods , Sampling, Data Analysis and Interpretation, Research Report and Proposal Writing Application of Marketing Research in Services: Service Product research, Consumer Research – Service Distribution Research, Advertising Research, Motivation Research New Trends in Services Marketing Research – Categories of Services offered by Agencies, A study of leading Marketing Research Organizations.	7+2
3	Management Information Systems in Services Marketing Marketing Information System- Nature, Need, Objectives, Functionality, Types and implication of Information in Service Business, MIS for Competitive Business Intelligence. Marketing Decision Support Systems: Components, Applications, Enterprise Systems - Introduction, Enterprise Resource Planning, Human Resource Management Services, e-Customer Relationship Management Systems, Supply Chain Management system e-commerce, e- Business, e-Governance – Introduction, Sales life Cycle, Infrastructure, Application, Payment Systems, Management Challenges and Opportunities	7+2
4	Managing Services Brand Relationships and Image Introduction to Services Branding – Basics of Branding, Definition, Brand Elements, Brand Image and Identity, Successful Brand building, Brand Positioning, Brand Relationship, Brand Values Creating Brand Value – Creating service brand relationships, Managing company image- Importance of image, Developing image Brand Equity- meaning, building brand equity, measuring and managing brand equity. Brand Value Chain - Understanding Brand Worth, Brand Revitalization, Devising a Branding Strategy, Branding decisions, Brand Portfolios, Brand Extensions World Wide Web Branding, Ethics and Morality	7+2
5	Cases on Strategic Services Marketing and Branding- Banking & Insurance, Hospital and Health Care, Travel & Tourism, Hotel & Catering, Retail and Contractual Services	7+2

Learning Resources:		
1	Text Books	Services Marketing: People, Technology, Strategy by C Lovelock, J Wirtz, J Chatterjee, 6 th Edition, Pearson

2	Reference Books	Service Sector Management –An Indian Perspective by C. Bhattacharjee, Jaico Books Service Marketing Concepts, Applications and Cases by M.K. Rampal, S.L. Gupta, Services Marketing by Govind Apte, Oxford Higher Education, First Edition Service Management and Marketing by Christian Gronroos – Wiley , third Edition Marketing Management by Kotler, Keller, Koshy, Jha , Pearson, 14e Marketing Research – concepts and Practises in India by S Shahajahan, McMillan India Ltd, Reprint 2008 Marketing Research by S L Gupta, Excel Books, Revised Edition 2007 Marketing Research by G.C. Beri, McGrawhill, Third Revised Edition 2009 Marketing Research Measurement & Method by Donald S. Tull, Del I. Hawkins, 6th Edition Management Information System-Managerial Perspectives by D P Goyal 4th edition, Vikas Publishing House Pvt. Ltd.
3	Supplementary Reading Material	Engineering MIS for Strategic Business Processes by Arpita Gopal –Excel Books – First Edition
4	Websites	
5	Journals	

Semester	IV	Specialization	Services Management
Course Code	404SM	Type	Specialization – Core
Course Title	Sectoral Services Management		

Course Objectives:	
1	To make students understand the various aspects of Sectoral Service Management.
2	To provide insights about challenges and opportunities in various Business Services
3	To facilitate students to pursue career in service sector

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Business Services- Meaning and Concept of services – Goods and Services – Salient Features of Services, Classification of Services.- Nature and types of Business services – Banking & Insurance, Hospital and Health Care, Travel & Tourism, Hotel & Catering, Retail and Contractual Services Increasing contribution of service sector in Indian economy	7+2
2	Banking Services- Concept – Scope and Importance, Physical Infrastructure- Product and pricing policies, Human Resource Management in Banking Services- IT in Banking, Recent Trends in Banking Insurance Services- Concept, Scope and Importance, Types of Insurance Services, Product and Pricing, Customer Services and Promotional Strategies, Government Control and Protection of Customers interest. Hospital and Health Care – Concept, Scope and Importance, hospital services, segment wise users of health care services, behavioural profile of users, rural and urban health care services	7+2
3	Travel and Tourism Services- Concept, Scope and Importance, Classification, Indian and Global Environment, Tourism Industry – Characteristics, Tourism Promotion – Tourism Advertising, PR (Public Relations), Sales Promotion, Online Promotion, Types of travel, Marketing planning, Tourist Services. Tourism Channels: Importance, Types of Channels, Travel Agents, Recent Trends in Tourism, Future prospects of travel and tourism.	7+2
4	Hotel & Catering Services- Concept, Scope and Importance, Evolution, Growth, Classification of hotels, hotel facilities, Classification of Guest, Guest Cycle, Marketing Mix for Hotel Industry, Locational Decisions, Pricing Policies, Human Resource Management and Customer Care, Promotional Policies, Management of Hotel Services in India Catering – Introduction, Nature, Scope, Contractual services, Layout, Management of human resources in catering and facilities offered	7+2
5	Retail – Basics of retailing, Functions of retailer, Services rendered, Retail classification, Retail formats, e-retailing, Behavioural profile of retail customers Contractual Services: Meaning, Overview and Conceptual understanding of contractual services, Classes of contractual services-personal, Professional, Consultancy services.	7+2

Learning Resources:

1	Text Books	<p>Service Sector Management –An Indian Perspective by C. Bhattacharjee, Jaico Books</p> <p>Services Marketing by Zeithamal, Bitner, Gremier&Pandit, TMGH, 4th Edition</p> <p>Service Sector Management in India by Rao Allied Publishers, Hyderabad, 1986</p> <p>Services Marketing & Management by Balaji.B, S.Chand Publishing</p> <p>Tourism Marketing by Devashish Dashupta, Pearson Education</p>
2	Reference Books	<p>IT Services Business Management: Concepts, Processes and Practices by Dubey Sanjiva Shankar, PHI (Printice Hall India)</p> <p>'Bank Marketing'Western by Reidenback E. R. and Pits R. E., Thomson, 9th Edition.</p> <p>Managing Life Insurance by Kutty Shashidharan K, PHI (Printice Hall India)</p> <p>Travel and Tourism Management by Barkat Ali Md. Abu, PHI (Printice Hall India)</p> <p>Services Marketing by Valarie A. Zeithmal and Mary Jo. Bitner, Tata McGraw Hill</p> <p>Services Marketing: Concepts and Practices by Ramneek Kapoor, Justin Paul & BiplabHalder, McGraw Hill</p> <p>Services Marketing by Rajendra Nargundkar, Mc Graw Hill, 3rd Edition</p> <p>Marketing of Services: Concepts, Strategies and Cases by Hoffman,K.D., & John, E.G.B</p>
3	Supplementary Reading Material	<p>Business Service Management Best Practices by Budi Darmawan, Kimberly Cox , Bahaeldin Ragab, IBM Redbooks.</p> <p>The Art of Managing Professional Services: Insights from Leaders of the World's Top Firms, Maureen Broderick.</p>
4	Websites	<p>www.ibef.org</p> <p>www.realtimepublishers.com/chapters/1131/dgbsm-1.pdf</p> <p>www.bsmreview.com</p> <p>www.southeastern.edu/admin/purch/contracts/intro_ppcs/ppcs_define /</p>
5	Journals	<p>International Journal of Services and Industrial Marketing</p> <p>Management Services Journal</p> <p>Journal of Service Management, ISSN: 1757-5818</p> <p>International Journal of Service Industry Management, ISSN: 0956-4233</p>

Semester	IV	Specialization	Services Management
Course Code	405SM	Type	Subject – Elective
Course Title	Global Scenario of Services		

Course Objectives:

1	To understand global issues and trends in service industry
2	To understand global opportunities in service industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	Globalisation - meaning, forces driving globalisation Emerging Global economic situation and services sector Global scenario of services - World Economy, GDP and Trade, Indian and Asian Scenerio. Service industry in the new millennium, work areas and opportunities. Major service hubs in global scenario.	5+1
2	Recent trends and opportunities in global services - Banking & Insurance, Hospital and Health Care, Travel & Tourism, Hotel & Catering, Retail & Contractual Services.	4+1
3	Compare and contrast service providers on Banking & Insurance, Hospital and Health Care, Travel & Tourism, Hotel & Catering, Retail & Contractual Services at National / International level .	9+1
4	Students are expected to search study/ research papers for understanding global scenario of service sector.	8+1

Learning Resources:

1	Text Books	
2	Reference Books	International Business Environment and Operations by John D Daniels, Lee H Radebaugh, Daniel P Sullivan, Prashant Salwan, Pearson 14th Edition International Marketing by Phillip R Cateora, John L Graham, Prashant Salwan, McGraw Hill Co., 13th Edition International Business Environment and Management by V K Bhalla, S Shiva Ramu, Anmol publication 12th revised edition International Marketing Management An Indian Prespective by R L Varsheny, B Bhattacharyya, Sultan Chand and Sons 21st edition 2007 Tourism, Principles, Practices and Philosophies – Charles R. Goddner, JR Brent Ritchie, Wiley – India edition Principles & Practices of Banking - By Indian Institute of Banking & Finance - Macmillan Publication Global Healthcare Issue and Policies bu Holts, C. (2007) Canada, Jones & Bartlett Learning. (6th edition). Washington Introduction to Hospitality by John, R. W (2008), Prentice Hall.

3	Supplementary Reading Material	
4	Websites	http://finmin.nic.in/workingpaper/EmergeGlobalEcoServiceSector.pdf
5	Journals	

Semester	IV	Specialization	Services Management
Course Code	406SM	Type	Subject – Elective
Course Title	Corporate Governance and Legal Framework in Services		

Course Objectives:

1	To acquaint students with corporate issues & corporate governance
2	To make students understand issues of governance and regulatory framework

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to corporate governance: nature, objectives, key conceptual issues, National committees, codes, recommendations, standards and practices. Business ethics and corporate governance in service sector. Concept and nature of Corporate Social Responsibility (CSR).	7+2
2	Conceptual understanding of laws related to service sector organisations. Companies Act, Consumer Protection Act, Labour laws	8+2
3	Students are expected to study case laws on service sectors - Banking & Insurance, Hospital and Health Care, Travel & Tourism, Hotel & Catering, Retail and Contractual Services and give presentations.	9+2

Learning Resources:

1	Text Books	Corporate Governance in India; An Evaluation by Subhash Chandra Das; Third Edition , PHI Learning Corporate Governance Codes Systems Standards and Practices by Subhash Chandra Das; Second Edition , PHI Learning
2	Reference Books	Foreign exchange management & practice by Bansal, A.K Lawof commercial arbitration, Universal law house Delhi, Vidhi, New Delhi 2000 Corporate governance economic reforms & development by Read Darryl, Oxford Entrepreneurship-New venture creation, Holt, prentice –Hall
3	Supplementary Reading Material	
4	Websites	

5	Journals	
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Semester	IV	Specialization	Services Management
Course Code	407SM	Type	Subject – Elective
Course Title	Computer Application in Services Management		

Course Objectives:	
1	To provide overview of computer application in service sector.
2	To Expose students to usage of computer application in service sector.
3	To develop practical insight of computer application for effective services

Syllabus:

Unit Number	Contents	Number of Sessions
1	Role of Computers in Service Sectors, Stages in Computer Usage, Benefits of Computer application, Types of Computer Application, Concept of Reengineering	3+1
2	Overview of technological Development in service sector- UPC, RFID, EDC, QRIMS, ERMS, SCMs. CRS. CRMS and Telecommunication Technologies	5+1
3	Recent Trends : e- Commerce, m- Commerce , e services, Smart Cards, e-Cash, e- Payment, Multimedia Kiosks, Electronic body Scanners	6+1
4	Students should be given assignment of visiting service organisation (Banking & Insurance, Hospital and Health Care, Travel & Tourism, Hotel & Catering, Retail and Contractual Services) and study the application of computers technology.	5+1
5	Stdudents should share the benefits of computer application of one service sector for improving effectiveness, efficiency and economy of business processes.	6+1
Learning Resources:		

1	Text Books	Business Application of Computers by Milind M. Oka, Everest Publication, 14th Ed. 2009.
2	Reference Books	e- World- Emerging Trends in Information Technology by Arpita Gopal, Chandrani Singh, Excel Books, 1st Ed. 2009.
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	IV	Specialization	Services Management
Course Code	408SM	Type	Subject – Elective
Course Title	Service Operations Management		

Course Objectives:	
1	To develop system approach to effectively manage service operations
2	To discuss best practices of world class service.
3	To understand operational aspects of managing service systems

Syllabus:

Unit Number	Contents	Number of Sessions
1	Services- Characteristics of service operations, Importance of service sector, classification framework, service delivery system-process flow diagrams, process simulation	4+1
2	Site selection for services- Types of service firms-Demand sensitive services, delivered services, Quasi manufacturing services, site selection for demand sensitive services-factor rating regression, Global Information Systems (GIS), Gravity model of demand. Site selection for delivered services-expected results, mathematical solution method for delivered services, Site selection for Quasi manufacturing services-mixed linear/integer programming for location selection.	6+1
3	Yield Management- Capacity strategies, Yield Management Overbooking, Allocating capacity-static methods, Nested static method, Dynamic methods	5+1

4	Designing service operations- Impact of Technology on services, Design and Development of services and service delivery system Work measurement, locating facilities, designing layout.	5+1
5	Managing service operation- Capacity planning, waiting line management(queueing), Managing capacity and demand Improving service process Industrial visit to services organisation for understanding the service operation processes.	5+1

Learning Resources:		
1	Text Books	Successful Service Operations Management by Metter, King – Metters, Pulliman & Walton, Thomson India Edition, 2nd Edition Service Management by Fitzsimmons and Fitzsimmons (1998), Irwin/McGraw-Hill, 2nd Edition Successful Service Operations Management by Metters, King-Metters, Pullman, Walton (2006), Thomson, 2nd Edition
2	Reference Books	Service Marketing, Operations and Management by Vinnie Jauhari and Kerti Datta, Oxford University Press. Service Operations Management-Improving service delivery by Robert Johnston Graham Clark, Prentice Hall Baldrige -Just What the Doctor Ordered, Quality Progress by Nelson (2005) The Dimensions of Service Quality for Hospitals by Sower, Duffy, Kohers, et al, Health Care Management Review (2001)
3	Supplementary Reading Material	
4	Websites	www.referenceforbusiness.com/management/Sc-Str/Service-operations.html
5	Journals	

Semester	IV	Specialization	Services Management
Course Code	409SM	Type	Subject – Elective
Course Title	Service Excellence		

Course Objectives:	
1	To know the concept, meaning and definition of Service Excellence.
2	To understand customer services and the challenges in service excellence.
3	To acquaint the students with current trends in service excellence.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Service Excellence- Concept, definition, need and importance, benefits of providing excellent service. Different roles in service excellence process- Department role, Management role and Facilitator's role. Service Excellence in today's context.	5+1

2	Customer Service- concept, meaning, characteristics of good customer service, types of services to customers – before, during and after buying the service products Learning customer service skills. Knowledge of customer service excellence training Service excellence example of Mumbai Dabbawallas.	5+1
3	The various challenges and problems in service excellence in Indian context. How to overcome the problems? The political, economic, social and technological awareness in today's world by excellent service strategies. The 15 Sins in Service excellence. Role of Six Sigma in service excellence Managing Dissatisfied customers.	5+1
4	Service Excellence and Service quality- Comparative study of Business Services Vs. IT Services Vs. Digital Services in today's scenario. Investing in customer Service, Cost of Quality Services, Understanding Customers need and encouraging the service initiatives. Encouragement of Customer feedback and planning for future.	5+1
5	New trends in Service Excellence, managing the customers from the initial levels. Cases in Service excellence	5+1

Learning Resources:		
1	Text Books	
2	Reference Books	Legendary Service: The key is to care by Ken Blanchard, published by New York Times. Help Scott by Gregory Ciotti. The 15 Sins in Service Excellence- The path to overcome & exceed by Raghunath V.Reddy & Hari kashyap published by Flight to excellence Consulting Group.
3	Supplementary Reading Material	Creating service Excellence by Prof. R.K. Gupta
4	Websites	www.mdcc.edu/hr/service excellence.asp www.wda.gov.sg www.researchgate.net/publication/1254189113
5	Journals	www.gallup.com/businessjournal/.../unlocking-customer-service-excellence www.ijeeee.org

Semester	IV	Specialization	Services Management
Course Code	410SM	Type	Subject – Elective
Course Title	Documentation Management in Services		

Course Objectives:	
1	To expose students to document management in services
2	To equip students with latest Document Management Tools and Techniques
3	To give insights for easy storage as well retrieval of documents

Syllabus:

Unit Number	Contents	Number of Sessions
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1	Introduction- Meaning of Documents, Understanding Documentation and its Importance, Documentation Management and its Cost Need of different types of Documents for Services Management	7+1
2	Documentation Life Cycle- Access Controls, Archiving & Retention, Collaboration, Compliance Management, Document Assembly, Conversion, Delivery, Indexing, Electronic Signature, Email Management, Forms Management, Version Management	10+1
3	Students should visit service organisation (Banking & Insurance, Hospital and Health Care, Travel & Tourism, Hotel & Catering, Retail and Contractual Services) and prepare the assignment on Documents required for managing service process and submit the report.	10+1

Learning Resources:		
1	Text Books	
2	Reference Books	IRDA Guidelines Fundamental review of the trading book: A revised market risk framework Issued for comment by 31 January 2014 Tourism Management by David Weaver, Laura Lawton, 5th Edition Text and Cases eBook: K. V. Ramani
3	Supplementary Reading Material	
4	Websites	www.stsma.com www.asha.org/PRPSpecificTopic.aspx?folderid=8589935365&section=Key_Issues www.india.gov.in/topics/travel-tourism www.hotelassociationofindia.com
5	Journals	

**MBA SYLLABUS: SEMESTER IV
RETAIL MANAGEMENT**

403RM	E – commerce and digital marketing in retail	
Unit Number	Contents	Number of Sessions
1	E – commerce - Introduction: Meaning, Nature, Concepts, Advantages and Reasons for Transacting Online, Categories of E-commerce, Planning Online Business, Nature and Dynamics of the Internet, Pure Online vs. Brick and Click Business, Assessing Requirement for an Online Business, Designing, Developing and Deploying the System, one to one Enterprise	5+2
2	E – commerce Technology for Online Business: Internet, IT Infrastructure, Middleware Contents, Text and Integrating E-Business Applications, Mechanism of Making Payment Through Internet, Online Payment Mechanism, Electronic Payment Systems, Payment Gateways, Visitors to Website, Tools for Promoting Website, Plastic Money, Debit Card, Credit Card, Laws Relating to Online Transactions.	4+2
3	Digital Marketing in retail – Definition, importance and significance of digital marketing in retail. Digital marketing techniques - Search Engine Optimization, Search Engine Marketing, Social media optimization , Mobile Marketing, Affiliate Marketing, Banner Ad and e-mail marketing	4+2
4	Understanding Social Media Marketing - Social Networking (Facebook, LinkedIn, Twitter, etc.), Social Media (Blogging, Video Sharing - Youtube, Photosharing – Instagram, Podcasts)	3+2
5	Mobile Marketing - Understanding Mobile Marketing , Mobile Application Ecosystem, SMS Marketing. Emerging Technologies – NFC, Web Analytics, Copy Writing – New Age Media. Planning Integrated Digital Marketing Campaigns	4+2
Learning Resources:		
Text Books	1. Murty, C.V.S., E-Commerce, Himalaya Publications, New Delhi 2. Kienam, Managing Your E-Commerce business, Prentice Hall of India, N. Delhi. 3. Kosiur, Understanding E-Commerce, Prentice Hall of India, N. Delhi. 4. Kalakota, Whinston , Frontiers of Electronic Commerce, Addison Wesley. 5. Digital marketing – using new technologies to get closer to your customer- Rowan Will, Kogan page publisher USA 6. Digital marketing – practical approach, Charlesworth Alan, Routledge publisher London 7. Best Digital Marketing Campaigns in the World: mastering the art of customer engagement by Ryan, Damian; Jones, Calvin, New Delhi, Kogan Publisher 2011.	

404RM	International Retailing	
Unit Number	Contents	Number of Sessions
1	International Mktg -Scope and Concepts of International Mktg.- International Marketing Environment - International Trade – Barriers and Facilitators- Regional Economic/Political Integration- Cultural Influences on International Marketing-International Marketing research- International Marketing Segmentation, Positioning-The Marketing Plan and Entry Mode Selection- Products and Services – Branding Decisions- International Product and Service Strategies- International Distribution and Logistics	9+2
2	International Retailing- Alternative conceptions of international retailing, definitions, interpretations and classification- Trends in the internationalisation of retailing and evolution of international retailing - Motives for international retailing, the changing nature of boundaries –International- Where retailers internationalise, assessing the potential of retail markets - Methods of international retailing, accessing retail markets, the form of entry, joint ventures, franchising, acquisition etc. marketing planning for differing international and regional requirements-Why retailers internationalise.	9+2
3	Competing in Foreign Markets- Why Companies Expand into Foreign Markets-Cross- Country Differences in Cultural, Demographic and Market Conditions- Concept of Multi country Competition and Global Competition- Strategy Options for Entering and Competing in Foreign Markets- Quest for competitive Advantage in Foreign Markets-Profit Sanctuaries, Cross market Subsidization and Global; Strategic Offensives- Strategic Alliances and Joint Ventures with F Foreign partners.- Competing in Emerging Foreign Markets-Cross Border Strategic Alliances	7+2
4	Retail Structure- Enterprise Density- market Concentration- Product Sector-Innovation- Employment Structure- Merging Structure-Global Structure- Developing markets- Stages in development of International Operations- Export- Management Contracts- Franchising – Acquisition and Mergers – Organic Growth- Choice of Market Entry- Domestic Market- Retail Operations-Non Domestic market.- Retail Positioning and Brand Image- Measurement of Store Image –Open ended Techniques-Attitude Scaling Techniques-Multi Attribute model- Multi dimensional Scaling-Conjoint analysis	7+2
5	Market Research- Segmentation- Targeting- Positioning – The Market Mix- Image-Product range- Format- Price- Location_ Distribution- Promotion-- Promotional Mix and Advertising- Publicity, PR, and Sales Promotion Strategies- Personal Selling and Sales Management- International Pricing Strategy- Developing and Controlling an Intl. Marketing Plan	3+2
Learning Resources:		
Books	<ol style="list-style-type: none"> 1. Nicolas Alexander <i>International Retailing</i>-Blackwell Business Publishers Ltd. 2. Arthur A Thompson,AJ Strickland,John E Gamble &Arun K Jain <i>Crafting and Executing Strategy-Concepts and Cases</i> –Tata McGraw Hill Publishing Company Ltd. 3. Abbas J Ali <i>Globalization of Business- Practice and Theory</i> – Jaico Publishing House 4. Margaret Bruce, Chistopher Moore, Grete Birtwistle <i>International Retail Marketing: A Case Study Approach</i> 	

405RM	Retail Logistics Management	
Unit Number	Contents	Number of Sessions
1	Logistics Framework: Concept, Objective and Scope, Transportation, Warehousing, Inventory Management, Packing and Unitization, Control and Communication.	4+2
2	Transportation: Role of transportation in retail, Mode of transportation, Importance and significance of transportation in retail, Transportation networks	
3	Role of Information Technology in Logistics, Logistics Service Firms and Third Party Logistics.	4+2
4	Retail Logistics Network Design for Global Operations: Global Logistics Network Configuration, Orienting International Facilities, Considerations and Framework, Tradeoffs Associated with each Approach, Mapping the Different Approaches, Capacity Expansion Issues, Information Management for Global Logistics, The Global LIS/LITS, Capabilities and Limitations, Characteristics of Logistics Information and Telecommunications Systems.	4+2
5	Performance Measurement and Evaluation in Global Logistics: Operations and Logistics Control, Key Activities Performance Information, Measuring Performance in Functional Integration, Measuring Performance in Sectorial Integration. Organizational Structure for Global Logistics excellence, The Organizational Implications of Sectorial Logistics CoOperation, The International Factor in Global Organizations.	4+2
Learning Resources:		
Books	<p>1. Rushton, A., Oxley, J & Croucher, P (2nd Edition, 2000). Handbook of Logistics and Distribution Management. Kogan Page.</p> <p>2. Simchi-Levi, David, Kamisnky, Philip, and Simchi-Levi, Edith. (2nd Edition, 2004). Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies. Irwin/McGraw Hill</p> <p>1. Retail Management by Levy and Weitz, Tata Mcgraw Hill 2. Retail Management by S.L. Gupta 3. Retail Marketing Management by David Gilbert</p>	

406RM	Retail Customer Service	
Unit Number	Contents	Number of Sessions
1	Focus on Customers: Understanding the Customers, Understanding Customer Service, Service Triangle, Benefits of Exceptional Customer Service, Customer Delight, First Impressions, Perception vs. Reality.	4+2
2	Scanning Environmental and Cultural Influences: Environmental and Cultural Influences on Customer Behavior.	4+2
3	Building Customer Relationship: Why do People do Business with you, Ways to Address Human Needs, Building Relationships Through Valuing the Customer, Building Rapport, Emotional Bank Account, the Value Equation.	4+2
4	Strategic advantage through customer service – customer service strategies. Customer evaluation of service quality – role of expectations, perceived service	4+2
5	The Gaps model for improving retail service quality – the knowledge gap, the standards gap, the delivery gap, the communication gap, service recovery	4+2
Learning Resources:		
Books	Levy IM. And Weitz B.A (2004), Retailing Management, 5th ed., Tata McGraw Hill. 1. SwapanaPradhan- Retailing Management 2. David Gilbert- Retail Marketing 3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing 4. A. J. Lamba- The Art of Retailing 5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach 1. Peeru Mohammed: Customer Relationship Management 2. Grover S K: Marketing: A Strategic Orientation 3. P. Kotler: Marketing Management 4. R. Saxena: Marketing Management 5. Stanton: Marketing Management	

407RM	RETAIL PRICING	
Unit Number	Contents	Number of Sessions
1	Retail pricing – definition, importance and significance to the customer, manufacturer. Factors affecting retail pricing strategy – consumer, government, manufacturer, competition,	4+2
2	Retail price strategy - Approaches for setting prices – the cost oriented method, demand oriented method, competition oriented method, profit impact of setting retail price-the use of break even analysis	4+2
3	Price adjustment – Markdown, coupons, retates, price bundling, multipal unit pricing, variable pricing, pricing on the internet.	4+2
4	Using price to stimulate retail sales – leader pricing, price lining, odd pricing	4+2
5	Developing retail price strategy process – retail objective and pricing, broad price policy, price strategy, implementation of price strategy, price adjustments	4+2
Learning Resources:		
Text Books	Retail Management by Berman, Evans and Mathur, Pearson publication. Retail Management by Levy and Weitz, Tata Mcgraw Hill publisher David Gilbert- Retail Marketing Barry Berman, Joel R Evans- Retail Management; A Strategic Approach Bert Rosenbloom, Retail Marketing, Random House	

408RM	RETAIL CUSTOMER BUYING BEHAVIOUR AND CRM	
Unit Number	Contents	Number of Sessions
1	Major Customer Buying Behavior areas: demographics, lifestyle data, group and individual attributes. Types of buying behavior – extended problem solving, limited problem solving, habitual decision making	4+2
2	The buying process – need recognition, information search, evaluation of alternatives, purchasing the merchandise, Postpurchase evaluation. Impulse purchases – research on impulsive Buyer Behavior. What are their attitudes towards shopping instore vs. online?	4+2
3	CRM – definition, importance of crm in retail, The CRM process	4+2
4	Retail CRM Model – collecting customer data, Analyzing customer data and identifying target customers, Developing CRM programs, Implementing CRM programs	4+2
5	Retail Customer Pyramid: lead, iron, gold, platinum. Dealing with unprofitable customers	4+2
Learning Resources:		
Text Books	Retail Management by Levy and Weitz, Tata Mcgraw Hill publisher	
Reference books	1. David Gilbert- Retail Marketing 2. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach 3. Bert Rosenbloom, Retail Marketing, Random House 4. Judith W. Kincaid, Customer Relationship Management: Getting it right, Pearson Education, New Delhi, 2003.	

409RM	RETAIL PROMOTIONS	
Course Objective	To learn promotion and sale of goods..	
Unit Number	Contents	Number of Sessions
1	Advertising Communications and Promotions- Effective Advertising: Understanding When, How, and Why Advertising Works- Marketing Objectives and Positioning- Target Audience Selection and Action Objectives- Communication Objectives- The Creative Strategy and Tactics- Media Strategy: The Reach Pattern and- Effective Frequency- The Creative Strategy and Tactics- Media Strategy: The Reach Pattern and- Effective Frequency- Campaign Tracking and Evaluation- Setting the Campaign Budget- Sales Promotions	4+2
2	Promotion Impact- on the Marketing Mix- on the Customer Promotions and Integrated Marketing- Creating a Customer Relations- Characteristics of an Integrated Programs- Strategic Considerations- Promotions role- Overcoming barriers in Integrated Marketing.	4+2
3	Tactical Analysis –Strategic analysis to Promotion tactics- Objective Setting- Perspective on Strategy –Promotional tactical tool set –When and how to apply the right tactics-Built-traffic- Reach new customers- Trade users up- Introduce new products- Gain Product Display, Placement & Distribution- Stimulate repeat sales- Generate Brand loyalty-	4+2
4	Sales promotion technique- Off the Self Offers- Joint Promotions- Price Promotions- Premium Promotions- Prize Promotions- How Promotion Affects Sales-Switching, Acceleration, and Deceleration- How Promotion Affects Sales- Acceleration, Repeat Purchasing, Consumption- Trade Dealing	4+2
5	Retailer Promotions-Consumer Promotions (Coupons, Rebates, and Loyalty Programs)-Consumer Promotions (Loyalty Programs, Online, and Special Event Promotions)-Calculating Promotion Profitability-Trade Deals, Retailer Promotions, Coupons, Rebates-Measuring Promotion Effectiveness-Sales Promotion Strategy-Procter and Gamble's Value Pricing Strategy-Sales Promotion Strategy	4+2
Learning Resources:		
Books	<ol style="list-style-type: none"> 1. Robert C. Blattberg & Scott A. Neslin -<i>Sales Promotion: Concepts, Methods, and Strategies</i> -Prentice-Hall 2. Paul J Hydzie -<i>Sales Promotion : Strategies That build brands</i>-Illinois Institute of Technology 3. Schulz, William A Robinson & Lisa A Peterson -<i>Sales Promotion Essentials : The 10 Basic Sales Promotion Techniques</i> 4. Julian Cummins & Ruddy Mullin- <i>Sales Promotions How to create , Implement and Integrate Campaigns that really work</i>- Kogan Page 5. Kazmi& Sathish K Batra <i>Advertising & Sales Promotions</i>- Excel Books 6. George e Belch & Michael A Belch- <i>Advertising & Sales Promotions An Integrated Marketing Communications Perspective</i>- Tata Mc Graw Hill 7. Steve Smith- <i>How to Sell More Stuff- Promotional marketing that Really works</i>- Dearborn Trade Publishing 	

410RM	Retailing Strategy	
Course Objective	To learn various marketing strategies in retail management.	
Unit Number	Contents	Number of Sessions
1	Retail Market Strategy – definition, Target market and retail format, Building a sustainable competitive advantage – Customer loyalty, loyalty programs, Customer service. Growth Strategies – market penetration, market expansion, retail format development, diversification,	4+2
2	The strategic Retail Planning Process – define the business mission, conduct a situation audit, identify strategic opportunities, evaluate strategic alternatives, establish specific objectives and allocate resources, develop a retail mix to implement strategy, evaluate performance and make adjustment.	4+2
3	Financial Strategy – The strategic profit model- the profit path – net sales, gross margin, expenses, net profit,	4+2
4	The strategic profit model - The turnover path – Current asset, Accounts receivable, merchandise inventory, cash and other current assets, fixed asset, asset turnover, liabilities and owner's equity	4+2
5	The strategic profit model – return on asset, examples and cases	4+2
Text Books	Retail Management by Levy and Weitz, Tata McGraw Hill Publisher	
Reference books	1. Swapana Pradhan- Retailing Management 2. David Gilbert- Retail Marketing 3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing 4. A. J. Lamba- The Art of Retailing 5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach	

MBA Syllabus: Semester IV
Digital Media & Communication Marketing

Semester	IV	Specialization	Digital Media and Communication Marketing
Course Code	403 DMCM	Type	Subject – Core
Course Title	Strategic Brand Management		

Course Objectives:	
1	To get insights into branding and aspects of brand management
2	To understand the facets of brand positioning
3	To understand how brand are managed in varied contexts

Syllabus:

Unit Number	Contents	Number of Sessions
1	Brands and Brand Management: What Is a Brand? Brands versus Products, Why Do Brands Matter? Consumers, Firms, Can Everything Be Branded?, Physical Goods, Services, Retailers and Distributors, Online Products and Services, People and Organizations, Sports, Arts, and Entertainment, Geographic Locations, Ideas and Causes. What Are the Strongest Brands? Branding Challenges and Opportunities, Savvy Customers, Brand Proliferation, Media Fragmentation, Increased Competition, Increased Costs, Greater Accountability, The Brand Equity Concept, Strategic Brand Management Process, Identifying and Establishing Brand Positioning, Planning and Implementing Brand Marketing Programs, Measuring and Interpreting Brand Performance, Growing and Sustaining Brand Equity.	7+2
2	Brand Positioning : Identifying and Establishing Brand Positioning, Basic Concepts, Target Market, Nature of Competition, Points of Parity and Points of Difference, Positioning Guidelines, Defining and Communicating the Competitive Frame of Reference, Choosing Points of Difference, Establishing Points of Parity and Points of Difference, Updating Positioning over Time, Defining and Establishing Brand Mantras, Core Brand Associations, Brand Mantras, Internal Branding, Brand Audits, Brand Positioning and the Supporting Marketing Program	7+2
3	Designing and Implementing Branding Strategies: Brand Architecture, The Brand-Product Matrix, Breadth of a Branding Strategy, Depth of a Branding Strategy, Brand Hierarchy, Building Equity at Different Hierarchy Levels, Corporate Image Dimensions, Designing a Branding Strategy, Number of Levels of the Brand Hierarchy, Desired Awareness and Image at Each Hierarchy Level, Combining Brand Elements from Different Levels, Linking Brand Elements to Multiple Products, Developing a Brand Architecture, Adjustments to the Marketing Program, Using Cause Marketing to Build Brand Equity, Advantages of Cause Marketing, Designing Cause Marketing Programs, Green Marketing, Managing Brands over Time : Reinforcing Brands, Maintaining Brand Consistency, Protecting Sources of Brand Equity, Fortifying versus Leveraging, Fine-Tuning the Supporting Marketing Program, Revitalizing Brands, Expanding Brand Awareness, Improving Brand Image, Entering New Markets, Adjustments to the Brand Portfolio, Migration Strategies, Acquiring New Customers, Retiring Brands, Corporate Name Changes	7+2

4	Introducing and Naming New Products and Brand Extensions: New Products and Brand Extensions, Advantages of Extensions, Facilitate New Product Acceptance, Provide Feedback Benefits to the Parent Brand, Disadvantages of Brand Extensions, Can Confuse or Frustrate Consumers, Can Encounter Retailer Resistance, Can Fail and Hurt Parent Brand Image, Can Succeed but Cannibalize Sales of Parent Brand, Can Succeed but Diminish Identification with Any One Category, Can Succeed but Hurt the Image of the Parent Brand, Can Dilute Brand Meaning, Can Cause the Company to Forgo the Chance to Develop a New Brand, Understanding How Consumers Evaluate Brand Extensions, Managerial Assumptions, Brand Extensions and Brand Equity, Vertical Brand Extensions, Evaluating Brand Extension Opportunities, Define Actual and Desired Consumer Knowledge about the Brand, Identify Possible Extension Candidates, Evaluate the Potential of the Extension Candidate, Design Marketing Programs to Launch Extension, Evaluate Extension Success and Effects on Parent Brand Equity, Extension Guidelines Based on Academic Research, Guidelines for Profitable Line Extensions	7+2
5	Managing Brands over Geographic Boundaries and Market Segments : Regional Market Segments, Other Demographic and Cultural Segments, Rationale for Going International, Advantages of Global Marketing Programs, Economies of Scale in Production and Distribution, Lower Marketing Costs, Power and Scope, Consistency in Brand Image, Ability to Leverage Good Ideas Quickly and Efficiently, Uniformity of Marketing Practices, Disadvantages of Global Marketing Programs, Differences in Consumer Needs, Wants, and Usage Patterns for Products, Differences in Consumer Response to Marketing Mix Elements, Differences in Brand and Product Development and the Competitive Environment, Differences in the Legal Environment, Differences in Marketing Institutions, Differences in Administrative Procedures, Standardization versus Customization, Standardization and Customization, Global Brand Strategy, Global Customer-Based Brand Equity, Global Brand Positioning, Building Global Customer-Based Brand Equity - Similarities and Differences in the Global Branding Landscape.	7+2

Learning Resources:		
1	Text Books	Strategic Brand Management Building, Measuring, and Managing Brand Equity, Kevin Lane Keller, Pearson Education
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	IV	Specialization	Digital Media and Communication Marketing
Course Code	404 DMCM	Type	Subject – Core
Course Title	Internet Marketing – II		

Course Objectives:

1	To enhance the learner's understanding of internet marketing.
2	To make the learner knowledgeable about key issues in internet marketing
3	To help the learner to apply the appropriate tools to plan, develop, and execute internet marketing
4	To provide the learner hands-on experience with constructing a complete internet marketing plan

Syllabus:

Unit Number	Contents	Number of Sessions
1	Relationship marketing using the Internet: Introduction, Key concepts of relationship marketing, Benefits of relationship marketing, Differentiating customers by value, Key concepts of electronic customer relationship management (e-CRM), Benefits of e-CRM, Marketing applications of CRM, CRM technologies and data, Customer lifecycle management, Permission marketing, Personalisation and mass customization, Online and multi-channel service quality, Approaches to implementing e-CRM, Stage 1: Attract new and existing customers to site, Stage 2a: Incentivise visitors to action, Stage 2b: Capture customer information to maintain relationship, Stage 3: Maintain dialogue using online communication, Stage 4: Maintain dialogue using offline communication, The IDIC approach to relationship building, Techniques for managing customer activity and value, Lifetime value modelling, Loyalty schemes, Virtual communities, Customer experience – the missing element required for customer loyalty.	7+2
2	Delivering the online customer experience: Introduction, Planning web site design and build, Who is involved in a web site project?, Web site prototyping, Initiation of the web site project, Domain name registration, Selecting an Internet service provider (ISP), Researching site users' requirements, Usability, Web accessibility, Localisation, Reviewing competitors' web sites, Designing the information architecture, Designing the user experience, Developing customer-oriented content, Marketing-led site design, Elements of site design, Site design and structure, Page design, Content design, Development and testing of content, Testing content, Tools for web site development and testing, Promote site, Service quality, Tangibles, Reliability, Responsiveness, Assurance, Empathy, The relationship between service quality, customer satisfaction and loyalty.	7+2
3	Interactive marketing communications - I: Introduction, The characteristics of interactive marketing communications, Differences in advertising between traditional and digital media, Integrated Internet marketing communications, Integration through time, Campaign response mechanics, Objectives and measurement for interactive marketing communications, Conversion marketing objectives, Timescales for objective setting, Campaign cost objectives, Offline promotion techniques, Advantages and disadvantages of using offline communications to support e-commerce, Incidental and specific advertising of the online presence, Public relations, Direct marketing, Other physical reminders, Word of mouth.	7+2

4	Interactive marketing communications - II: Online promotion techniques - Search engine marketing, Search engine optimisation (SEO) , Pay-per-click (PPC) search marketing, Trusted feed , Online PR , What is PR? What is online PR? Differences between online PR and traditional PR, Online PR activities, Online partnerships - Affiliate marketing, Online sponsorship, Interactive advertising, Fundamentals of online advertising, The purpose of interactive advertising, Measurement of interactive ad effectiveness, Interactive ad targeting options, Interactive ad formats, Making banner advertising work, Buying advertising, E-mail marketing, Opt-in e-mail options for customer acquisition, Opt-in e-mail options for prospect conversion and customer retention (house list), E-mail marketing success factors, Managing inbound e-mail communications, Viral marketing, On-site promotional techniques, Selecting the optimal communications mix .	7+2
5	Maintaining and monitoring the online presence: Introduction, Performance management for Internet marketing, Creating a performance management system, Defining the performance metrics framework, Tools and techniques for collecting metrics and summarising results, The maintenance process, How often should material be updated?, Responsibilities in web site maintenance, Who owns the process?, Who owns the content?, Who owns the format?, Who owns the technology? , Content management	7+2

Learning Resources:		
1	Text Books	Internet Marketing, Dave Chaffey, Fiona Ellis-Chadwick, Kevin Johnston, Richard Mayer, Pearson Education
2	Reference Books	E Marketing, Strauss, Ansary, Frost, Pearson Education Internet Marketing, Alan Charlesworth, Elsevier Online Marketing, Richard Gay, Alan Charlesworth, Rita Esen, Oxford E Marketing Excellence, PR Smith & Dave Chaffey, Elsevier.
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	IV	Specialization	Digital Media and Communication Marketing
Course Code	405 DMCM	Type	Subject – Elective
Course Title	Mass Communication Media and Culture - II		

Course Objectives:

1	To understand the media environments and media ecology
2	To distinguish between cultural studies and media studies
3	To understand the drivers behind media consumption

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Media Ecology: Media environments – how people interact with media and how those interactions shape our culture and our daily experiences, how changes in technology alter the symbolic environment—the socially constructed, sensory world of meanings - perceptions, experiences, attitudes, and behavior. Message and medium – separate or "the medium is the message" - content doesn't exist outside of the way it's mediated</p> <p>The challenge of media ecology - way media work as environments, Invisibility of environments, Complexity of environments, A media analysis of human history - the tribal age, the age of literacy, the print age, the electronic age, the rise of the global village, the digital age - rewiring the global village.</p>	4+2
2	<p>Semiotics: the goal of semiotics, verbal and nonverbal signs, the cultural meaning of visual signs, dominant social values, ideological or connotative meanings, the ideological baggage that signs carry wherever they go, semiology, sign as a combination of its signifier and signified, sign as a part of a system, semiological systems - mythic or connotative systems. The making of myth, unmasking the myth of a homogeneous society, The semiotics of mass communication, Advertisements on television & layers of connotation, reaffirming the status quo</p>	4+2
3	<p>Cultural Studies: Cultural studies versus media studies - ideological differences, media functions to maintain the dominance of the powerful and to exploit the poor and powerless, Cultural studies as closely related to critical theory, emphasizing resistance than rationality. Corporate control of mass communication. Cultural factors that affect the selection of news. Extreme makeover: The ideological work of reality TV. Obstinate audience.</p>	4+2
4	<p>Media Uses and Gratifications: People consume different types of media, People use media for their own particular purposes, People seek to gratify needs, Media competes for attention and time, Media affects different people differently, People can accurately report their media use and motivation, Typology of media uses and gratifications, Rubin's typology of eight motivations, Parasocial Relationships.</p>	4+2
5	<p>Cultural Context - Intercultural Communication: Communication Accommodation Theory, Communication accommodation strategies, Convergence, Divergence, Different motivations for convergence and divergence, Cultural Context - Gender and Communication, Genderlect Styles, male-female communication as cross-cultural, Miscommunication between men and women, Women's desire for connection versus men's desire for status, Rapport talk versus report talk, Public speaking versus private speaking, Telling a story, Listening, Asking questions, Conflict, Nonverbal communication, Men and women grow up in different speech communities.</p>	4+2

Learning Resources:

1	Text Books	A First Look at Communication Theory, Em Griffin, 8th Edition
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2	Reference Books	Communication Theories: Perspectives, Processes, and Contexts, Katherine Miller, 2 nd edition
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	IV	Specialization	Digital Media and Communication Marketing
Course Code	406 DMCM	Type	Subject – Elective
Course Title	Public Relations – II		

Course Objectives:

1	To provide fundamental conceptual inputs about the PR process
2	To help the learner understand corporate PR and corporate communications.
3	To understand the ethical aspects of PR

Syllabus:

Unit Number	Contents	Number of Sessions
1	Public Relations Process: Four Stages of PR – Research : PEST Analysis, SWOT Analysis, Planning : Setting Objectives, Seven Golden Rules, Target Audience, Services and Action Plans, PR Programme, Tactics, Calendar of Operations, Communication: Media Strategy, PR Input, Multimedia Approach, ITM theory of Public Communication, Advocate, Evaluation: PR Audit, Evaluation Methods.	4+2
2	Corporate Public Relations Vs Corporate Communications: Concept of Corporate PR – Corporation, Corporate Public, Corporate face, Areas of Corporate PR. Corporate Communications Vs Corporate PR, Difference, Proactive & Reactive PR, Company visit, Corporate Identity & Corporate Image, Meaning, Symbols, Image, PR Role, Corporate Identity vs. Corporate Image, Corporate Reputation, Values, Stakeholder's reputation, Role of PR, Corporate Social Responsibility, Corporate Citizenship, Definition, CSR and Business Organizations.	4+2
3	Stakeholder Relations: Employee PR, Financial PR, Customer PR, Social Communication, Sponsorships, Community Relations. Government Relations, Development PR. Crisis Management & PR: What is a crisis? Types of crisis, Need for PR in crisis management, Stages of Crisis Management, Crisis Team, Crisis PR Strategy, Ten points of Crisis PR.	4+2
4	Public Relations and the Media: Media and PR, Media Scene in India, Interpersonal Media, Newspapers in PR, Journalism, Press Tactics, Press Releases, Press Kit, Press Tour, Advertorial, Letter to the Editor, Audio - Visual Media – Photographs & Exhibitions, Electronic Media – Radio & Television, PR opportunities, Audience Reach, Impact, Style, Infotainment, Films – PR and films, types of films, documentary films, exhibition of films, PR opportunity in films. Traditional Folk media. Digital PR: Managing your reputation online, How PR uses social media, e-PR, Email, Intranet, Website, Video Conference, Video News Release, E Journals, Writing for website, Multimedia PR Campaigns.	4+2
5	PR Ethics & Responsibilities: The business of business is business, Using PR to overcome barriers to sustainability, Complexities in Ethical Decision Making, Public consent, Responsibility to Whom? Responsibility in practice, responsibility in advertising & Sponsorships, Responsibility in Publicity, Individual Responsibilities, Regulatory aspects.	4+2

Learning Resources:

1	Text Books	Effective Public Relations & Media Strategy, C V NarsimhaReddi, PHI - EEE edition. Effective Media Relations, Bland, Theaker&Wragg, Chartered Institute of Public Relations, 3 rd edition. This is PR – The realities of Public Relations, Newsom, Turk & Kruckeberg, Thomson Learning, 7 th edition.
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2	Reference Books	<p>Creativity in Public Relations, Andy Green, Chartered Institute of Public Relations, 3rd edition.</p> <p>Running a Public Relations Department, Mike Beard, Chartered Institute of Public Relations, 2nd edition.</p> <p>Public Relations – Managerial Case Studies & Problems, Center & Jackson, PHI, EEE, 6th edition.</p> <p>Public Relations – A practical guide to the basics, Philip Henslowe, Chartered Institute of Public Relations, 2nd edition.</p>
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	IV	Specialization	Digital Media and Communication Marketing
Course Code	407 DMCM	Type	Subject – Elective
Course Title	Global Marketing Communications		

Course Objectives:

1	To understand the impact of culture (values and lifestyles) on consumer attitude towards and the execution of various marketing communication tools
2	To understand the concepts and applications of communications and contemporary mass media w.r.t. global marketing communication.
3	To develop strategies, tactics and skills to research, manage and evaluate campaigns supporting global marketing objectives.
4	To develop the ability to create strategic marketing communication plans in a global context.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Nature of Global Marketing Communication - The Global marketing environment: Opposing concepts of global marketing: local adaptation versus global standardization, Global versus micro or "niche" marketing, Global marketing strategies. Overview of global marketing communication, various business sectors in the global marketplace - manufacturing , knowledge-based industries, services, logistics and government sectors. Definition of Culture, Cultural characteristics , Economic profile, Attitude towards advertising , Lifestyle and values differences.	4+2
2	Market Planning: Marketing research and strategy formulations in the dynamic global marketplace, The global consumer behavior - Analyzing customer needs, desires and costs of the target market, Involvement and engagement in the consumer behavior process, Connecting consumer research and consumer behavior, Research methods in the digital/interactive era of empowered consumers, Segmenting target audiences	4+2
3	Integrated Global Marketing: The strategic Marcom plan, Understanding brand strategy in the global environment, Marcom objectives, Selecting the best marketing mix options for the client and its target audience, Advertising, Public relations, Interactive, digital and social marketing, Sales promotion, Direct sales, Viral marketing, blog marketing .	4+2
4	Situation Analysis: The marketplace battleground of the brand, service or organization: global analysis, domestic analysis, product category. Marketplace: competition in category, competing categories, market growth potential. SWOT Analysis. Client: corporate culture. Marketing mix strategy and creative strategy of client and competition. Product or service: features, benefits, differentiation. Brand and product category life cycle stage. Target Audience. Prime prospects, stakeholders. Global Marketing Environmental Analysis, Economic environment: global, national, regional. Political environment . Ecological environment: social activism, Socio-demographic environment: demographic changes, ethnic influences, lifestyle, social, cultural trends, media use. Consumer behavior & purchase patterns. Technological environment: consumer technology, consumer attitudes towards technology .	4+2
5	Mass markets and niche markets - Communication Objectives, Communication strategy, Positioning:, differentiation, USP. Campaign communication theme - Big idea - creative expression of the message. Brand vision, insight and perceptions. Integration strategy. Creative strategy Marketing Mix Plan. Promotional mix strategy. Media mix. Flighting. Place and sales outlets.	4+2

Learning Resources:

1	Text Books	Keegan, W. J. & Green, M. C. (2011). Global Marketing (6th edition). Prentice Hall. GM De Mooij, M. (2010). Global Marketing and Advertising: Understanding Cultural Paradoxes (3rd edition). Sage Publications. GMA Cooper-Chen, A. (Eds.) (2005). Global Entertainment Media: Content, Audiences, Issues. Mahwah, NJ: Lawrence Erlbaum Associates. GEM
2	Reference Books	M. Kotabe, K. Helsen, Global Marketing Management 5th Edition, John Wiley & Sons, Inc. Global Marketing and Strategy, Gillespie, Jeannet, Hennessey.
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	IV	Specialization	Digital Media and Communication Marketing
Course Code	408 DMCM	Type	Subject – Elective
Course Title	Communications Theory - II		

Course Objectives:

1	To learn to think about and analyze communication in a systematic way.
2	To compare the field of communication studies with other social sciences and understand its varied contributions to the knowledge/practice of human interaction.
3	To analyze communication phenomenon from different perspectives.
4	To recognize and explain major communication theories.
5	To apply knowledge of communication theories to “real world” issues.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Social Information Processing: How people form relationships across the communication technologies, differences between computer-mediated communication (CMC) and face-to-face communication, Social presence theory, lack of social context cues in online communication, information we receive depends on the communication medium we're using. Verbal cues of affinity replace nonverbal cues, Extended time - the crucial variable in CMC. Four types of media effects because of CMC users not being proximal - Sender: Selective self-presentation, Receiver: Overattribution of similarity, Channel: Communicating on your own time, Feedback: Self-fulfilling prophecy. The warranting value of information: What to trust?	4+2
2	Social Judgment Theory: Three latitudes: Acceptance, rejection, and noncommitment. Ego-involvement - How much do you care? Judging the message - Contrast and assimilation errors, Discrepancy and attitude change, Practical advice for the persuader, Attitudes on sleep, booze, and money.	4+2
3	Elaboration Likelihood Model: The central route and the peripheral routes to persuasion, Recipients rely on a variety of cues to make quick decisions - Robert Cialdini's six cues – Reciprocation, Consistency, Social proof, Liking, Authority, Scarcity. The central route and the peripheral route and cognitive processing continuum and degree of mental effort a person exerts when evaluating a message. Motivation for elaboration - Is it worth the effort? Ability for elaboration - Can they do it? Types of elaboration: Objective vs. biased thinking. Elaborated messages - Strong, weak, and neutral. Positive shifts in attitude, negative boomerang effects. Peripheral cues - An alternative route of influence, attitude changes without issue-relevant thinking, tangible rewards as cues, Source credibility, Pushing the limits of peripheral power - Celebrity endorsements. Choosing a route - Practical advice for the persuader.	4+2
4	Cognitive Dissonance Theory: Dissonance - Discord between behavior and belief, basic need to avoid dissonance and establish consistency, tension of dissonance as a motivator, Reducing dissonance between attitudes and actions, Post decision dissonance and the need for reassurance, Minimal justification for action and a shift in attitude. Three state-of-the-art revisions: The cause and effect of dissonance, Self-consistency: the rationalizing animal, Personal responsibility for bad outcomes, Self-affirmation to dissipate dissonance. Theory into practice - Persuasion through dissonance, attitude change as a product of dissonance.	4+2
5	Symbolic Convergence Theory: Central explanatory principle of SCT - sharing group fantasies creates symbolic convergence. Dramatizing messages - Creative interpretations of there-and-then, Fantasy chain reactions - Unpredictable symbolic explosions, Fantasy themes - Content, motives, cues, types, Symbolic convergence - Group consciousness and cohesiveness, Symbolic convergence results from sharing group fantasies, Symbolic convergence and heightened group cohesiveness.	4+2

Learning Resources:		
1	Text Books	A First Look at Communication Theory, Em Griffin, 8th Edition
2	Reference Books	Communication Theories: Perspectives, Processes, and Contexts, Katherine Miller, 2 nd edition
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	IV	Specialization	Digital Media and Communication Marketing
Course Code	409 DMCM	Type	Subject – Elective
Course Title	Media and the Laws		

Course Objectives:

1	To acquaint the learners with the legal framework pertaining to Media
2	To sensitize the learners to ethical issues in Media

Syllabus:

Unit Number	Contents	Number of Sessions
1	Media & Freedom: Constitution of India: fundamental rights- Freedom of speech and expression and their limits in context of different countries, Directive principles of state policy, Concept of media freedom, Theories of media liberty and democracy; Rights and obligation of the media; Provisions of declaring emergency, their effects on media, Reporting legislature, Parliamentary privileges and media	7+2
2	Right to Information: Evolution of articles of 19; Universal declaration of human rights: Right to Information Act 2005 and its implication: Right to reply; Right to knowledge; Role of the media.	5 +2
3	Important Laws: History of press laws in India: Contempt of Courts Act 1971- civil and criminal law of defamation- relevant provisions of Indian Penal Code with reference of sedition, crime against women and children; laws dealing with obscenity; Official Secrets Act 1923, vis-a-vis Right to Information- Press and registration of Books Act 1867. Working Journalists and other newspapers employees (Conditions of service and Miscellaneous Provisions) Act, 1955;- Cinematograph Act, 1953; Prasar Bharti Act; WTO agreement and Intellectual property rights copyright and piracy; Measures to curb piracy. Guidelines for news TV in the wake of 26/11 attacks, media and public interest litigation.	9 +2
4	Media and Ethics: Media's ethical problems including privacy, right to reply, sting operations. Guarding against communal writing and sensational and yellow journalism. Freebies, bias, coloured reports, Obscenity. Ethical issues related with ownership of media and national, transnational monopoly. Private treaties between media and corporate houses. Scourge of paid news. Concept of self-regulation; Revealing sources; Code of ethics; Code of professional organizations, Role and performance of the Press Council of India and other National and International organizations. Accountability and independence of Media. Reports of various committees & commissions dealing with media in India – Chanda committee, Varghese committee, Joshi committee, Vardhan committee, Sengupta committee, ASCI code of ethics for advertising, DAVP'S code of advertising, IPRA code of ethics for PR practitioners, PRSI code for PR practitioners	9 +2
5	Cyber Laws: Laws regulating FDI in media; Cyber laws in India; Cyber security concerns preventive measure, penalties, adjudication and offences; IT Act; Network service provider's protection; Criminal procedure; IPC.	5+2

Learning Resources:

1	Text Books	Laws of the Press, D.D.Basu, 1996, Princeton Hall Publishers, New Delhi. Media Credibility by Aggarwal, S.K. Mass Media: Laws and Regulations by Rayudu, C.S. Media Ethics and Laws by Jan R. Hakeculdar History of Press, Press Laws and Communication by Ahuja, B.N.
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2	Reference Books	Press and Pressure by Mankakar, D.R. Freedom and Fraud of the Press by Ghosh, Kekar Press and Press Laws in India by Ghosh, Hemendra Prasad Law and the Media – An Everyday Guide for Professionals , Crone Mass Media Laws and Regulations in India, K S Venkataramaiah Press and the Law, Grover
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	IV	Specialization	Digital Media and Communication Marketing
Course Code	410 DMCM	Type	Subject – Elective
Course Title	Digital Analytics for Marketers		

Course Objectives:

1	To understand marketing analytics practices in digital world
2	To appreciate the importance of data-based decision making in marketing
3	To equip the students with tools and techniques for real life applications

Syllabus:

Unit Number	Contents	Number of Sessions
1	Digital Analytics Fundamentals: Introduction to digital analytics, Importance & utility of digital analytics, Core analysis techniques, Conversions and conversion attribution, creating a measurement plan, Understanding and using google analytics data, How Google Analytics works, key metrics and dimensions defined, collecting actionable data with google analytics, creating an account, understanding the account structure, setting up basic filters, setting up goals and ecommerce, collecting campaign data. Navigating Google Analytics reports – reporting overview, audience reports, acquisition reports, AdWords reports, Behaviour Reports, Customer Reports and Dashboards, Navigating Conversions reports – Goal Flow report, Ecommerce Reports, Multi-Channel Funnels reports, Attribution reports.	4+2
2	Google Analytics Principles: Platform Fundamentals, Platform components, data model, Data Collection Overview, Website data collection, Mobile app data collection, Measurement protocol data collection, processing and configuration overview, processing hits into sessions and users, Importing data into Google Analytics, Transforming and aggregating data, Reporting overview, building reports with dimensions and metrics, reporting APIS, report sampling.	4+2
3	E-commerce Analytics: Introduction to Ecommerce Analysis, using the measurement plan, reporting versus analytics, analysis preparation, Understanding Customers – traffic source analysis, multi-channel analysis, customer profile analysis. Understanding Shopping Behavior – enhanced ecommerce overview, on-site merchandising analysis, shopping behavior analysis, checkout analysis.	4+2
4	Mobile App Analytics: Introduction to Mobile App Analytics, marketing and analysis tools, app revenue models, starting with a measurement plan, tools to set up tracking, Attracting New Users – acquisition channels, acquisition reports, high-value users, segmentation and user attributes, Measuring behavior - behavior reports overview, screen tracking, event tracking, customer dimensions and metrics tracking, enhanced ecommerce tracking, Increasing revenue - identifying road blocks to revenue, re-engaging existing users, remarketing to new and existing users.	4+2
5	Google Tag Manager Fundamentals: Starting out with Google Tag Manager, Measurement plan, tag implementation strategy, tag manager overview, Setting up Google Tag Manager, installing Google Analytics tag, Set up a GA Property Variable, Set up cross-domain tracking, understand data layer, Collecting data using the Data Layer, variables, and events – pass static values into customer dimensions, pass dynamic values into custom metrics, track events with variables, Using additional tags for marketing and remarketing, set up AdWords conversion tracking, Set Up Dynamic Remarketing	4+2

Learning Resources:

1	Text Books	Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World, Chuck Hemann and Ken Burbary
2	Reference Books	

3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	IV	Specialization	Digital Media and Communication Marketing
Course Code	411 DMCM	Type	Subject – Elective
Course Title	Data Mining for Marketing Insights		

Course Objectives:

1	To understand the concepts and use of data mining
2	To master the statistical tools relevant to data mining
3	To understand data mining in practice

Syllabus:

Unit Number	Contents	Number of Sessions
1	Data, Data mining and the knowledge discovery process: Data types and formats. Data pre-processing and data transformations, Exploratory data analysis and data understanding. Data Visualization - hierarchies, networks, maps, time series, spatio-temporal data, text. Overview of data mining and machine learning techniques. Applications - clustering, classification and pattern mining.	4+2
2	Data mining statistical approaches: Clustering: Measures of Proximity; Cluster Analysis: K-means and Agglomeration clustering; Density based clustering methods; Customer segmentation, Practical applications. Classification and prediction models. Model learning and model validation. Explanation vs. prediction. Rule-based classifiers and decision trees, a) Decision Trees induction; b) Neural Network; c) Ensemble Methods (Random Forest); Support Vector Machines for classification; Evaluating classification results, Practical applications. Pattern mining and association rules. Apriori principle. Mining high-frequency patterns and high-confidence rules. Interestingness measures for patterns and rules. Practical applications. Slicing and Dicing Marketing data: Pivot tables, Discovering relationships among marketing variables, Generating marketing scenarios of competing/substitute products, Predicting future demand for a product under uncertain conditions, Developing Marketing and Sales models through simulating external environment.	4+2
3	Big data and social sensing: Big data acquisition. Web scraping, crawling, crowdsourcing, crowdsensing. Big data technologies and platforms, NOsql and map-reduce paradigm, Listening social media sources. Monitoring social trends. Basics of opinion mining and sentiment analysis. Community concepts and community discovery methods (top-down and bottom-up). Validation of discovered communities. Discovery of diffusion patterns over social networks.	4+2
4	Consumer Relationship Management: Introduction and CRM's value proposition, CRM Framework, Closed Loop Marketing, Customer Profitability, CRM in Customer Service and Customer Experience, Customerization, Customer Value, Consumer Relationship, Life Time Value Management - Customer Satisfaction Index, Customer Acquisition, Customer Loyalty, Customer Retention, Customer Retention Modeling, RFM Analysis and Optimizing Direct Mail Campaigns, Customer as Co-producer, Analytical CRM and Functionalities, CRM Implementation Roadmap.	4+2
5	Data Mining in Practice: Developing a consumption estimate model for a consumable product; Factors related to sales of a product, developing their interrelationship and predicting sales; Interpreting pricing structures; Forecasting periodic product sales and demand over time; predict and identify innovators and early adopters to predict success of innovations, identifying target customer segments for a marketing campaign, mining supermarket consumers and product data, analysis of team data to characterize team performance and predict success, Catalog data mining - expenses and sales analysis,	4+2

Learning Resources:

1	Text Books	Big Data – A revolution that will transform how we live, work and think, Viktor Mayer_Schonberger and Kenneth Cukier, Hachette India. Big Data at work – Thomas Davenport, Harvard Publishing
2	Reference Books	The Data Warehouse Toolkit, Ralph Kimball, Margy Ross, Wiley
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	IV	Specialization	Digital Media and Communication Marketing
Course Code	412 DMCM	Type	Subject – Elective
Course Title	Affiliate Marketing		

Course Objectives:

1	To understand the principles of affiliate marketing
2	To understand affiliate marketing in practice

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Affiliate Marketing: What is affiliate marketing? Origins of affiliate marketing, Implications for advertisers. Who are affiliates? Understanding the different types - Niche content and personal interest websites, Loyalty and reward websites, PPC and search affiliates, Email marketers, Co-registration affiliates, Affiliate networks. Making money and the importance of tracking. When to use affiliate marketing?	4+2
2	Know Your Audience: Creating compelling content and effective landing pages, Incorporating video, blogs, email and social media, Applying and getting approved for affiliate programs, Affiliates and brand, Brand control, Programme terms & conditions, Merchant approval, Brand benefits of an affiliate programme, Integrating affiliate marketing into the marketing mix. The role of search engine optimization (SEO) in affiliate marketing Connections and Communications: Building trust, influence and engagement with customers, Effective ways to engage the audience, Generating revenue through a membership site or list building, Blending online and offline campaigns, Monitoring the site, Top tools for optimizing the site.	4+2
3	Affiliate Marketing strategy for merchants : When does affiliate marketing work? setting affiliate marketing goals, Affiliate network selection, integrating affiliate marketing in the annual media and marketing plans, structuring commissions, Setting up accounts on affiliate marketing network, Finding a niche and selecting the right networks, Adding paid sponsorship, Google AdSense and links, determining costs and creating a business plan, Obtaining and placing tracking code, recruiting affiliates to the programme, going live, supporting the affiliate marketing programme, Making affiliate marketing a sustainable channel for sales and marketing - In-house v. affiliate network? Bringing advertisers and publishers together.	4+2
4	Role of Affiliate programme Manager: A day in the life of a programme, Introduction, Daily checks, Data-feed, Affiliate recruitment / applications, Affiliate enquiry, PPC Arrangements, Newsletter feature, Reporting , Voucher code. Maximizing Affiliate Marketing Effects: Measuring the effectiveness of affiliate campaigns, Driving traffic through natural and paid search, Negotiating a better deal and higher commissions, Maximizing profits and multiple income streams, Leveraging affiliate channel in other areas of your business, Making a business case for affiliate marketing.	4+2
5	Legal and Ethical Considerations: Legal best practices and ethical considerations, Trademark bidding and affiliate terms of service, Collecting data and protecting customers' privacy, Assessing potential risks and challenges Case Studies: Successful affiliate marketing campaigns, Affiliate marketing through email marketing, Online publisher perspective, Capitalizing on coupons and deals	4+2

Learning Resources:

1	Text Books	The Complete Guide to Affiliate Marketing on the Web, Bruce C. Brown,
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2	Reference Books	Affiliate Program Management – An Hour a Day , Evgenii Prussakov Authority Affiliate Marketing: 12 Steps to Long-term Profits With a Single Niche, Steve Scott Make a Fortune Promoting Other People's Stuff Online: How Affiliate Marketing Can Make You Rich, Rosalind Gardner's 2007
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	IV	Specialization	Digital Media and Communication Marketing
Course Code	413	Type	Subject – Elective
Course Title	Brand Equity		

Course Objectives:

1	To understand the foundations of consumer based brand equity
2	To understand measurement and enhancement of brand equity

Syllabus:

Unit Number	Contents	Number of Sessions
1	Customer-Based Brand Equity : Customer-Based Brand Equity, Brand Equity as a Bridge, Making a Brand Strong: Brand Knowledge, Sources of Brand Equity, Brand Awareness, Brand Image, Building a Strong Brand: The Four Steps of Brand Building, Brand Building Blocks, Brand Salience, Brand Performance, Brand Imagery, Brand Judgments, Brand Feelings, Brand Resonance, Brand-Building Implications, Creating Customer Value, Customer Relationship Management, Customer Equity, Relationship of Customer Equity to Brand Equity, The Marketing Advantages of Strong Brands.	4+2
2	Choosing Brand Elements to Build Brand Equity: Likability, Characters, Slogans, Jingles, Packaging, Criteria for Choosing Brand Elements, Memorability, Meaningfulness, Transferability, Adaptability, Protectability, Options and Tactics for Brand Elements, Brand Names, Logos and Symbols, Putting It All Together, Legal Considerations in Branding .	4+2
3	Leveraging Secondary Brand Associations to Build Brand Equity : Conceptualizing the leveraging Process, Creation of New Brand Associations, Effects on Existing Brand Knowledge, Guidelines, Company, Country of Origin and Other Geographic Areas, Channels of Distribution, Co-Branding, Guidelines, Ingredient Branding, licensing Guidelines, Celebrity Endorsement - Potential Problems, Guidelines, Sporting, Cultural, or Other Events, Third-Party Sources.	4+2
4	Brand Equity Measurement and Management System :The Brand Value Chain, Value Stages, Implications, Designing Brand Tracking Studies, What to Track, How to Conduct Tracking Studies, How to Interpret Tracking Studies, Establishing a Brand Equity Management System, Brand Equity Charter, Brand Equity Report, Brand Equity Responsibilities.	4+2
5	Measuring Sources of Brand Equity: Capturing Customer Mind-Set, Qualitative Research Techniques, Free Association, Projective Techniques, Zaltman Metaphor Elicitation Technique, Brand Personality and Values, Experiential Methods , Quantitative Research Techniques - Awareness , Brand Image , Brand Responses, Brand Relationships . Comprehensive Models of Consumer-Based Brand Equity, Brand Dynamics, Equity Engine, Relationship to the CBBE Model, Brand Asset Valuator Measuring Outcomes of Brand Equity: Capturing Market Performance , Comparative Methods, Brand-Based Comparative Approaches, Marketing-Based Comparative Approaches, Conjoint Analysis, Holistic Methods, Residual Approaches, Valuation Approaches	4+2

Learning Resources:

1	Text Books	Strategic Brand Management Building, Measuring, and Managing Brand Equity, Kevin Lane Keller, Pearson Education
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester IV
Tourism & Hospitality Management (THM)

Semester	IV	Specialization	Tourism and Hospitality Management
Course Code	403THM	Type	Specialization - Core
Course Title	Strategic Hospitality Management		

Course Objectives	
1	To understand the concept and process of strategic management to be adopted in the hospitality and tourism industry
2	Knowledge about the strategies that a firm has to possess to be competitive

Syllabus:

Unit Number	Contents	Number of Sessions
1	INTRODUCTION TO STRATEGIC HOSPITALITY MANAGEMENT- Strategic Management–Origin, Concept, Scope and Process; Strategic Thinking; Global competitiveness; Key Players in Indian Hospitality and Tourism Industry.	7+2
2	MICRO AND MACRO STRATEGIC ENVIRONMENT- The Environment and External Stakeholders - Assessment of the Broad Environment, Analysis of External Stakeholders and the Operating Environment, Managing the Operating Environment; Organizational Resources and Competitive Advantage - Internal Analysis and Competitive Advantage.	7+2
3	STRATEGIC DIRECTION & FORMULATING BASIC STRATIGES- Strategic Direction-Creating a Strategic Direction, Mission Statements, Organizational Vision, Organizational Values; Strategy Formulation at the Business-Unit Level-Generic Business Strategies, Competitive Dynamics, Strategic Group Mapping; Corporate-Level Strategy and Restructuring.	7+2

4	IMPLEMENTING STRATEGIES AND ESTABLISH CONTROL SYSTEMS- Inter organizational Relationships and the Tourism Cluster; Functional-Level Resource Management; Organizational Design and Control- Organizational Structures design, Organizational Control, power and politics.	7+2
5	STRATEGIES FOR HOSPITALITY ENTREPRENEURSHIP- Strategies for Entrepreneurship and Innovation -Entrepreneurial Start-ups, Innovation and Corporate Entrepreneurship; Global Strategic Management and the Future- Global Strategies, International Market Selection, Global Stakeholders, Emerging Trends.	7+2

Learning Resources:		
1	Text Books	1. Enz, C. A. (2009). Hospitality Strategic Management: Concepts and Cases (2nd ed.). Wiley.
2	Reference Books	1. David, F. R. (2010). Strategic Management (13th ed.). Prentice Hall. 2. Okumus, F., Altinay, L., & Chathoth, P. (2010). Strategic Management for Hospitality and Tourism (1st ed.). Butterworth-Heinemann.

Semester	IV	Specialization	Tourism and Hospitality Management
Course Code	404THM	Type	Specialization - Core
Course Title	Tourism Planning and Development		

Course Objectives	
1	To understand the components and mechanism of tourism
2	To acquire Knowledge in the planning and development of tourist attractions

Syllabus:

Unit Number	Contents	Number of Sessions
1	TOURISM COMPONENTS AND SUPPLY- Supply Components; Natural Resources; Built Environment; Operating Sectors; Hospitality and Cultural Resources; Matching Supply with Demand; Measuring and Forecasting Demand; Economic Impact	7+2
2	TOURISM POLICY - STRUCTURE, CONTENT, AND PROCESS- Tourism Policy – Definition; Policy focusing competitive Destination; Major Parameters of Tourism Destination Management; Process of Tourism Policy Formulation; Translating Policy into Reality; Formulating Policy to Deal with Crises	7+2
3	TOURISM PLANNING, DEVELOPMENT, AND SOCIAL CONSIDERATIONS- Tourism Destination Planning, Environmental Analysis, Resource Analysis, Regional Environmental analysis, Planning for Sustainable Tourism Development, Contingency Planning, economic impact, social impact, cultural impact, environmental impact, and supply match, sustainable development and planning approaches and indicators, design and innovations.	7+2

4	TOURISM AND THE ENVIRONMENT- Environmental Issues in Tourism Planning –Conceptual Model, Destination factors, Exogenous factors, Global factors and WTTC Position; Sustainable Development and Tourism; Ecotourism; Current Tourism Industry Practices for Environmental sustainability; Tourism as Capitalism.	7+2
5	TOURISM PROSPECTS- Nature of Future Growth in Tourism; Leisure, Recreational and Society; Forces Impacting the future of Tourism – Economic, Branding, Terrorism, Conflicts between countries, Technology; Tourist characteristics – Knowledge-Based Society and workforce, Demographic Shift; Changing Nature of Tourism Products.	7+2

Learning Resources:		
1	Text Books	Var, T., & Gunn, C. (2002). Tourism Planning: Basics, Concepts, Cases (4th ed.). Routledge
2	Reference Books	Godfrey, K., & Clarke, J. (2000). Tourism Development Handbook: A Practical Approach to Planning And Marketing. Cengage Learning EMEA. Okumus, F., Altinay, L., & Chathoth, P. (2010). Strategic Management for Hospitality and Tourism (1st ed.). Butterworth-Heinemann.

Semester	IV	Specialization	Tourism and Hospitality Management
Course Code	405THM	Type	Specialization - Elective
Course Title	Hotel Administration Management		

Course Objectives	
1	To study the flow of activities and functions in today's lodging operation. To establish the importance of Front office and House Keeping and its role in the hospitality industry.
2	Understand the best practice in Front Office and Housekeeping operations methodology by the practical application of theoretical knowledge.

Syllabus:

Unit Number	Contents	Number of Sessions
1	INTRODUCTION Hotel industry – Classification of Hotels and other types of Lodging – Hotel Tariff plans – Types of guest rooms and annex – Major departments of a hotel – Organization structure – Duties and responsibilities of Front office personnel – Inter department coordination.	6
2	FRONT OFFICE OPERATIONS Sections and Layout– Room tariffs and calculation of rates - reservation – registration – Guest services – Check out and settlement – Front office accounting – Night auditing – safety and security.	6
3	FRONT OFFICE MANAGEMENT Evaluating Hotel performance –Revenue per available room – Market share index – Evaluation of hotels by guests; - Yield management – forecasting – Room availability – Sales techniques – Budgetary control.	6

4	HOUSEKEEPING OPERATIONS Importance of Housekeeping – Organizational structure – Layout – Coordination with other departments - Duties and responsibilities – Hotel guestrooms – contents and cleaning; – public areas – Housekeeping control desk	6
5	HOUSEKEEPING MANAGEMENT Housekeeping expenses – controlling expenses – use of textiles – Linen and uniform room – Laundry – Equipment, agents and process; – Sewing room – ergonomics in housekeeping - pest control and waste disposal – changing trends in hospitality	6

Learning Resources:		
1	Text Books	Jatashankar R. Tewari. Hotel Front Office Operations and Management. Oxford 2009 2. G.Raghubalan and Smritee Raghubalan. Hotel Housekeeping Operations and Managemen. Second Edition. Oxford 2007
2	Reference Books	Anutosh Bhakta. Professional Hotel Front Office Management. Tata McGraw Hill 2012 2.. Front Office Operations and Management. Cengage Learning. 2008
3	Supplementary Reading Material	Casado, M. Housekeeping Management. John Wiley and Sons, Inc. 2000 3. Ahmed Ismail

Semester	IV	Specialization	Tourism and Hospitality Management
Course Code	406THM	Type	Specialization - Elective
Course Title	Data Analysis Lab		

Course Objectives	
1	To have hands- on experience on data analysis
2	To develop problem-solving skills

Syllabus:

Unit Number	Contents	Number of Sessions
1	Descriptive Statistics: Mean, Median, Mode; Correlation, Regression, Forecasting	6
2	Parametric test- Test of Mean, Test of Proportion, ANOVA, Goodness of Fit, Non parametric Test-Test of Randomness	6
3	Linear Programming, Transportation, Assignment, Network Models, Inventory Models	6
4	Forecasting, Inventory Models & Networking Models	6
5	Business models studied in theory to be practiced using Spreadsheet / Analysis Software	6

Learning Resources:		
1	Text Books	1. David M. Levine et al, "Statistics for Managers using MS Excel' (6th Edition) Pearson, 2010
2	Reference Books	1.Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3rd edition,Microsoft Press, 2011. 2. David R. Anderson, et al, 'An Introduction to Management Sciences: Quantitative approachesto Decision Making, (13th edition) South-Western College Pub, 2011.
3	Supplementary Reading Material	Kiran Pandya and Smriti Bulsari, SPSS in simple steps, Dreamtech, 2011

Semester	IV	Specialization	Tourism and Hospitality Management
Course Code	407THM	Type	Subject - Elective
Course Title	Economic Analysis for Services		

Course Objectives	
1	To introduce the concepts of scarcity and efficiency
2	To explain principles of micro economics relevant to managing hospitality organization
3	To understand economic environment of business

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Service Economy: Introduction to service economy – The nature and scope of service economy ,The role of service economy to national and global economic development, Service economy, Microeconomic perspectives ,Market for service, Competitive Vs non-competitive markets, Market price, The role of theories and models, Positive and normative economic analysis, The role of government in the service economy.	6
2	Market Demand: Market forces, Market demand and Market supply ,Individual demand and supply, Determinants of market forces, Market Equilibrium, Changes in market equilibrium, Elasticity of demand and supply , short-run and long-run elasticity, Determinants of elasticity , Estimation of demand, Consumer behaviour, Utility and choice, Consumer surplus	6
3	Production Function: Production function, Short-run and long-run production, Production with one or more than one variable input, Diminishing marginal returns, Input substitution, Returns to scale, Economies and diseconomies of scale, Economies of scope.	6

4	<p>Cost of Production: Cost of production – Different types of cost, Short-run and long-run cost of production, Marginal and average cost concepts, Relationship between average and marginal costs,</p> <p>Determinants of cost of production, Cost minimizing input choices, Expansion path of firm, Dynamic changes in costs, the learning curve.</p>	6
5	<p>Market Systems: Analysis of market Perfect versus imperfect markets, Features of different market systems, Producer's behaviour, Profit maximization and choosing output, short-run and long-run analysis of different markets, Pricing of product ,Competition versus cost based pricing methods.</p>	6

Learning Resources:		
1	Text Books	Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2010.
2	Reference Books	William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2005. N. Gregory Mankiw, Principles of Economics, 3rd edition, Cengage learning, New Delhi, 2007.
3	Supplementary Reading Material	Richard Lipsey and Alec Charystal, Economics, 12th edition, Oxford, University Press, New Delhi, 2011. Karl E. Case and Ray C. fair, Principles of Economics, 6th edition, Pearson, Education Asia, New Delhi, 2002
4	Websites	http://www.wttc.org/research/economic-research/economic-impact-analysis/
5	Journals	Journal of Applied Economics and Business http://www.aebjournal.org/articles/0104/010406.pdf

Semester	III	Specialization	Tourism and Hospitality Management
Course Code	408THM	Type	Subject - Elective
Course Title	Event Management		

Course Objectives	
1	To acquaint students with fundamentals of event management
2	To enhance professional skills related to event management
3	To boost the career prospects in the area of event management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Event Management Fundamentals : Concept of Event, Types of events – MICE – Types of Meeting, Trade Shows, Conventions, Exhibitions- Structure of event industry – Event Management as a profession – Code of Ethics.	3+2
2	Event Planning and related statutory compliances: Event Conceptualizing – Host, Sponsor, Media, Guest, Crew, Participants , Spectators, Concept Designing – Theme, Event Objective and content development Pre Event Preparation: Budgeting, Event design , Event Related Documentations : Timing, Contracts and Agreements, Insurance, Regulation, License and Permits	3+2
3	Publicity & Marketing of Event : Pricing, Marketing Communication Methods & budget , Element Marketing Communication, Managing Marketing Communication, Modes of Publicity, Role of Internet in event publicity, Event Sponsorship, Managing Sponsorship, Measuring and evaluating sponsorship.	3+2

4	Conduct of Event: Venue selection: Indoor & Outdoor, Stage Audio Visual lighting, Performers, Decors, Caterer, Photography & Videography, Guest Demography and list, Handling children at event safety perspective, Invitation, media, food and beverage, entertainment, Event logistics management, Sanitary Facilities	3+2
5	Safety and Event Evaluation: Risk assessment, Provision of Safety Officer and Medical officer at venue, Structural Safety, Occupational Safety and Food Safety, Fire Prevention, Vehicle traffic, Waste Management, Event Evaluation Process: Event Impact, Service Quality, Customer Satisfaction Note: Students are expected to be divided in Group and at least one event to be planned and executed by students.	5+5

Learning Resources:		
1	Text Books	Events, 4th Edition, Pearson Publications, 2014. G.A.J. Bowdin, Events Management , Elseiver Butterworth Judy Allen, Event Planning 2nd Edition, Wiley & Sons, Canada, 2014.
2	Reference Books	Allison ,The Event Marketing Handbook: Beyond Logistics & Planning. Julia Rutherford Silvers, Professional Event Coordination, The Wiley Event Management Series. Allison ,The Event Marketing Handbook: Beyond Logistics & Planning John Beech, Sebastian Kaiser & Robert Kaspar, The Business of Events Management, Pearson Publication, 2014.
3	Supplementary Reading Material	A systematic Review of Knowledge Management Research in the Hospitality & Tourism Industry
4	Websites	www.ijemr.org www.cognizantcommunication.com www.emeraldinsight.com

5	Journals	International Journal of Event Management & Research International Journal of Event Management and Research
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Semester	IV	Specialization	Tourism and Hospitality Management
Course Code	409	Type	Subject – Elective
Course Title	Logistics and Supply Chain Management		

Course Objectives	
1	To understand the importance of Supply Chain Management.
2	To know the various aspects of Supply Chain Management.
3	To study the current trends in SCM.

Syllabus:

Unit Number	Contents	Number of Sessions
1	INTRODUCTION TO SUPPLY CHAIN MANAGEMENT. Evaluation of Supply Chain management, meaning and objectives, Characteristics of global supply chains, Generalized Supply Chain Model, Order processing – Material Handling – Transportation – Warehousing – Inventory Management – Reverse Logistics 3PL, 4PL.	6
2	Logistics - Objectives, Components, Significance. Supply Chain Management –Objectives, Components, Significance, Trade off Customer Service & Cost. PROCUREMENT LOGISTICS. Centralized and Decentralized purchasing, Warehousing, Inventory Management-Concepts, various costs associated with inventory, Lead time reduction, re-order point/reorder level fixation.	6
3	SUPPLY CHAIN MANAGEMENT The importance of SCM in modern Business, understanding the importance of supply chain, it's functions and supply chain in Retail & marketing business, Supply Chain Management, Centralized and Decentralized supply chains, Supply chain strategies and Key issues in supply chain Strategies.	6

4	DISTRIBUTION MANAGEMENT Distribution channels: structure and operation, Distribution cost components, Pipe line inventory and response considerations, Hub and Spoke Model, Cross docking, Carrier selection, Vendor Consolidation.	6
5	RECENT ISSUES IN SCM Role of IT/Computer in SCM, CRM Vs SCM, Benchmarking –concept, Features and Implementations, Outsourcing-basic concept, Value addition in SCM-concept of demand chain Management.	6

Learning Resources:

1	Text Books	Chopra Sunil & Peter Meindl- Supply Chain Management. Raghuram G. –Logistics & Supply Chain Management. Agarwal D.K.- Logistics & Supply Chain Management
2	Reference Books	Christopher Martin - Supplychain Management K Shirdhar Bhat – Logistics and Supplychain Management, HPH Sahah - Supplychain Management : Pearson
3	Journals	Journal for Retail & Distribution Management. ICFAI Journal of Sales Management.

Semester	III	Specialization	Tourism and Hospitality Management
Course Code	410THM	Type	Subject - Elective
Course Title	Food and Beverage Management		

Course Objectives	
1	To understand the nature and scope of Food and Beverage Management
2	To study the empirical foundations and develop a professional orientation toward the practice of food and beverage management as it applies to business, culinary arts and hospitality
3	To understand the process of purchase, receiving and storing of Food and Beverages.

Syllabus:

Unit Number	Contents	Number of Sessions
1	KITCHEN MANAGEMENT - Job description – Hierarchy, Attitude and behavior; - Food premises - Kitchen planning – Basic Preparation and operations – Basic principles of food production - Equipments – Fuels -coordination with other departments.	3+2
2	FOOD QUALITY -Food standards - need for food laws; - Food adulteration & Additives - Detection of food adulterants, Prevention of food adulteration act standards; - Fruit product order standards - Agmark standards - Indian standards institution - International – Codex Alimentarius, ISO, Regulatory agencies; - HACCP.	3+2
3	FOOD SAFETY -Introduction - Food Hazards – Risks – Contaminants - Food Hygiene - Food preservation, Physical agents, Chemical agents, Use of low temperature in food preservation, Preservation by drying, Preservation of meat, fish & egg using different methods.	3+2

4	PROCUREMENT, PRODUCTION AND SERVICE CONTROL - Food & Beverage Control - Need- Objectives .Aids to Purchasing - Purchasing of F&B- Specifications- Selection of a Supplier, Rating- EOQ ,Analysis. Receiving of F&B- Quantity, Quality & Inspection- Storing and Issuing of F&B -Transfer Notes, Breakages and Damaged Goods .	3+2
5	CATERING MANAGEMENT -Types of catering – fast-food and popular catering – hotels and quality restaurants – industrial catering, hospital catering – basic policies – financial marketing and catering – control and performance management	5+5

Learning Resources:		
1	Text Books	Jacob M. Safe Food Handling:A Training Guide for Managers of Food Service Establishments
2	Reference Books	James M. Jay, Martin J. Loessner, David A. Golden. (2005). Modern Food Microbiology. Jatashankar R. Tewari. Hotel Front Office Operations and Management. Oxford 2009

Semester	IV	Specialization	Professional Skill Development Lab
Course Code	411THM	Type	Subject - Elective
Course Title	Professional Skills Development Lab		

Course Objectives	
1	To enable learners to speak fluently and flawlessly in all kinds of communicative Contexts with speakers of all nationalities.

Syllabus:

Unit Number	Contents	Number of Sessions
1	UNIT 1 PERSONAL COMMUNICATION Day-to-day conversation with family members, neighbours, relatives, friends on various topics, context specific – agreeing/disagreeing, wishing, consoling, advising, persuading, expressing opinions, arguing.	6
2	UNIT II SOCIAL COMMUNICATION Telephone calls (official), colleagues at workplace, discussing issues (social, political, cultural) clubs (any social gathering), answering questions, talking about films, books, news items, T.V. programmes.	5
3	UNIT III GROUP/MASS COMMUNICATION Group discussion (brainstorming), debate, panel discussion, anchoring/master of ceremony, welcome address, proposing vote of thanks, introducing speakers, conducting meetings, making announcements, conducting quiz, negotiations, oral reports.	5
4	UNIT IV INTEGRATED SPEAKING AND PRESENTATION SKILLS Listening to speak (any radio programme/lecture), reading to speak, writing to speak, watching to speak, (any interesting programme on TV) Reading aloud any text/speech, lecturing, power-Point presentation, impromptu, Interviews of different kinds (one to one, many to one, stress interview, telephonic interview)	5
5	UNIT V EMPLOYABILITY AND CORPORATE SKILLS Interview skills – Types of interview, preparation for interview, mock interview. Group Discussion – Communication skills in Group Discussion, Structure of GD, GD process, successful GD techniques, skills sought out in GD – leadership and co-ordination. Time management and effective planning – identifying barriers to effective time management, prudent time management techniques, relationship between time management and stress management. Stress management – causes and effect, coping strategies – simple physical exercises, simple Yoga and Meditation techniques, Relaxation techniques, stress and faith healing, positive forces of nature, relaxation by silence and music. Decision making and Negotiation skills, People skills, Team work, development of leadership qualities	9

Note

Students will undergo the entire programme similar to a Seminar. It is an activity based course. Student individually or as a group can organize event(s), present term papers, assignments etc. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark. No end semester examination is required for this course

Learning Resources:		
1	Text Books	<p>Allen M and Adair J – The Concise Time Management and Personal Development(Thorogood, 2003) ISBN 1854182234</p> <p>Gold J, Thorpe R and Mumford A – Leadership and Management Development(CIPD, 2010) ISBN 1843982447</p> <p>Megginson D and Whitaker V – Continuing Professional Development (CIPD, 2007) ISBN 1843981661</p> <p>Owen J – How to Lead, 2nd Edition (Prentice Hall, 2009) ISBN 027372150X</p> <p>Pedler M, Burgoyne J and Boydell T – A Manager's Guide to Self Development (McGraw-Hill Professional, 2006) ISBN 0077114701</p>
2	Reference Books	<p>Richard Denny, "Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008.</p> <p>"Value Education", VISION for Wisdom, Vethathiri Publications, Erode, 2009</p>
3	Supplementary Reading Material	Listening to/Watching great speeches such as Barack Obama, M.A. Chidambaram, Vijay Mallaya etc. Tedtalk TV channels (News, documentaries)
4	Websites	<p>www.businesslink.gov.uk Interactive tools for creating a personal development plan through assessment of management and leadership skills</p> <p>www.cipd.co.uk Chartered Institute of Personnel and Development</p> <p>www.managementhelp.org Articles on leadership development</p>
5	Journals	<p>Management Today (Haymarket Business Media)</p> <p>People Management (Chartered Institute of Personnel and Development)</p> <p>Professional Manager (Chartered Management Institute)</p> <p>Training Journal (www.trainingjournal.com)</p>

Semester	IV	Specialization	Tourism and Hospitality Management
Course Code	412THM	Type	Subject - Elective
Course Title	Statistics for Hospitality and Tourism		

Course Objectives	
1	To learn the applications of statistics in business decision making in service sector.
2	To develop problem-solving skills

Syllabus:

Unit Number	Contents	Number of Sessions
1	INTRODUCTION OF DESCRIPTIVE STATISTICS: Statistics Definition, Data, Population, Sample, Data Presentation: Graphical, Diagrammatic, Measures of Central Tendency: Mean, Median, Mode. Measures of Dispersion: Variance, Skewness, Kurtosis	8
2	TESTING OF HYPOTHESIS - PARAMETRIC TESTS Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way.	
3	NON-PARAMETRIC TESTS Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. One sample run test, rank correlation.	
4	SAMPLING DISTRIBUTION AND ESTIMATION Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.	
5	Hypothesis, Testing of Hypothesis Parametric: Z-test, t-Test, F-test, Chi-Square Test	

Learning Resources:		
1	Text Books	J.K. Sharma, Business Statistics, Pearson Education , 2 nd Edition, 2012
2	Reference Books	Srivatsava TN, Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008. Ken Black, Applied Business Statistics, 7 th Edition, Wiley India Edition, 2012.

3	Supplementary Reading Material	N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.
4	Websites	www.mathworld.wolfram.com
5	Journals	International Indian Statistical Association http://www.intindstat.org/statmet

MBA SYLLABUS: SEMESTER IV
DEFENCE MANAGEMENT SPECIALIZATION

Learning &Resources		
1	Text Books	Chatterjee,R.K.(1978) India's Land Borders- Problems and Challenges: New Delhi, Sterling Publishers. Kumar, M., "Theoretical Aspect of International Politics" 19. Calvocoressi, P., "World Politics since 1945"

Semester	IV	Specialization	DFM
Course Code	403 DFM	Type	Generic - Core
Course Title	Defence Economics		

2	Reference Books	Nayar, V.K.(1992) Threats From Within: New Delhi, Lancer Publications. Rao, Ramakrishna and India's Borders: New Delhi, Scholars' Publishing Forum. Sharma, R.C.(ed)(1991) Chowdhury, Subrata Roy Military Alliances and Neutrality in War and Peace: New
3	Supplementary Reading Material	Economic and Political Weekly THE STRATEGIC DEFENCE INITIATIVE (SDI): STAR WARS Handbook of Defence Economics, Kenneth Arrow , Lars Peter Hansen and Robert J. Shiller
4	Websites	www.finmin.nic.in www.indiabudget.nic.in http://www.britannica.com/topic/defence-economics
5	Journals	Indian Defence Review – Editor Lt.Gen. J.S Bajwa- Quarterly ISSN No – 0970-2512 Journal of Defence Studies and Resource Management

Course Objective		
1	To know about the various defence control organizations .	
2	To understand the concept of Defence Economics in detail.	
3	To learn the concept of Higher defence planning with the help of the history of war	
Syllabus		
Unit No	Contents	Number of Sessions
1	An in depth study of the Higher Defence Control Organisation, its historical background, contribution towards National Security and its current status. An insight into the Allocation of Business Rules and Transaction Rules of the Govt of India with special reference to Ministry of Defence. Comparison of the Higher Defence Control Organisations of different countries of the World. Organisation structure of the CCS, MoD and HQ IDS with a broad understanding of the roles of various organisations.	7+2
2	Defence Economics: Meaning, Definition, Scope and Relevance; The Economic Foundation of Military Power: Theories of Adam Smith and Alexander Hamilton; War potential of a Nation (resources of war) -Natural, Physical, Industrial and Man power resources; and Economic control during war.	7+2
3	War and Peace Economy; Effect of War on National Economy(Problems of Inflation, Balance of Payment and Real Cost); Economic Impact of Defence Expenditure; and Economic Warfare-Definition,Scope and Nature; Economic Mobilization in War; and Economic Impacts of War.	7+2
4	Higher Defence Planning Process to include the vital link between National Security Strategy and National Military Strategy. Approaches to Defence planning with a focus on capability and threat based planning. The higher defence planning cycle and the perspective planning cycle to include evolution of National Military Objectives and Theatre Based Missions.	7+2
5	Nature, Scope and Development of International Relations; Theories of International Relations-Idealist, Realist, Systems, Marxist, Game Communication, Decision-Making, World System and Critical Theories.	7+2

Semester	IV	Specialization	DFM
Course Code	404 DFM	Type	Generic - Core
Course Title	National Power and Defence Policy		
Course Objective			
1	To understand the meaning of National Power in terms of Defence Management.		
2	To acquaint the students with the framework of Politics of globalization.		
3	To make students familiar with the Concept of Management of War and the policy planning of defence management.		
Syllabus			
Unit No	Contents		Number of Sessions
1	Concept of National Power- Elements and limitations; Struggle for Power; Management of Power- Balance of Power, Collective Security and Deterrence; Role of National Interest and Ideology in International Relations.		7+2
2	Politics of Globalization-Neo-Colonialism and Dependency, World Bank, WTO, IMF; Emerging Issues - NIEO, Gender Issues, Politics of Environment and Terrorism.		7+2
3	Nature, basis & sources of International Law, Origin & Development of International Law: Codification: Relationship between International Law and Municipal Law; Subjects of International Law.		7+2
4	Concept of Management of War, Campaign Planning Process, Operational Objectives and Concepts of Operations in Hills, Plains and Deserts, Concept of Operations in Maritime Environment, Concept of Aerospace Operations, Concept of Operations of Strategic Forces. Operational Art to include the concepts of Centre of Gravity, Lines of Communication and Culmination Point.		7+2
5	India's Policy on Defence Production: Department of Defence Production, Ordinance Factories and Defence Public Sector Undertakings (DPSU'S); Role of Private Sector in Defence Production; Defence Production of the following in India: Armament, Ammunition and Explosives, Tanks and Infantry Combat Vehicles, Air-Crafts, Naval Ships and Missiles; and Contemporary Trends in India's Defence Expenditure.		7+2
Learning &Resources			
1	Text Books	Venkateshwaran(1967) Defence Organisation in India: New Delhi, Ministry of Information and Broadcasting, Government of India. Buzan, Barry(1987) People Fear and State: New Delhi, Transasia Publications. Waever, Ole(eds)(2003) National Security in Perspective: Delhi, Gian Das, S.T.(1987) Publishing House. Maliwal, BN - Military science practical	
2	Reference Books	Gibbs, G., "Problem of International Relations" Northedges, "Foreign Policy and Power's" Frankel, J., "Making of the Foreign Policy" Goldwin, R., "Readings in Words Politics"	
3	Supplementary Reading Material	<u>Geopolitical Shifts in West Asia: Trends and Implications</u> BajpaiKanti and Mattoo Amitabh (ed) Securing India: Strategic Thought and Practice (New Delhi: Manohar, 1996) ParanjpeShrikant, Samarikshastra (in Marathi) (Pune: Continental, 1994)	
4	Websites	www.finmin.nic.in	

5	Journals	Journal of Defence Studies and Resource Management Economic and Political Weekly Peace Economic
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Semester	IV	Specialization	DFM
Course Code	405 DFM	Type	Generic - Elective
Course Title	Defence Marketing Management II		
Course Objective			
1	To provide insights into all functional areas of High Technology product marketing.		
2	To understand aspects of E- marketing.		
3	To help the students to understand the Significance of Procedures and Documentation in International Trade.		
Syllabus			
Unit No	Contents		Number of Sessions
1	Introduction to Marketing Strategy: Marketing's role in formulating & implementing strategies, market oriented management, Overview of the process of formulation & implementation of marketing strategy, integrating marketing strategy with the firm's other strategies & resources, market opportunity analysis, formulating strategies for specific situations, implementation & control.		5 + 1
2	Introduction to High Technology: Common Characteristics of High Technology, Continuum of Innovations - Radical/Breakthrough Innovations - Incremental Innovations - Implications of Different Types of Innovations - Contingency Model for High-Tech Marketing - Does Marketing Need to Be Different for High-Technology Products and Innovations? - Framework for Making High-Technology Marketing Decisions.		5 + 1
3	E Marketing: Concept & scope, E Marketing and E Business interrelationship, Marketing implications of Internet technologies and convergence, Convergence and M commerce. E Marketing 7 Step Plan: Situation Analysis, E – Marketing Strategic Planning, Objectives, E- Marketing Strategies, Implementation Plan, Budget, Evaluation Plan		5 + 1
4	Mapping Players and Process: Identifying players, deciders, Informal influences that make or break a deal. Cross cultural etiquette and behavior-the basics.		5 + 1
5	Significance of Procedures and Documentation in International Trade: procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS) classification System ; Role of ICC; INCOTERMS:nature of export/trading houses.		5 + 1

Learning &Resources		
1	Text Books	Marketing Strategy by Walker, Mullins, Boyd & Larreche Marketing Strategy and Competitive Positioning by Graham Hooley, Brigitte E- Marketing by Judy Strauss, Adel Ansary, Raymond Frost, Prentice Hall Marketing of High-Technology Products and Innovations by Jakki Mohr, Sanjit Sengupta, Stanley Slater, 2nd Edition Marketing High Technology by William H. Davidow
2	Reference Books	Relationship Marketing in Cross-cultural contexts by Rugimbana and Nwankwos, Thomson Learning-S. MelbourneThe World's Business Cultures and How to Unlock Them by Barry TomalinandMike Nicks, Viva Books Pvt. Ltd.

3	Supplementary Reading Material	Collaboration And Co-Creation , Platforms For Marketing And Innovations by Gaurav Bhalla Next Generation Product Development : How to Increase Productivity, Cut Costs, and Reduce Cycle Times by Michael E. McGrath The Innovator's Dilemma by Clayton M. Christensen
4	Websites	www.finmin.nic.in www.indiabudget.nic.in http://marketinghightech.net/
5	Journals	A Study of Export and Import Problems Faced by the Mumbai Based Importers and Exporters by Shinde, Govind P, Advances in Management; Apr2012, Vol. 5 Issue 4, p44-51. Business & Industrial Marketing, 2012, Vol. 27 Issue 3 The Effects of Adaptation, Commitment and Trust In Cross-Cultural Marketing Relationships by Walton, James R.; Salazar, Ronald J.; Jifu Wang. Journal of Applied Business Research. 2008 3rd Quarter, Vol. 24 Issue 3, p29-38. Indian Journal of Marketing

Semester		IV	Specialization	DFM
Course Code		406 DFM	Type	Generic - Elective
Course Title		Economics of Organizations & Strategy		
Course Objective				
1	To understand various market structure & market power			
2	To understand Micro economics & Role of Government.			
3	To understand Global arms market &Defence industrial strategy.			
Syllabus				
Unit No	Contents			Number of Sessions
1	The firm and the creation of value : Focusing on the firm itself, its role in dealing with uncertainty and the contribution its internal structure, strategic opportunities and competitive advantage, ways for internal control and reward systems, Ways to integrate organisational and economic theory.			5 + 1
2	Capturing value from the market : strategic behavior, ways to examines the strategic behavior, Various market structures, Relation between Market structures and market power			5 + 1
3	Markets for capital and natural resources: Microeconomic models, Role of governments, Competitive Advantage			5 + 1
4	The dynamics of defence industrialization.: International arms collaboration, The global arms market, Technology transfer through defence offsets, Defence industrial strategy.			5 + 1
5	Financing a start-up: The entrepreneurial financing process: buying and selling a venture, The evolution of the venture and managing growth.			5 + 1
Learning &Resources				
1	Text Books	Behavioral Economics of Organizations by Colin F. Camrer & Ulrike Malmendier Indian Economy by Datt & Sundaram, 61st Edition, S Chand Managerial Economics by D. Salvatore, McGraw Hill, New Delhi. Managerial Economics by Pearson and Lewis, Prentice Hall, New Delhi Managerial Economics by G.S. Gupta, T M H, New Delhi.		
2	Reference Books	Indian Economy by Mishra and Puri, 24th Edition, Himalaya Publishing House Managerial Economics by Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi. Managerial Economics-D.M.Mithani		
3	Supplementary Reading Material	Managerial Economics by Joel Dean, Prentice Hall, USA. Managerial Economics by H L Ahuja, S Chand & Co. New Delhi. Economic Times Daily Business Standard Daily Business Today Business India Latest Monetary Policy Latest Fiscal Policy		

4	Websites	www.rbi.org.in/home.aspx www.macrosan.org www.finmin.nic.in www.indiabudget.nic.in
5	Journals	Economic and Political Weekly De Figueiredo, Rui and Barry Weingast. 2005. "Self-Enforcing Federalism." <i>Journal of Law, Economics, and Organization</i> 21: 103-35.

Semester	IV	Specialization	DFM
Course Code	407 DFM	Type	Generic - Elective
Course Title	Defence Manpower Management II		
Course Objective			
1	To understand various market structure & market power.		
2	To understand various terms used to define strategy and its process.		
3	To provide a balanced and comprehensive exposition or the concept of HRD Audit.		
Syllabus			
Unit No	Contents		Number of Sessions
1	Strategic Manpower Management: Introduction, HRM Defined/SHRM Defined, Strategic HRM- Definition , Meaning of SHRM, Aims, approaches, challenges		5 + 1
2	Introduction To Manpower Management And Manpower Information Systems: Evolution of Manpower Management and Manpower Information Systems: The Role of Information Technology, Database Concepts and Applications in Human Resource Information Systems, Systems Considerations in the Design of an HRIS: Planning for Implementation		5 + 1
3	Understanding Competency Mapping :Introduction---history and originof competency mapping-----Reasons for popularity of competency mapping---- Definitions and components of competency---Skill, knowledge and motive—traits of self-concept		5 + 1
4	Introduction on the Content and Use of the Manual Corporate Profile (History, Ownership, Products/Services/Clientele) Corporate Vision and Mission Statement Corporate Values Corporate Philosophy and Beliefs on Manpower Corporate Table of Organization Manpower Planning: Procedure and Considerations HR Requirements Assessment Worksheet Position Analysis/Job Descriptions		5 + 1
5	Introduction :Origins of HR Audit, HRD Audit Basic Concepts and Components, Elements of Good HR		5 + 1
Learning &Resources			
1	Text Books	Strategic Human Resource Management by Jeffrey Mello, Thomson South Western HRD Audit – Evaluating the Human Resource Functions for Business Improvement by T.V. Rao, Response Books Human Resource Information Systems- Basics, Application, Future and Direction by Dr. Michael Kavanagh and Dr. Mohan Thite	
2	Reference Books	Strategic Human Resource Management by Jeffrey Mello, Thomson South Western HRD Audit – Evaluating the Human Resource Functions for Business Improvement by T.V. Rao, Response Books Human Resource Information Systems- Basics, Application, Future and Direction by Dr. Michael Kavanagh and Dr. Mohan Thite	
3	Supplementary Reading Material	Gopalkrishnan by UpinderDhar, Excel Books HR Manuals, Handbooks available through Contacts and web sources SupplementaryUnderstanding Organizational Behavior by UdayParek, Oxford University	

4	Websites	www.chillibreeze.com/articles_various/HR-policies-in-India.asp www.bodhih.com/humanresources/competencymapping.html www.competency-matrix.blogspot.in/ www.mmgingdia.com/?tag=competency-mapping
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester		IV	Specialization	DFM
Course Code		408 DFM	Type	Generic - Elective
Course Title		Defence –Enterprise Resource Planning		
Course Objective				
1	To give various perspectives on Quality and various contributors to Quality.			
2	To provide an in-depth understanding of the various QC tools.			
3	To introduce the frameworks of Global Quality Awards.			
Syllabus				
Unit No	Contents			Number of Sessions
1	Quality Concepts :Defined, Quality Cost perspective ,Cost of QualityQuality Function, Spiral of Progress in quality, Little q and Big Q, JuranTrilogy,Internal and external quality perspective. Goods and service quality. Cost of poorquality, internal failure cost and external failure cost, appraisal cost, Preventioncost, Analysis of quality cost, hidden quality cost, Discovering the optimum,economic models of quality of conformance-Zone of improvement, zone of highappraisal, zone of indifference.Strategic Quality management: Companywide quality culture, Organizationalvision.			5 + 1
2	Quality Gurus: Demings' 14 point philosophy, Juran, Crosby philosophy, Ishikawa, Taguchi, Feigenbaum. Comparison of quality philosophy.			5 + 1
3	QC Tools: Problem Solving Methodology - Check list, Flow Chart, Tally chartsandHistograms, Graphs, Pareto Analysis ,Cause and Effect Diagram,Brainstorming, Scatter diagram and regression analysis. Quality FunctionDeployment - Introduction, Customer needs, Customer priorities and competitivecomparisons and planned improvements, Design features or requirements,Central relationship matrix-What's versus the How's , relative weights of importance. Design features interactions, target values, Technical comparison ,service information and special requirements-Difficulties associated with QFD, Implementation of QFD			5 + 1
4	Statistical Quality Control: Necessity and Importance of SQC, Process capability, Six Sigma quality, Process control, Process control for attributes, p charts and c charts, Process control for variables, X bar R chart, acceptance sampling, OC curves, Average Outgoing Quality Limit (AOQL),Sampling plans			5 + 1
5	Quality Management Awards and frameworks: Malcolm Baldrige National quality award, Deming prize, ISO 9000-2000,CII, Ramakrishna Bajaj Awards, Tata Business Excellence Model (TBEM)			5 + 1
Learning &Resources				
1	Text Books	Operations Management: Theory and Practice by B Mahadevan, Pearson, 2nd Edition Production and Operations Management by RB Khanna, PHI Managing Quality by Dale, Blackwell Publication.		
2	Reference Books	Quality Management by Howard Gitlow, Alan Oppenheim, Rosa Oppenheim and David Levine, TMGH, 3rd Edition.		
3	Supplementa ry Reading Material	Operations Management: An Integrated Approach by Danny Samson and Prakash Singh, Cambridge University Press. Managing Quality Edited by Barrie G Dale, Ton van der Wiele and Jos van Iwaarden, Blackwell Publishing, 5th Edition.		
4	Websites	http://managementhelp.org/quality/total-quality-management.htm www.isixsigma.com www.asq.org		

5	Journals	International Journal of Reliability, Quality & Safety Engineering Journal of Quality Management Journal of Operations Management Total Quality Management & Business Excellence Quality Assurance
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Semester	IV	Specialization	DFM
Course Code	409 DFM	Type	Generic - Elective
Course Title	Cyber Laws		
Course Objective			
1	To understand legal provisions of Information Technology Act, 2000		
2	To know Case Law and practical ramifications of the Act		
3	To know about cyber-crime and– Offences related to Digital Signature Certificate.		
Syllabus			
Unit No	Contents		Number of Sessions
1	Object and Scope: Genesis, Object, Scope of the Act Encryption - Symmetric Cryptography- Asymmetric Cryptography- RSA Algorithm - Public Key Encryption Digital Signature: Technology behind Digital Signature - Creating a Digital Signature - Verifying a Digital Signature - Digital Signature and PKI – Digital Signature and the Law.		5 + 1
2	E-Governance and IT Act 2000: Legal recognition of electronic records- Legal recognition of digital signature - Use of electronic records and digital signatures in Government and its gencies.Certifying Authorities: Need for Certifying Authority and Powers -Appointment, function of Controller - Who can be a Certifying Authority? -Digital Signature Certifications - Generation, Suspension and Revocation of Digital Signature Certificate.		5 + 1
3	Certifying Authorities: Need for Certifying Authority and Powers -Appointment, function of Controller - Who can be a Certifying Authority? -Digital Signature Certifications - Generation, Suspension and Revocation of Digital Signature Certificate.Cyber Regulations Appellate Tribunal: Establishment & Composition of Appellate Tribunal - Powers of Adjudicating officer to Award Compensation - Powers of adjudicating officer to Impose Penalty.		5 + 1
4	Domain Name Disputes and Trademark Law : Concept of Domain Names -New Concepts in Trademark – Jurisprudence – Cyber quitting, Reverse Hijacking, Meta tags, Framing, Spamming - Jurisdiction in Trademark Dispute.		5 + 1
5	Cyber Crimes: Tampering with Computer Source Documents - Hacking with Computer System - Publishing of Information which is obscene, in Electronic Form - Offences related to Breach of Confidentiality& Privacy – Offences related to Digital Signature Certificate.		5 + 1
Learning &Resources			
1	Text Books	Cyber Law in India by Farooq Ahmad – Pioneer Books Information Technology Law and Practice by Vakul Sharma – Universal Law Publishing Co. Pvt. Ltd.The Indian Cyber Law by Suresh T Vishwanathan –Bharat Law house New Delhi.	
2	Reference Books	Guide to Cyber Laws by Rodney D. Ryder –Wadhwa and Company Nagpur. The Information Technology Act,2000 – Bare Act –Professional Book Publishers – New Delhi	
3	Supplementary Reading Material	Hand book of Cyber & E-commerce Laws by P.M. Bakshi&R.K.Suri – Bharat Law house New Delhi.	
4	Websites	www.cyberlawindia.net www.asianlaws.org	
5	Journals	Cyber Times	

Semester		IV	Specialization	DFM
Course Code		410 DFM	Type	Generic - Elective
Course Title		Defence Quality Management Standards		
Course Objective				
1	To introduce various management system standards.			
2	To provide an in-depth understanding of the various QC tools.			
3	To provide the concepts of Lean Manufacturing.			
Syllabus				
Unit No	Contents			Number of Sessions
1	Introduction to Over view of IMS – QMS, EMS, OHSAS, TS: Introduction to core tools and TS 16949, Introduction to CMMI, Introduction to EFQM, Implementation requirements for certification			5 + 1
2	Operational Excellence as a Strategic Weapon: 4 P model of the ToyotaWay. Toyota Production System (TPS) and Lean Production.DevelopmentofTPS& One Piece Flow. Waste Elimination.Traditional Process Improvementv/s Lean Improvement. TPS House14 Toyota Way Principles			5 + 1
3	Enterprise-wide Deployment Six Sigma and Lean : Brief history of performance initiatives-QualityControl, TQM, Cost of Quality, Customer quality Management, SPC,Reengineering, Six Sigma, Theory of Constraint, Lean manufacturing. Business Process Management : Introduction to Six Sigma-As a metric,As a methodology, As a management System. Six sigma Evolution andapproach Lean as a Business Management Strategy, Key elements of lean.Types of lean initiatives, Implementing lean initiativesDMAIC model for implementing Six Sigma.			5 + 1
4	History and Modern Applications of Lean Manufacturing: Popularity ofMRP systems and their impact on organizations, Pre-computer InventoryManagement tools, Rethinking the MRP Model, The search for Holy Grail ofManufacturing, Lean Manufacturing Model, Kanban Methodology, Sequencingproduction one piece at a time on the Lean Line, The benefits of embracinglean methodologies for manufacturing, Lean Manufacturing Challenges to theMRP paradigm, The continuous evolution to Lean Manufacturing, The Internetand E-commerce technologies.			5 + 1
5	Quality Concepts :Defined, Quality Cost perspective ,Cost of QualityQuality Function, Spiral of Progress in quality, Little q and Big Q, JuranTrilogy,Internal and external quality perspective. Goods and service quality. Cost of poorquality, internal failure cost and external failure cost, appraisalcost, Preventioncost, Analysis of quality cost, hidden quality cost, Discovering the optimum,economic models of quality of conformance-Zone of improvement, zone of highappraisal, zone of indifference.			5 + 1
Learning &Resources				
1	Text Books	Operations Management: Theory and Practice by B Mahadevan, Pearson, 2nd Edition Production and Operations Management by RB Khanna, PHI Managing Quality by Dale, Blackwell Publication. Quality Management by Howard Gitlow, Alan Oppenheim, Rosa Oppenheim and David Levine, TMGH, 3rd Edition. The Toyota Way by Jeffrey Liker,Tata McGraw Hill, 2004 Edition. Lean Manufacturing Implementation by Dennis P Hobbs, Cengage Learning Co-published with APICS.		

2	Reference Books	Guide to Cyber Laws by Rodney D. Ryder –Wadhwa and Company Nagpur. The Information Technology Act,2000 – Bare Act –Professional Book Publishers – New Delhi Hand book of Cyber & E-commerce Laws by P.M. Bakshi&R.K.Suri – Bharat Law house New Delhi.
3	Supplementary Reading Material	Global Management Solutions Demystified by Dinesh Sheth and Subhash Rastogi, Thomson Learning Asia Lean Management – Concepts and Industry Perspectives by Mrudulla, ICFAI Books.
4	Websites	http://www.toyotawayacademy.com/index.php http://www.lean.org/
5	Journals	Evaluation of Value Stream Mapping in manufacturing system redesign by Serrano, Ibon; Ochoa, Carlos; Castro, Rodolfo De., International Journal of Production Research, Aug2008, Vol. 46 Issue 16 ERP Enabled Lean Six Sigma: A Holistic Approach for Competitive ManufacturingbyNauhria, Yugal; Wadhwa, S.; Pandey, Sunil., Global Journal of Flexible Systems Management, Jul-Sep2009, Vol. 10 Issue 3 Effect of buffer capacity and sequencing rules on single-card kanbansystem performance by Berkley, B.J., International Journal of Production Research, Dec1993, Vol. 31 Issue 12 Empowering Kanban through TPS - principles - An empirical analysis of the Toyota Production System by Thun, Jorn-Henrik; Druke, Martin; Grubner, Andre., International Journal of Production Research, Dec2010, Vol. 48 Issue 23

Semester	IV	Specialization	DFM
Course Code	411 DFM	Type	Generic - Elective
Course Title	Defence Supply Chain Management II		
Course Objective			
1	To understand the role and objectives of Strategic Supply Chain Management		
2	2To help the students understand the pressures on managing the supply chain and their impact on supply chain's vulnerability to disruptions.		
3	To get acquainted with global dimensions of logistics management.		
Syllabus			
Unit No	Contents	Number of Sessions	
1	Supply Chain Strategy: Strategic objectives of SCM - customer focus, product development, market development, diversification, learning &organizationalcapability, sustainable competitive advantage through SCOperational Excellence as a Strategic Weapon: 4 P model of the ToyotaWay.	5 + 1	
2	Risk Management: Risk & Management, Growth of riskManagement, defining Risk, Features of Risk. Decisions & Risk, Decisions withcertainty, uncertainty, risk, ignorance, Managing Risk.	5 + 1	
3	Performance Measurement along the Supply Chain: Relationship betweenCompany Strategy & Supply Chain Metrics, Functional classification ofDecision areas in SCM – Procurement, Manufacturing, Distribution, Logistics	5 + 1	
4	Supply Chain Management - Financial Perspectives:Global Logistics :International Logistics Development,International Trade Logistics Chain, Shipper's Logistics Requirements in trade,7R's of Logistics Management, 5 P's of Logistics, International CommercialTerms – Use of Incoterms in a Contract, Incoterms Laws. Logistics &Documentation: Consular Invoice, Commercial Invoice,Certificate of Origin, certificate of Value, Bill of Lading, Cargo Manifest orPacking List, Health Certificate, Import license, Insurance Certificate, ExportDeclaration Forms. Transportation: Modes of transportation, Transport and Communication,Transport activities and Land Use, Transport, Energy and the Environment.Air Cargo: Transportation of goods through Air.	5 + 1	
5	Pricing & Revenue Management in Supply Chain: Role of Pricing &Revenue Management in SC, Pricing and Revenue Management for – MultipleCustomer Segments, Perishable Assets, Seasonal Demand, Bulk and SpotContracts, Role of IT in Pricing & Revenue Management, Using Pricing andRevenue Management in Practice	5 + 1	
Learning &Resources			
1	Text Books	Supply Chain Management: Strategy Planning & Operation by Sunil Chopra, Peter Meindl, Kalra, Pearson, 3rd Edition. Supply Chain Risk Management by Donald Walters, Kogan Page, 1st Edition Supply Chain Management Process, System & Practice by N. Chadrasekaran, Oxford, 1st Edition Logistics Management for International Business – Text and Cases, by Sudalaimuthu and Anthony Raj, PHI, 2009 Edition.	
2	Reference Books	The New Supply Chain Challenge:Risk Management in a Global Economy by Bosman R, FM Global, Johnston RI, 2006	

3	Supplementary Reading Material	Risk management for executives by Kendall R, FT Prentice Hall London, 1998. New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007 Principles of Supply Chain Management : A Balanced Approach by Joel Wisner, Keong Leong, Keah-ChoonTan, Cengage Learning.
4	Websites	www.disasterplan.com www.globalcontinuity.com www.riskinfo.com http://www.supplychainmetric.com/ http://mhlnews.com/
5	Journals	Supply Chain Performance Measurement: A Literature Review by ArzuAkyuz, Goknur; ErmanErkan, Turan., International Journal of Production Research, Sep2010, Vol. 48 Issue 17 A Total Cost/Value Model For SupplyChain Competitiveness by Cavinato, Joseph L., Journal of Business Logistics, 1992, Vol. 13 Issue 2 Pricing Management for a Closed-loop Supply Chain by GuQiaolun; JiJianhua; GaoTiegang., Journal of Revenue & Pricing Management, Mar2008, Vol. 7 Issue 1 Executive Insights: Global Logistics by Bowersox, Donald J.; Calantone, Roger J., Journal of International Marketing. 1998, Vol. 6 Issue 4, p83-93. Emerging GlobalLogistics Networks: Implications for Transport Systems and Policies by Tavasszy, L.A.; Ruijgrok, C. J.; Thissen, M. J. P. M., Growth & Change. Fall2003, Vol. 34 Issue 4, p456-472. 17p

Semester	IV	Specialization	DFM
Course Code	412 DFM	Type	Generic - Elective
Course Title	Defence Procurement Procedure		
Course Objective			
1	To study the Procurement Procedure of defence in detail.		
2	To make the students understand the Standard contract document.		
Syllabus			
Unit No	Contents		Number of Sessions
1	Defence& Procurement Procedure Brief of Proposal for Categorisation& Accord of AoN		5 + 1
2	Defence Procurement Procedure('Make' Category) Flow Chart, Composition of IPMT, Guidelines for Empanelment of Indian Private Industry for 'Make'Cases		5 + 1
3	Procedure for Defence Ship Building: Terms of Payment-Ships & Submarines (Fixed Price Element), Terms of Payment – Ships & Submarines, Terms of Payment – Yard Craft/Auxiliaries		5 + 1
4	Defence Procurement Procedure L: Fast Track Procedure Statement of Case for Proposal under FTP		5 + 1
5	Standard Contract Document. Meaning, Integrity Pact, Post Contract Monitoring, Equipment Induction Cells (EICs), Single Vendor Situation, Inter Government Agreement, Procedure for Procurement on Strategic Considerations		5 + 1
Learning & Resources			
1	Text Books	Defence Procurement Procedure – 2016 Ministry of Defence, Government of India Defence Procurement Procedure 2013, Government of India, Ministry of Defence	
2	Reference Books	Hand book of Defence Procurement Procedure	
3	Supplementary Reading Material	A.L.Venkateswaran. :Defence Organization of India.	
4	Websites	http://www.mod.nic.in http://www.idsa-india.org/	
5	Journals	Reorganisation of Defence Outlay for 2016–17: A Tepid Affair -- AmitCowshish Equilibrium in Higher Defence Organisation and the Need for Restructuring -- Rajneesh Singh Countering the Threat of Radicalisation: Theories, Programmes and Challenges -- AdilRasheed Kautilya'sArthashastra: Restoring its Rightful Place in the Field of International Relations -- Malay Mishra	

Semester	IV	Specialization	DFM
Course Code	413 DFM	Type	Generic - Elective
Course Title	Managing Strategic Innovations		
Course Objective			
1	To study Innovation in military doctrine		
2	To recognize operations Innovations in military systems		
3	To develop Optimistic view of the impact of defence		
Syllabus			
Unit No	Contents		Number of Sessions
1	Understanding innovation: Meaning, Models of innovation, New approaches to Innovation, Innovation management, Role plays within an organisation, Embedding innovation management, Developing an innovation strategy, technology management and disruptive innovation. Understanding innovation and determining suitable performance measures. Sources of innovation: internal and external.		5 + 1
2	Managing change and innovation : Meaning of Change , Change Management, Importance of process and organizational change, the relationship between defence and Change in innovation, Innovative capabilities and innovation strategy, Radical innovation.Standard Contract Document.		5 + 1
3	Innovation and Defence: Innovations in military doctrine, operations Innovations - military systems, military logistics and support, military acquisition and systems design. Optimistic view of the impact of defence R&D and many more, Dimensions of innovation: product innovation; service innovation; process innovation, Innovation in organisations and business processes. The degrees of innovation: radical, disruptive, and incremental		5 + 1
4	Auditing innovation performance: determining how innovative an organization, both in terms of its output of new products and services and its internal processes, Boosting innovation performance, designing and launching programmes, improve an organization's capability to innovate.		5 + 1
5	Innovative Opportunities In The Indian Defence Sector - Vendor development for SMEs - Maritime industry, Aquaculture/Mariculture, Fisheries, Blue Carbon, Marine and coastal tourism, Pollution and marine debris, Shipping and Port building , Energy, marine biotechnology, Submarine mining, Biological Weapons, Defence Engineering, Electronics, Aeronautics, Communication, Civil Aviation, Space, Networking, Cyber Security, Development, Production, Modification and support of military products and related systems and services.		5 + 1
Learning &Recourses			
1	Text Books	Innovation and Entrepreneurship by Peter F. Drucker The Entrepreneurial Connection by GurmeetNaroola Corporate Entrepreneurship: Entrepreneurial Development Inside Organizations by Michael H.Morris, Donald F.Kuratko	

2	Reference Books	Managing Technology and Innovation for Competitive Advantage by V K Narayanan, Pearson Education Asia Innovation and Entrepreneurship – Practice and Principles, Affiliated East West Press, 1986
3	Supplementary Reading Material	Handbook on Marine Economy Defence Innovations in India: The Fault Lines Make in India' for Defence: A Roadmap Status of India's Border Trade: Strategic and Economic Significance The Imperative of Public Private Partnership in the Defence Aviation Industry Defence Reforms – Agenda for the New Government
4	Websites	www.idsa.in www.nenonline.org/
5	Journals	CBW Magazine: Journal on Chemical and Biological Weapons Journal of Defence Studies The Impact of the Corporate Mind-set on New Product Launch Strategy and Market Performance by Talke, Katrin; Hultink, Erik Jan., Journal of Product Innovation Management. Mar2010, Vol. 27 Issue 2, p220-237.

Semester	IV	Specialization	DFM
Course Code	414 DFM	Type	Generic - Elective
Course Title	International Business Economics II		
Course Objective			
1	To develop conceptual understanding of global competitiveness		
2	To equip students with the knowledge and importance of culture and help them to manage International Diversity.		
3	To expose students to these issues focused on India to discern their effect on the management of business.		
Syllabus			
Unit No	Contents		Number of Sessions
1	Introduction: Strategy making strategy implementing and strategic managing; Globalization and strategic management; Strategic flexibility and learning organization. Competitive strategy and competitive advantage in global market.		5 + 1
2	World Financial Environment: Global Foreign – Exchange Markets – Economic Theories of Exchange Rate Determination - International Regime for FDI and MNC- Do Global Corporations Pose a Threat? - Consequences of Economic Globalization		5 + 1
3	Global Competitiveness: An Overview – Macroeconomic and Business Strategy Perspective, Framework for Assessing Competitiveness – Various Approaches; International and National Competitiveness Studies.		5 + 1
4	Broad concept and definition of diversity. Historical perspective of diversity management in changing demographics		5 + 1
5	Management of Foreign Exchange with special reference to India: Meaning of the Term “ Foreign Exchange”, Exchange Market, Statutory basis of Foreign Exchange, Evolution of Exchange Control, Outline of Exchange Rate and Types, Introduction to International Monetary Developments : Gold standard, Bretton Woods system, Fixed-Flexible Exchange Rate Systems, Euro market.		5 + 1
Learning &Resources			
1	Text Books	Bartlett, C.A. and S. Ghoshal, Transnational Management: Text, Cases, and Readings in Cross-Border Management, Irwin London. Bleeke, J. and D. Emst, Collaboration to Compete, John Wiley, New York. Brooke, M.Z . and M.L. Remmers, International Management and Business Policy, Houghton Mifflin, Boston. Globalization of Business: Practice and Theory, Abbas, J. Ali, Jaico Publishing House, Mumbai, 2006.	
2	Reference Books	International Business , 12/E, John Daniels, Lee Radebaugh, Daniel Sullivan and Prashant Salwan, Pearson	

3	Supplementary Reading Material	Hamel G. and Prahalad C.K (1994). Competing for the future. Harvard Business Press. IMD, World Competitiveness Year Book, Latest issue. World Economic Forum, Global Competitiveness Report, Latest report. Global Business Review Global Journal of International Business Research International Business & Economics Research Journal
4	Websites	www.idsa.in
5	Journals	Journal of International Business Journal of International Business and Economy How to...take advantage of diversity by People Management. 3/7/2002, Vol. 8 Issue 5, p52. How multinationals can attract the talent they need by Dewhurst, Martin; Pettigrew, Matthew; Srinivasan, Ramesh; Choudhary, Vimal. McKinsey Quarterly. 2012, Issue 3, p92-99.

Semester	IV	Specialization	DFM
Course Code	415 DFM	Type	Generic - Elective
Course Title	International Law		
Course Objective			
1	To introduce about International Law		
2	To explore the Laws of war.		
3	To understand the Legal Mechanisms of International Business.		
Syllabus			
Unit No	Contents		Number of Sessions
1	Introduction a. Definition –Basis of International Law, History and Development of International Law. b. Nature, sources and codification.		5 + 1
2	Laws of War I a. War, Its legal character and effects. b. Enemy character, termination of war and post liminium Global Competitiveness: An Overview – Macroeconomic and Business Strategy		5 + 1
3	Laws of War II a. Laws of Land warfare.Belligerent occupation. b. Laws of Maritime warfare. c. Laws of Aerial Warfare.Broad concept and definition of diversity. Historical perspective of diversity		5 + 1
4	Laws of Neutrality a.The Laws of neutrality.b. Right of Angary and contraband and doctrine of continuous voyage.		5 + 1
5	Legal Mechanisms a. Blockade: Concept, establishment, kinds and penalties for breach. b. Prize courts.		5 + 1

Learning &Resources		
1	Text Books	Venkateshwaran(1967) Defence Organisation in India: New Delhi, Ministry of Information and Broadcasting, Government of India. Buzan, Barry(1987) People Fear and State: New Delhi, Transasia Publications. Waever, Ole(eds)(2003) National Security in Perspective: Delhi, Gian Das, S.T.(1987) Publishing House. Maliwal, BN - Military science practical
2	Reference Books	Gibbs, G., "Problem of International Relations" Northedges, "Foreign Policy and Power's" Frankel, J., "Making of the Foreign Policy" Goldwin, R., "Readings in Words Politics"
3	Supplementary Reading Material	<u>Geopolitical Shifts in West Asia: Trends and Implications</u> BajpaiKanti and Mattoo Amitabh (ed) Securing India: Strategic Thought and Practice (New Delhi: Manohar, 1996) ParanjpeShrikant, Samarikshastra (in Marathi) (Pune: Continental, 1994)
4	Websites	www.finmin.nic.in
5	Journals	Journal of Defence Studies and Resource Management Economic and Political Weekly Peace Economic

Master of Business Administration (MBA) – Revised Syllabus 2019

**2 year, 4 Semester Full time Programme
Choice Based Credit System (CBCS) and Grading System
Outcome Based Education Pattern**

MBA I effective from AY 2019-20

MBA II effective from AY 2020-21

1.0 Preamble: The revised MBA Curriculum 2019 builds on the implementation of the Choice Based Credit System (CBCS) and Grading System initiated in the AY 2013. The curriculum takes the MBA programme to the next level in terms of implementing Outcome Based Education along with the Choice Based Credit System (CBCS) and Grading System.

2.0 Definitions:

2.1 Outcome Based Education:

2.1.1 Outcome Based Education (OBE) Approach: Outcomes are about performance, and this implies:

- a) There must be a performer – the student (learner), not only the teacher
- b) There must be something performable (thus demonstrable or assessable) to perform
- c) The focus is on the performance, not the activity or task to be performed

2.1.2 Programme Educational Objectives (PEOs): Programme Educational Objectives are a set of **broad future-focused student performance outcomes** that explicitly identify what students will be **able to do with what they have learned**, and **what they will be like** after they leave school and are **living full and productive lives**. Thus PEOs are what the programme is preparing graduates for in their **career and professional life** (to attain within a **few years** after graduation¹).

2.1.3 Graduate Attributes (GAs): Graduate Attributes (GAs) are the **qualities, knowledge and capabilities** that students are encouraged to take responsibility for developing throughout their studies and are the **defining characteristics** of the students passing out of the MBA program. These attributes include, but go **beyond, the disciplinary expertise or technical knowledge**.

2.1.4 Programme Outcomes (POs): Programme Outcomes are a set of **narrow statements** that describes what students (learners) **of the programme** are expected to know and be able to perform or attain **by the time of graduation**.

2.1.5 Programme Specific Outcomes (PSOs): Programme Outcomes are a set of **narrow statements** that describes what students (learners) **of a particular specialization of the programme** are expected to know and be able to perform or attain **by the time of graduation**. PSOs are also a function of the various course combinations offered by the Institute.

2.1.6 Learning Outcomes: A learning outcome is what a student **CAN DO** as a result of a learning experience. It describes a **specific task** that he/she is able to perform at a **given level of competence under a certain situation**. The three broad types of learning outcomes are:

- a) Disciplinary knowledge and skills
- b) Generic skills
- c) Attitudes and values

2.1.7 Course Outcomes (COs): A set of specific statements that describes the **complex performances** a student should be capable of as a result of **learning experiences within a course**.

2.1.8 Teaching and Learning Activities (TLAs): The set of **pedagogical tools and techniques** or the teaching and learning activities that aim to **help students to attain** the intended learning outcomes and engage them in these learning activities through the teaching process.

2.1.9 Outcome Based Assessment (OBA): An assessment system that asks course teachers to first identify what it is that we expect students to be able to do once they have completed a course or program. It then asks course teachers to provide evidence that they are able to do so. In other words, how will each learning outcome be assessed? What **evidence of student learning** is most **relevant for each learning outcome** and **what standard or criteria** will be used to evaluate that evidence? Assessment is therefore a key part of outcome-based education and used to determine whether or not a qualification has been achieved.

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

¹ Graduation refers to passing out of the MBA programme. Graduation does NOT refer to 10+2+3/4 degree e.g. BA, BE, etc.

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

Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e. LTP Pattern. Indicative LTP, for each course, is documented in the syllabus.

The course teacher may modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools proposed. The modified LTP shall have to be approved by the Director / Head of the Department / Designated academic authority of the Institute.

- 2.3 Session:** Each teaching-learning, evaluation session shall be of 60 minutes. However, institutes shall have the flexibility to define their time slots in a manner as to use their faculty and infrastructure resources in the best possible way and ensure effective learning.
- 2.4 Course Announcement:** The institute shall announce the elective courses and specializations it proposes to offer the students out of the wider course basket. It is not mandatory to offer all the specializations and all the electives. The decision of the Director shall be final in this case. However, in the spirit of Choice Based Credit System, institutes should offer choices to the students for the elective courses and not offer only the minimum number of electives.
- 2.5 Course Registration:** It is mandatory for every student, to register every semester, for the courses opted for that semester. Each student, on admission shall be assigned to a Faculty Advisor who shall advise her/him about the academic programs and counsel on the choice of courses considering the student's profile, career goals and courses taken in the earlier semesters. With the advice and consent of the Faculty Advisor, the student shall register for a set of courses he/she plans to take up for the Semester. Students shall have to register for the courses for the semester within first week of Semester I and immediately after conclusion of the preceding term for subsequent Semesters II, III and IV.

3.0 MBA Programme Focus:

3.1 Programme Educational Objectives (PEOs):

1. **PEO1:** Graduates of the MBA program will *successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with the real world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world.*
2. **PEO2:** Graduates of the MBA program will possess excellent *communication skills*, excel in *cross-functional, multi-disciplinary, multi-cultural teams*, and have an appreciation for *local, domestic and global contexts* so as to manage *continuity, change, risk, ambiguity and complexity.*
3. **PEO3:** Graduates of the MBA program will be appreciative of the significance of *Indian ethos and values in managerial decision making* and exhibit *value centered leadership.*
4. **PEO4:** Graduates of the MBA program will be ready to *engage in successful career pursuits* covering a broad spectrum of areas in *corporate, non-profit organizations, public policy, entrepreneurial ventures* and engage in *life-long learning.*
5. **PEO5:** Graduates of the MBA program will be recognized in their chosen fields for their *managerial competence, creativity & innovation, integrity & sensitivity* to local and global issues of social relevance and earn the *trust & respect* of others as *inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs* and change agents.

3.2 Programme Outcomes (POs): At the end of the MBA programme the learner will possess the

1. **Generic and Domain Knowledge** - Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues
2. **Problem Solving & Innovation** - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques.

3. **Critical Thinking** - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
4. **Effective Communication** - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
5. **Leadership and Team Work** - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
6. **Global Orientation and Cross-Cultural Appreciation:** Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.
7. **Entrepreneurship** - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
8. **Environment and Sustainability** - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.
9. **Social Responsiveness and Ethics** - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity.
10. **LifeLong Learning** – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

3.3 Programme Specific Outcomes (PSOs): It is expected that **Institutes define the PSOs for each specialization / major-minor combination.** PSOs shall also vary based upon the **customized combination** of Generic Core, Generic Elective, Subject Core, Subject Elective, Foundation, Enrichment & Alternative Study Credit Courses that they offer.

3.4 Graduate Attributes (GAs): At the end of the MBA programme the learner shall exhibit:

GA1: Managerial competence

GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership

GA3: Competence in Creativity & Innovation

GA4: Research Aptitude, Scholarship & Enquiry

GA5: Global Orientation

GA6: Proficiency in ICT & Digital Literacy

GA7: Entrepreneurship & Intrapreneurship Orientation

GA8: Cross-functional & Inter-disciplinary Orientation

GA9: Results Orientation

GA10: Professionalism, Ethical, Values Oriented & Socially Responsible behaviour

GA11: Life-Long Learning Orientation

4.0 MBA Programme Course Types & Evaluation Pattern:

Sr.No.	Course Type	Credits	Nature	Comprehensive Concurrent Evaluation (CCE)	End Semester Evaluation (ESE) Marks	Total Marks
BASIC COURSE TYPES						
1	Generic Core (GC)	3	Compulsory	50	50	100
2	Subject Core (SC)	3	Compulsory (Specialization specific)	50	50	100
3	Generic Elective (GE - UL)	2	Elective	0	50	50
4	Generic Elective (GE - IL)	2	Elective	50	0	50
5	Subject Elective (SE - IL)	2	Elective (Specialization specific)	50	0	50
6	Summer Internship Project (SIP)	6	Project (Compulsory)	50	50	100
ADDITIONAL COURSE TYPES						
1	Enrichment Courses (ENR)	1	Elective	25	0	25
2	Foundation Courses	1	Elective	25	0	25

	(FOU)					
3	Alternative Study Credit Courses (ASCC)	2	Elective	50	0	50
4	Open Electives (OE)	3 or 2	Subject Core / Subject Elective	As per Subject Core / Subject Elective Pattern		

4.1 Course Types

- 4.1.1 **Foundation Course:** These courses focus on developing the basic abilities that support the understanding of other courses.
- 4.1.2 **Core courses** are the compulsory courses for all the students. Core courses are of two types: Generic Core & Subject Core.
- 4.1.3 **Generic Core:** This is the course which should compulsorily be studied by a candidate as a core requirement to complete the requirement of a degree in a said discipline of study. Therefore, Generic Core courses are mandatory and fundamental in nature. These courses cannot be substituted by any other courses. Such courses are also known as Hard Core Courses.
- 4.1.4 **Subject Core:** A Core course may be a Subject Core if there is a choice or an option for the candidate to choose from a broad category (grouping) of subjects (specializations / electives). These are also known as Soft Core Courses.
- 4.1.5 **Elective Course:** Elective course is a course which can be chosen from a pool of courses. It may be:
- Very Specialized or advanced course focusing on a specific aspect
 - Supportive to the discipline of study
 - Providing an extended scope
 - Enabling an exposure to some other discipline/domain
 - Nurturing candidate's proficiency/skills.
- 4.1.6 **Generic Elective:** An elective course which is common across disciplines / subjects is called a generic elective. 'Generic Elective' courses develop generic proficiencies amongst the students.
- 4.1.7 **Generic Elective – University Level:** These elective courses are supportive to the discipline of study and focus on the knowledge aspect of competence building. The course outcomes for such courses can be better assessed through traditional End Semester Evaluation.
- 4.1.8 **Generic Elective – Institute Level:** These elective courses are aimed to develop inter-personal, technical and other skills aspect of competence building. The course outcomes for such courses can be better assessed through Comprehensive Concurrent Evaluation.
- 4.1.9 **Subject Elective:** A 'Discipline (specialization) centric' elective is called 'Subject Elective.' Subject Elective courses, in the Semester II, III and IV are focused on a specialization.
- 4.1.10 **Open Elective:** A subject elective course chosen generally from another Discipline / specialization / subject, with an intention to seek cross-functional exposure is called an Open Elective. A Subject Elective offered in one specialization area may be treated as an Open Elective by another specialization area and vice-a-versa.
- 4.1.11 **Enrichment Course:** This is a course generally offered to bright learners / fast learners for advanced inputs beyond the curriculum. Enrichment / Add-on Course shall be a 1 Credit Course. The course is of the nature of Course of Independent Study (CIS) and is designed for learners who have the ability and inclination to work independently with limited guidance, supervision and interaction with the faculty member(s).
- 4.1.12 **Alternative Study Credit Courses:** These courses prepare the learners for a VUCA (Volatile Uncertain, Complex and Ambiguous) world by going beyond the boundaries of their campus. Apart from core and elective courses, these courses engage students in discussion, debate and solution of real world challenges.
- 4.1.13 **Massive Open Online Courses (MOOCs)²:** Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (2016) or equivalent; following the four quadrant approach and made available on the SWAYAM platform of Government of India.

² AICTE (Credit Framework for online learning course through SWAYAM) Regulations, 2016

4.2 MBA Programme Structure: The Basic Programme Structure shall be as depicted below

	Course#	Semester I		Semester II		Semester III		Semester IV		Credits	CCE Marks	ESE Marks
COMPULSORY CORE COURSES (GENERIC (GC) + SUBJECT (SC) + Summer Internship Project SIP)												
A	1	GC - 1	1	GC - 7	1	GC - 11	1	GC - 14		66 Credits		
	2	GC - 2	2	GC - 8	2	GC - 12	2	GC - 15				
	3	GC - 3	3	GC - 9	3	GC -13 (SIP)	3	SC - 5				
	4	GC - 4	4	GC - 10	4	SC - 3	4	SC - 6				
	5	GC - 5	5	SC - 1	5	SC - 4					1050	1050
	6	GC- 6	6	SC - 2							2100	
GENERIC ELECTIVE COURSES (UNIVERSITY LEVEL) – GE - UL												
B	7	GE UL - 1	7	GE UL - 4	6	GE UL – 7	5	GE UL - 10		22 Credits		
	8	GE UL - 2	8	GE UL - 5	7	GE UL – 8	6	GE UL - 11			0	550
	9	GE UL - 3	9	GE UL - 6	8	GE UL – 9					550	
GENERIC / SUBJECT ELECTIVE COURSES (INSTITUTE LEVEL) - GE – IL / SE - IL												
C	10	GE IL - 1	10	GE IL - 4	9	SE IL -3	7	SE IL -6		22 Credits		
	11	GE IL - 2	11	SE IL -1	10	SE IL -4	8	SE IL -7			550	0
	12	GE IL - 3	12	SE IL -2	11	SE IL -5					550	
12		12		11		8		43		110 Credits	1600 CCE	1600 ESE
FOUNDATION COURSES (OPTIONAL)												
D	FOUNDATION 1		FOUNDATION 7						0 to 10 Credits			
	FOUNDATION 2		FOUNDATION 8									
	FOUNDATION 3		FOUNDATION 9									
	FOUNDATION 4		FOUNDATION 10									
	FOUNDATION 5											
	FOUNDATION 6											
ENRICHMENT COURSES (OPTIONAL)												
E	ENRICHMENT 1		ENRICHMENT 7		ENRICHMENT 11		ENRICHMENT 13		0 to 14 Credits			
	ENRICHMENT 2		ENRICHMENT 8		ENRICHMENT 12		ENRICHMENT 14					
	ENRICHMENT 3		ENRICHMENT 9									
	ENRICHMENT 4		ENRICHMENT 10									
	ENRICHMENT 5											
	ENRICHMENT 6											
ALTERNATIVE STUDY CREDIT COURSES (OPTIONAL)												
F	ASCC 1		ASCC 4		ASCC 7		ASCC 10		0 to 22 Credits			
	ASCC 2		ASCC 5		ASCC 8		ASCC 11					
	ASCC 3		ASCC 6		ASCC 9							

Note:

- The basic programme structure comprises of Block A, B & C above.
- Variations to the basic programme structure shall be defined at the institute level using any permissible combination of A,B,C,D,E and F blocks depicted above, taking into consideration institutional vision-mission-focus areas, industry demand, student learning capabilities, faculty competencies, availability of learning resources, etc. PSOs shall be appropriately defined by the institute.

LEGEND:

#	Block	CIE - ESE (Credits per course)	Course Type	Credits	Courses	Nature
1.1	A1	50-50 (3 Credits)	GENERIC CORE (GC)	42	14	COMPULSORY
1.2	A2	50-50 (3 Credits)	SUBJECT CORE (SC)	18	6	COMPULSORY
1.3	A3	50-50 (3 Credits)	PROJECT	6	1	COMPULSORY
2	B	0 - 50 (2 Credits)	GENERIC ELECTIVE (UNIVERSITY LEVEL) GE – UL	22	11	ELECTIVES
3.1	C1	50-0 (2 Credits)	GENERIC ELECTIVE (INSTITUTE LEVEL) GE – IL	8	4	ELECTIVES
3.4	C2	50-0 (2 Credits)	SUBJECT ELECTIVE (INSTITUTE LEVEL) SE - IL	14	7	ELECTIVES
			TOTAL	110	43	
OPTIONAL COURSES (In Lieu of C1 / C2 ONLY)						
4.1	D	25 - 0 (1 Credit)	FOUNDATION COURSES	0 - 10	0 - 10	ELECTIVES
4.2	E	25 - 0 (1 Credit)	ENRICHMENT COURSES	0 - 14	0 - 14	ELECTIVES
4.3	F	50 - 0 (2 Credits)	ALTERNATIVE STUDY CREDIT COURSES	0 - 22	0 - 11	ELECTIVES

5.0 Specializations offered: The following specializations shall be offered as MAJOR / MINOR:

1. Marketing Management (MKT)
2. Financial Management (FIN)
3. Human Resources Management (HRM)
4. Operations & Supply Chain Management (OSCM)
5. Business Analytics (BA)

The following specializations shall be offered ONLY as MINOR Specializations:

1. Rural & Agribusiness Management (RABM)
2. Pharma & Healthcare Management (PHM)
3. Tourism & Hospitality Management (THM)

Note:

1. Institutes may offer ONLY SELECT specializations based on industry needs, faculty strength & competencies, student demands, employability potential, etc.
2. Institutes MAY NOT offer a specialization if a **minimum of 20% of students** are not registered for that specialization.
3. The Institute MAY NOT offer an elective course if a **minimum of 20% of students** are not registered for that elective course.

5.1 Open Elective(s):

1. Learners who intend to learn specific courses from other specialization(s) can opt for Subject Elective (SE - IL) courses from other specializations in lieu of the Subject Elective (SE - IL) courses from their native specialization.
2. These open electives MAY BE from two different specializations.
3. Open Electives can be opted for only in Sem III and Sem IV.
4. Students can opt for maximum 1 Subject Elective (SE - IL) course in Sem III and Sem IV each. i.e. Students can opt for maximum 2 Open Electives (total 4 credits).

5.2 Major Specialization + Minor Specialization Combination:

1. For a **Major + Minor Specialization combination** the learner shall **complete**
 - a) Major Specialization – Courses: Total 9 (4 Subject Core courses and 5 Subject Elective courses)
 - b) Minor Specialization – Courses: Total 4 (2 Subject Core courses and 2 Subject Elective courses)
2. For a **Major + Minor Specialization combination** the learner shall **earn**
 - a) Major Specialization – Credits: Total 22 (12 Credits from Subject Core + Minimum 10 Credits from Subject Electives)

- b) Minor Specialization – Credits: Total 10 (6 Credits from Subject Core + Minimum 4 Credits from Subject Electives)
3. The 10 credits of the MINOR specialization shall be from a single specialization, out of which 6 credits shall be mandatorily earned through the Subject Core Courses.
4. The Major + Minor specialization combination is OPTIONAL.
5. Students shall be permitted to opt for **ANY Major + ANY Minor** specialization combination, subject to institutional norms and guidelines, issued from time to time.
6. A student opting for Major + Minor specialization combination shall opt for Foundation Courses / Enrichment Courses / Alternative Study Credit Courses **ONLY in lieu of Generic Elective (GE - IL) Courses**.
7. Institutes may stipulate additional criteria of minimum SGPA / CGPA, number of backlogs, expectations about specific graduation discipline for students who wish to take up a specific specialization / specific major minor combination. Such criteria may also involve the potential employability criteria for a particular specialization / Major + Minor specialization combination.

5.3 Options & Guidelines for Choice of Specialization:

1. Students can opt for a single specialization (i.e. Major Only – 5 choices)
2. Students can opt for a two specializations (i.e. Major + Minor Combination – 1(Major) + 7(Minor) choices)
3. Specializations which are offered ONLY as MINOR shall be offered in SECOND YEAR ONLY. (3 choices)
4. Courses for the Minor specialization shall be taken up in the second year ONLY (in either Sem III or Sem IV or in a combination of Sem III and IV).
5. The Major specialization of a student shall be determined by the Subject Core (SC) courses and the Subject Elective (SE - IL) courses chosen in Sem II.
6. All courses (Subject Core (SC) courses and the Subject Elective (SE - IL) courses) chosen in Sem II shall belong to the same specialization.
7. The learners shall generally complete 6 Subject Core courses (2 each in semester II, III, IV) and 7 Subject Elective courses (2, 3, 2 each in semester II, III, IV respectively). In this case he /she shall be awarded MBA (Functional Area Specialization) degree, e.g. MBA (Marketing), MBA (Finance), etc.
8. The learners shall complete 4 Subject Core courses and 5 Subject Elective courses of Major specialization and 2 Subject Core courses and 2 Subject Elective courses of Minor specialization. In this case he /she shall be awarded MBA (Functional Area Specialization Major + Functional Area Specialization Minor) degree, e.g. MBA (Marketing + Finance), etc.

5.4 Foundation Courses:

1. All the Foundation Courses shall be of 1 credit each.
2. Maximum credits for Foundation Courses **shall not exceed 10 (Ten) Credits**.
3. Foundation Courses can be opted for ONLY IN LIEU of Generic Elective (GE - IL) and / or Subject Elective (SE - IL) courses.³
4. This choice can be exercised in Semester I (minimum zero Credits – maximum six credits) or Semester II (minimum zero Credits – maximum four credits) ONLY.
5. Foundation Courses CANNOT be opted for in Sem III and in Sem IV.
6. It is NOT MANDATORY for a learner to opt for Foundation Courses. However, Faculty members may advise a student to enroll for Foundation Course(s) after a methodical assessment of the relevant competencies of the student.
7. Foundation Courses shall be offered ONLY to those students who lack the basic competencies in the specific course. The institute shall conduct a methodical assessment of the relevant competencies of the student. to identify the learners who need to take up foundation courses. Records of the evaluation shall be preserved.
8. Institutes may stipulate additional criteria for students desirous to take up Foundation Courses.
9. Foundation Courses shall be taught by the course teacher in workshop mode / project mode.
10. The course teacher shall oversee the progress of the learner as well as evaluate the learner for 25 marks / 1 credit.
11. Pre- and post-test: A test or other assessment activity shall be administered to the students both at the beginning of the foundation course and at the end of the foundation course, with the intention of demonstrating improved skills upon completion. The tests shall be essentially SKILL based.

³ Except for a learner who opts for Major + Minor Specialization combination

12. Best of the two assessments shall be treated as the final evaluation.
13. The list of Foundation Courses is mentioned in Annexure I.

5.5 Enrichment Courses:

1. All the Enrichment Courses shall be of 1 credit each.
2. Maximum credits for Enrichment Courses **shall not exceed 14 (Fourteen) Credits**.
3. Enrichment Courses can be opted for, ONLY IN LIEU of Generic Elective (GE - IL) and / or Subject Elective (SE - IL) courses⁴.
4. This choice can be exercised in Semester I (minimum zero Credits – maximum six credits) or Semester II (minimum zero Credits – maximum four credits) or Semester III (minimum zero Credits – maximum two credits) or Semester IV (minimum zero Credits – maximum two credits).
5. It is NOT MANDATORY for a learner to opt for Enrichment Courses. However, Faculty members may advise a student to enroll for Enrichment Course(s) after a methodical assessment of the relevant competencies of the student.
6. Institutes may stipulate additional criteria for students desirous to take up Enrichment Courses.
7. Enrichment Courses shall be executed as **Course of Independent Study (CIS)** in guided self study mode.
8. A faculty guide shall be assigned for such courses. The learner shall select the Enrichment Course that he/she desires to opt for and submit an outline of the proposed study relevant to the course. The faculty guide shall approve the proposal after considering the nature of the work, learning effort required, desired outcomes and comprehensive coverage of the topic.
9. Since enrichment course is a guided self study course, 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 25 marks / 1 credit.
10. The learners shall document and submit details such as questionnaires, interview schedules, interview transcripts, observation sheets, photographs, testimonials from the organizations / persons interacted with, permission letters, acceptance letters, field work sampling plans, etc.
11. Enrichment Courses can be carried out in the campus library / in the campus IT lab / in a local community setting / in a start-up / in a government undertaking / in a NGO / in a cooperative / in a corporate entity.
12. The Enrichment Courses are organized in different Proficiency Tracks. Learners shall normally opt for enrichment courses from **NOT MORE THAN 3 Proficiency Tracks**.
13. **Enrichment Courses are of the following types:**
 - a) **Seminar** - Involves Desk Research of distributed learning material and information resources and submission and presentation of an analytical report. Maximum credits for Enrichment Courses of Seminar type shall not exceed 10 (Ten) Credits.
 - b) **Review** – Involves Desk Research of a small set of specific published reports/ databases and submission and presentation of an analytical report. Maximum credits for **Enrichment Courses of Seminar type** shall not exceed 10 (Ten) Credits.
 - c) **Case Study Development and Presentation** – Involves desk research and field work leading to the development, presenting and publishing of a case study. Maximum credits for **Enrichment Courses of Case Study Development and Presentation type** shall not exceed 10 (Ten) Credits.
 - d) **Project** – Involves field work leading to presentation of a comprehensive report based on the experiential learning. Maximum credits for **Enrichment Courses of Project type** shall not exceed 10 (Ten) Credits.
 - e) **Lab / Workshop** - Involves experiential learning through focused skill building activity. Maximum credits for **Enrichment Courses of Lab / Workshop type** shall not exceed 10 (Ten) Credits.
 - f) **Clinic / Fest** – Involves experiential learning through organizing an event / campaign. Maximum credits for **Enrichment Courses of Clinic / Fest type** shall not exceed 4 (Four) Credits.
 - g) **Personal Interest Course** - Involves experiential learning through club activities at the Institute Level. Maximum credits for **Enrichment Courses of Personal Interest Course type** shall not exceed 4 (Four) Credits.
14. A well documented and comprehensive spiral bound report / publication, with appropriate referencing, is essential for all the enrichment courses. Relevant Audio, Video Material, should be included as a part of the report.
15. The Evaluation for the Enrichment Courses shall be as follows –
 - a) Proposal and Scope of Work – 5 Marks
 - b) Report – 10 Marks

⁴ Except for a learner who opts for Major + Minor Specialization combination

- c) Presentation – 5 Marks
- d) Viva Voce – 5 Marks
- 16. The presentation shall be similar to an open defence. The Viva Voce shall be carried out by minimum two faculty members including the guide.
- 17. The sum total of the number of Foundation Courses and the number of Enrichment Courses opted by a student in a particular semester should generally be an even number.
- 18. The list of Enrichment Courses is provided in Annexure I.

5.6 Alternative Study Credit Courses:

1. All the ASCC shall be of 2 credits each.
2. Maximum credits for ASCC **shall not exceed 22 (Twenty two) Credits.**
3. Alternative Study Credit Courses (ASCC) can be opted for, ONLY IN LIEU of Generic Elective (GE - IL) and / or Subject Elective (SE - IL) courses⁵.
4. This choice can be exercised in Semester I (minimum zero Credits – maximum six credits) or Semester II (minimum zero Credits – maximum six credits) or Semester III (minimum zero Credits – maximum six credits) or Semester IV (minimum zero Credits – maximum four credits). i.e. a learner may skip Generic Elective (GE - IL) courses all together and earn the required 22 credits entirely through ASCC.
5. It is NOT MANDATORY for a learner to opt for Alternative Study Credit Courses. However, Faculty members may advise a student to enroll for Alternative Study Credit Course(s) after a methodical assessment of the relevant competencies of the student.
6. Institutes may stipulate additional criteria for students desirous to take up Alternative Study Credit Courses.
7. **A MINIMUM of 60% of the total credits earned by a learner through ASCC shall either be from MOOCs or from Professional Certification Programmes.**
8. Thus a learner may skip all Generic Elective (GE - IL) courses and skip all Subject Elective (SE - IL) courses and earn the required 22 credits entirely through ASCC.
9. The same TYPE of ASCC can be opted for multiple number of times. Norms for the same are prescribed in the relevant section later in this syllabus document. For e.g. A student may undertake 11 “Professional Certification Programs” and earn 22 credits or complete 11 MOOCs and earn 22 Credits.
10. ASCC shall be executed in online study mode / field work or project mode / certification mode.
11. A faculty guide shall be assigned for such courses. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
12. The learner shall select the ASCC that he/she desires to opt for and submit an outline of the proposed study relevant to the course. The faculty guide shall approve the proposal after considering the nature of the work, learning effort required, desired outcomes and comprehensive coverage of the topic.
13. There is no defined syllabus for the ASCC courses. Institutes shall define the syllabus and announce the same on the website.
14. Since ASCC is a guided self study course 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
15. The start date of the ASCC such as Professional Certifications shall be after the admission date for the MBA programme and the end date of the ASCC shall be within 6 months of the start date of the ASCC, but before the completion of Sem IV.
16. The list of ASCC is provided in Annexure I.

5.7 Combination of Options: A learner may opt for any combination of earning the 22 credits assigned to Generic Elective (GE - IL) courses and Subject Elective (SE - IL) courses through

- e) Generic Elective (GE - IL) courses
- f) Subject Elective (SE - IL) courses
- g) Open Elective Courses
- h) Major + Minor specialization combination
- i) Foundation Courses
- j) Enrichment Courses
- k) Alternative Study Credit Courses

⁵ Except for a learner who opts for Major + Minor Specialization combination

SUBJECT TO THE minimum and maximum limits of credits prescribed and, subject to institutional norms and guidelines, issued from time to time.

6.0 Summer Internship Project: At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for a **minimum of 8 weeks**. For SIP, 1 credit is equivalent to minimum 40-45 hours of effective work. SIP shall have 6 credits. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic and organization before commencing the SIP.

The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. **Ideally the SIP should exhibit a cross-functional orientation.** SIP can be carried out in a Corporate Entity / NGO / SME / Government Undertaking / Cooperative Sector. SIP may be a research project – based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace.

Each student shall maintain a SIP Progress Diary detailing the work carried out and the progress achieved on a daily basis. The student shall submit a written structured SIP report based on work done during this period. The student shall submit the SIP Progress Diary along with the SIP Report.

Students shall also seek a formal evaluation of their SIP from the company guide. The formal evaluation by the company guide shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The learning outcomes of the SIP and utility of the SIP to the host organization must be specifically highlighted in the formal evaluation by the company guide. The SIP evaluation sheet duly signed and stamped by the industry guide shall be included in the final SIP report.

The SIP report must reflect 8 weeks of work and justify the same. The SIP report should be well documented and supported by –

1. Institute's Certificate
2. Certificate by the Company
3. Formal feedback from the company guide
4. Executive Summary
5. Organization profile
6. Outline of the problem/task undertaken
7. Research methodology & data analysis (in case of research projects only)
8. Relevant activity charts, tables, graphs, diagrams, AV material, etc.
9. Learning of the student through the project
10. Contribution to the host organization
11. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ Government Entity/ Cooperative/ etc.) shall also certify the SIP work.

The students shall submit a spiral bound copy of the SIP report by 15th September. The Institute shall conduct an internal viva-voce for evaluation of the SIP for 50 marks between 15th September to 30th September. The Panel shall comprise of two evaluators appointed by the Director of the Institute / Head of Department (for MBA departments in engineering colleges). Institutes are encouraged to involve senior alumni, industry experts, recruiters to conduct the internal viva-voce. The internal viva-voce panel shall provide a detailed assessment of the SIP report and suggest changes required, if any.

After the internal viva-voce, the student shall finalize the SIP report by incorporating all the suggestions and recommendations of the internal viva-voce panel. The internal guide shall then issue the Institute's Certificate to the student.

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

of environmental considerations, students are encouraged to print their project reports on both faces of the paper. Spiral bound copies may be accepted.

There shall be an external viva-voce for the SIP for 50 marks. The external viva-voce shall be conducted after the theory exam of Semester III.

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

1. Adequacy of work undertaken by the student
2. Application of concepts learned in Sem I and II
3. Understanding of the organization and business environment
4. Analytical capabilities
5. Technical Writing & Documentation Skills
6. Outcome of the project – sense of purpose
7. Utility of the project to the organization
8. Variety and relevance of learning experience

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

7.0 Comprehensive Concurrent Evaluation (CCE) / Concurrent Internal Evaluation (CIE):

1. The course teacher shall prepare the scheme of Comprehensive Concurrent Evaluation (Formative Assessment) before commencement of the term. The scheme of Comprehensive Concurrent Evaluation shall explicitly state the linkages of each CCE with the Course Outcomes and define the targeted attainment levels for each CO.
2. The Director / Head of the Department / designated academic authority shall approve the scheme of Comprehensive Concurrent Evaluation with or without modifications.
3. The course teacher shall display, on the notice board, the approved CCE scheme of the course and the same shall also be hosted on the website, not later than the first week of the term.
4. Each CCE item shall be of minimum 25 marks.
5. For a 3 Credit Course there shall be a MINIMUM of three CCE items. The final scores shall be converted to 50, using an average or best two out of three formula.
6. For 2 Credit Course there shall be a MINIMUM of two CCE items. The final scores shall be converted to 50.
7. For a 1 Credit Course there shall be a MINIMUM of one CCE item.
8. CCE shall be spread through the duration of course and shall be conceptualized, executed, assessed and documented by the course teacher along with student-wise and class-wise attainment levels of the COs and the attainment levels of the course.
9. The assessment outcome of each CCE shall be duly signed by the course teacher, programme coordinator / academic head and the Director / Head of the Department / designated academic authority of the Institute.
10. A copy of the duly signed CCE *outcome* shall be displayed on the notice boards, within a week of the assessment and course teachers shall guide the students on a need basis.
11. Institute may conduct additional make up / remedial CCE items at its discretion.
12. At the end of the term aggregate CCE scores / grades shall be calculated and the CO attainment levels shall be calculated by the course teacher. The same shall be displayed on the notice board

7.1 Comprehensive Concurrent Evaluation Methods: Course teachers shall opt for a combination of one of more CCE methods listed below.

Group A (Individual Assessment) – Not more than 1 per course

1. Class Test
2. Open Book Test
3. Written Home Assignment
4. In-depth Viva-Voce

Group B (Individual Assessment) – Atleast 1 per course

5. Case Study
6. Caselet
7. Situation Analysis

8. Presentations

Group C (Group Assessment) – Not more than 1 per course

9. Field Visit / Study tour and report of the same
10. Small Group Project & Internal Viva-Voce
11. Model Development
12. Role Play
13. Story Telling
14. Fish Bowls

Group D (Creative - Individual Assessment) – Not more than 1 per course

15. Learning Diary
16. Scrap Book / Story of the week / Story of the month
17. Creating a Quiz
18. Designing comic strips
19. Creating Brochures / Bumper Stickers / Fliers
20. Creating Crossword Puzzles
21. Creating and Presenting Posters
22. Writing an Advice Column
23. Library Magazines based assessment
24. Peer assessment
25. Autobiography/Biography
26. Writing a Memo
27. Work Portfolio

Group E (Use of Literature / Research Publications- Individual Assessment) – Not more than 1 per course

28. Book Review
29. Drafting a Policy Brief
30. Drafting an Executive Summary
31. Literature Review
32. Term Paper
33. Thematic Presentation
34. Publishing a Research Paper
35. Annotated Bibliography
36. Creating Taxonomy
37. Creating Concept maps

Group F (Use of Technology - Individual Assessment) – Not more than 1 per course

38. Online Exam
39. Simulation Exercises
40. Gamification Exercises
41. Presentation based on Google Alerts
42. Webinar based assessment
43. Creating Webpage / Website / Blog
44. Creating infographics / infomercial
45. Creating podcasts / Newscast
46. Discussion Boards

Rubrics: The course teacher shall design Rubrics for each CCE. Rubrics are scoring tools that define performance expectations for learners. The course teacher shall seek approval for the rubrics from the Director / Head of the Department / other designated competent academic authority of the institute. The course teacher shall share the approved Rubrics with the students at the start of the course. The rubric shall detail the following:

1. Linkages of the CCE to COs.
2. A description of the assessment - brief concept note
3. Criteria that will be assessed - the expected learning outcomes.

4. Descriptions of what is expected for each assessment component - the expectations from the student.
5. Substantive description of the expected performance levels indicating mastering of various components - the assessment criteria.
6. The team composition, if applicable.
7. The format and mode of submission, submission timelines
8. Any other relevant details.

7.3 Safeguards for Credibility of CCE: The following practices are encouraged to enhance transparency and authenticity of concurrent evaluation:

1. Involving faculty members from other management institutes.
2. Setting multiple question paper sets and choosing the final question paper in a random manner.
3. One of the internal faculty members (other than the course teacher) acting as jury during activity based evaluations.
4. Involvement of Industry personnel in evaluating projects / field based assignments.
5. Involvement of alumni in evaluating presentations, role plays, etc.
6. 100% moderation of answer sheets, in exceptional cases.

7.4 Retention of CCE Documents: Records of CCE shall be retained for 3 years from the completion of the Academic Year. i.e. **Current Academic Year (CAY) + 3 years**. Likewise records of assessments to decide the learning needs of students for opting for **Foundation Courses / capabilities for Enrichment Courses/ ASCC/ start-up option** etc. shall be retained for 3 years from the completion of the Academic Year.

8.0 End Semester Evaluation (ESE):

1. The End Semester Evaluation (Summative Evaluation) for the Generic Core (GC), Subject Core (SC) and the Generic Elective (GE - UL) course shall be conducted by the Savitribai Phule Pune University.
2. The ESE shall have 5 questions each of 10 marks.
3. All questions shall be compulsory with internal choice within the questions.
4. The broad structure of the ESE question paper shall be as follows:

Question Number	COGNITIVE ABILITIES EVALUATED	Nature
Q.1	REMEMBERING	Answer any 5 out of 8 (2 marks each)
Q.2	UNDERSTANDING	Answer any 2 out of 3 (5 marks each)
Q.3	APPLYING	Answer 3 (a) or 3 (b) (10 marks)
Q.4	ANALYSING	Answer 4 (a) or 4 (b) (10 marks)
Q.5	EVALUATING	Answer 5 (a) or 5 (b) (10 marks)
	CREATING	

9.0 Programme Flexibility:

9.1 Average Credits per semester, Fast & Slow Learners:

1. It is expected that a student registers for 30 credits in Semester I, II, III each and balance 20 credits in Semester IV.
2. **Fast learners** (under accelerated plan), may be permitted to register for upto 6 additional credits per semester, subject to fulfilling the pre-requisites defined for a course, if any. However the degree shall be awarded not earlier than the end of the 2 academic years since the first admission to the MBA programme.
3. **Slow learners**, may be permitted to register for less than the normal credits defined for a semester but shall have to complete the programme within the stipulated maximum duration of 4 academic years since the first admission to the MBA programme.

9.2 Dropping an Elective Course:

1. Students who opt for an elective course and fail to earn the credits for the elective course (generic / subject / open) are permitted to opt for another elective course (generic / subject / open) in case they feel to do so.
2. In such a case they shall be said to have dropped the original course and opted for a new one.
3. Generic Core (GC), Subject Core (SC) CANNOT be dropped.

4. Generic Elective (GE - UL), Generic Elective (GE - IL) & Subject Elective (SE - IL) can be dropped and replaced with equivalent alternative courses
5. Not more than four courses can be dropped and replaced with equivalent alternative courses during the entire MBA programme.

9.3 Horizontal or Lateral Credit Transfer:

1. When a learner successfully completes the courses included in an academic program at a certain level, he/she is allowed to transfer his/her credits in some of these courses to another same-level academic program having these courses in common. This is referred to as 'Horizontal or Lateral Credit Transfer'.
2. Horizontal or Lateral Credit Transfer shall be permitted **between the MBA and the MCA programme of SPPU** for the equivalent number of credits provided the courses are related to the MBA programme's PEOs and POs and are opted by the students during the period of his enrolment for the MBA programme.
3. The list of such courses eligible for Horizontal or Lateral Credit Transfer **between the MBA and the MCA programme of SPPU** shall be announced by the BOS/Faculty.
4. The upper limit for Horizontal or Lateral Credit Transfer shall be 6 credits.
5. Such transfer shall be permitted for Generic Elective (GE - IL) & Subject Elective (SE - IL) only.

9.4 Block Credit Transfer:

1. Block credit transfer refers to a group of courses, such as a completed certificate or diploma program that are accepted for transfer of credit into a degree program.
2. Block credit transfer shall be permitted for all **national and international professional certifications** achieved by the learner provided the **courses learning outcomes (CLOs)** are related to the **MBA programme's PEOs and POs** and are opted by the students **during the period of his enrolment for the MBA programme**. The institute shall verify the linkages between the CLOs and the MBA PEOs and POs.
3. Such transfer shall be permitted for Generic Elective (GE - IL) & Subject Elective (SE - IL) courses ONLY.

9.5 Credit Transfer for MOOCs:

1. Learners are encouraged to opt for MOOCs (Massive Online Open Courses) through **SWAYAM, NPTEL, EdX, Coursera, Udemy** as a part of ASCC.
2. Priority shall be given to the SWAYAM platform. If a course is not available of SWAYAM, other online platforms may be used.
3. Not more than 20% of the total credits (22 Credits) shall be earned through the MOOCs.
4. Not more than 20% of the credits per semester (6 credits) per semester shall be earned through the MOOCs.
5. Since MOOC is a guided self study course 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
6. Students shall apply to the Director / Head of the Department / other designated competent academic authority of the institute in advance and seek permission for seeking credit transfer for the proposed MOOCs, he/she wishes to pursue.
7. Online courses of SWAYAM or equivalent platform shall be allowed if:
 - a) There is non-availability of suitable teaching staff for running a course in the Institution or
 - b) The facilities for offering the elective papers (courses), sought for by the students are not on offer in the Institution, but are available on the SWAYAM or equivalent platform.
8. Evaluation of MOOCs through SWAYAM:
 - 8.1 In case of SWAYAM, the students shall be evaluated as a part of the MOOC itself by the host institution (i.e. institution who has launched the MOOC through SWAYAM).
 - 8.2 The evaluation should be based on predefined norms and parameter and shall be based on a concurrent comprehensive evaluation throughout the length and breadth of course based on specified instruments like discussions, forms, quizzes, assignments, sessional examinations and final examination.
 - 8.3 After conduct of the examination and completion of the evaluation, the host institution shall award marks/grade as per the evaluation scheme announced and communicate the marks/grade to the students as well the parent institution of the student, within 4 weeks from the date of completion of the final examination.
 - 8.4 The parent institution shall, incorporate the marks/grade obtained by the student, as communicated by the Host Institution of the SWAYAM course in the marks sheet of the student that counts for final award of the degree/diploma by the University with the proviso that the programs in which Lab/Practical Component is

involved, the parent institution will evaluate the students for the practical/Lab component and accordingly incorporate these marks/grade in the overall marks/grade.

- 8.5 A certificate regarding successful completion of the MOOCs course shall be signed by the PI and issued through the Host Institution and sent to the Parent Institution.
9. Evaluation of MOOCs through EdX, Coursera, Udemy:
- 9.1 The concurrent comprehensive evaluation conducted by EdX, Coursera, Udemy may be adopted by the institute and the institute may accordingly incorporate these marks/grade in the overall marks/grade for the course.
- 9.2 Alternatively, the institute may carry out a concurrent comprehensive evaluation of such students who undertake MOOCs through the EdX, Coursera, Udemy platform.

9.6 Professional Certification Programmes:

1. Learners may opt for Professional Certification Programmes as a part of ASCC. These Professional Certification Programmes shall be offered by National, International organizations, Apex bodies, Chambers of Commerce, Professional certifying bodies, E-learning companies of repute.
2. Not more than 20% of the total credits (22 Credits) shall be earned through the Professional Certification Programmes.
3. Not more than 20% of the credits per semester (6 credits) per semester shall be earned through the Professional Certification Programmes.
4. Students shall apply to the Director / Head of the Department / other designated competent academic authority of the institute in advance and seek permission for seeking credit transfer for the proposed Professional Certification Programmes, he/she wishes to pursue.
5. For Professional Certification Programmes, 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
6. A valid certificate regarding successful completion of the Professional Certification Programmes shall be submitted by the learner to the institute for claiming the 2 credits.
7. Indicative list is provided below -
 - i. Business English Certificate (Cambridge) / IELTS / TOEFL Certification
 - ii. Foreign Language Certification Equivalent to A1/A2 or above
 - iii. Google / MicroSoft / Oracle / Sun Certification
 - iv. NSE / BSE / NISM Certification
 - v. SAP Financial Accounting (FI) / Controlling (CO) / Sales and Distribution (SD) / Production Planning (PP) / Materials Management (MM) / Quality Management (QM) / Human Capital Management (HCM) / CRM Certification
 - vi. Six Sigma Certification
 - vii. ISO Certification (as an auditor)
 - viii. Tally ERP Certification
 - ix. NLP Certification

9.7 Start-up: Launching and Sustaining' program⁶: AICTE has launched the 'Start-up: Launching and Sustaining' program to promote entrepreneurship.

Learners opting for the 'Start-up: Launching and Sustaining' program shall earn the credits for the Generic Core (GC), Subject Core (SC) & Generic Elective (GE - UL); with the minimum desired CGPA.

However, these learners shall skip the Generic Elective (GE - IL) & Subject Elective (SE - IL) courses and instead opt for the Milestone based concurrent comprehensive evaluation for 'Start-up: Launching and Sustaining' Programme as per the AICTE Policy laid down in this regard.

Such students shall have to fulfill two out of the five measurable outcomes as below:

- a) **Funding:** Student Start-up should acquire at least 1-5 Lakhs INR of start-up funding as capital/convertible equity or other similar equity instruments used in start-up investments.

⁶ As per AICTE Policy approved by the Executive Committee in its 100th meeting held on June 28, 2016

- b) **Employment Created:** At least 5 additional jobs, (other than student founders) with a minimum of 15,000 CTC/employee/per month, paid for one full year, should be created by the student start-up.
- c) **Revenues Generated:** At least 5 Lakhs INR of Cumulative revenues should be generated by the student start-up as per Audited Profit and Loss Statements.
- d) **Surplus Generated:** At least 5 Lakhs INR of Cumulative surpluses should be generated by the student start-up as per Audited Profit and Loss Statements.
- e) **Patent Application or Granted:** The student start-up should have applied for registration of One Indian or International Patent OR such patent should be granted to the start-up

Other modalities and guidelines as per the AICTE policy shall be adhered to.

Students opting for the 'Start-up: Launching and Sustaining' program have the flexibility to create 'graduation outcomes' within 4 years of registering under the 'Start-up: Launching and Sustaining' program.

It would be mentioned in the Academic Transcript that the student has graduated through the 'Start-up: Launching and Sustaining' Graduation Programme.

Students who join only the 'Start-up: Launching and Sustaining' stream and are either unable to meet the requisite graduation outcomes or unable to continue for any reason can opt to fall back into the academic stream through the regular registration of the University Semesters.

SPPU may suitably verify the details of fulfilment of the two out of the five measurable outcomes listed above.

9.8 Additional Specialization:

- 1. A student who has earned the MBA with a MAJOR Specialization may enroll for additional specialization after passing out the regular MBA programme.
- 2. Additional specialization can be pursued in the MAJOR Specialization ONLY. i.e. Additional specialization cannot be pursued in the Specializations which are listed as MINOR ONLY.
- 3. Such students will be exempted from appearing for all the generic core and generic elective courses.
- 4. Such students shall have to appear for the subject core and subject elective courses of the additional specialization that they have opted for.
- 5. Students opting for MAJOR + MINOR specialization combination are NOT eligible to enroll for additional specialization.

10.0 Passing Standards:

- 1. A student shall be said to have earned the credits for a course if he/she earns minimum 40% marks.
- 2. Formative Evaluation and Summative Evaluation shall be separate heads of passing.

10.1 Grading System: The Indirect and Absolute Grading System shall be used, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks. However the marks shall later be converted into Grades by a defined mechanism wherein the overall performance of the learners can be reflected after considering the Credit Points for any given course. The overall evaluation shall be designated in terms of Grade. The 10 point standard scale mandated by UGC shall be used.

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

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

10.2 Scaling Down of CCE Scores: The marks obtained by the student for the CCE shall be scaled down, to the required extent, if percentage of the marks of CCE exceeds the percentage of marks scored in the ESE (End Semester University Examination) by 25% for the respective course.

10.3 Degree Requirements: The degree requirements for the MBA programme are completion of minimum 110 credits.

10.4 Maximum Attempts per Course:

1. A student shall earn the credits for a given course in maximum FOUR attempts.
2. Dropping a course and opting for another equivalent course can be done **ONLY** in the case of Generic Elective (GE - UL) , Generic Elective (GE - IL) and Subject Elective (SE - IL).
3. If a student drops a course and opts for another course in lieu of the dropped course the attempts utilized for the dropped course shall be included in the maximum 4 attempts available to earn the credits for a course.
4. The facility of dropping a course and opting for a new course in lieu of the dropped course shall be availed by the student only once per course during these four attempts available to him.
5. A student may drop at the most 4 courses (GE – UL / GE – IL / SE – IL).

10.5 Maximum Duration for completion of the Programme: The candidates shall complete the MBA Programme **within 4 years** from the date of admission.

10.6 Grade Improvement:

1. A Candidate who has secured any grade other than F (i.e. passed the MBA programme) and desires to avail the Grade Improvement option, may apply under Grade Improvement Scheme within five years from passing that Examination.
2. He/she can avail not more than three attempts, according to the syllabus in existence, for grade improvement.
3. He /she shall appear for University Evaluation of **at least 1/3rd** of the Generic Core / Subject Core Courses (except SIP) for the purpose of Grade Improvement.
4. Generic Elective (GE - UL), Generic Elective (GE - IL) & Subject Elective (SE - IL) cannot be selected for Grade Improvement.

11. Miscellaneous

11.1 Attendance: The student must meet the requirement of **75% attendance per semester per course** for grant of the term. The institute may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10%. The institute shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

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

11.3 LTP indicated in the syllabus is indicative.

11.4 Numbers indicated against each unit indicate L+T. These are indicative in nature. Course teachers may modify based on teaching & assessment, evaluation methods adopted.

11.5 Text Books and Reference Books refer to latest edition.

12. Detailed Course List for each category of courses is provided in Annexure I.

13. Detailed syllabus of each course is provided in Annexure II.

ANNEXURE I

GENERIC CORE (GC) COURSES – 3 Credits Each			
50 Marks CCE, 50 Marks ESE			
Course No.	Course Code	Course	Semester
101	GC – 01	Managerial Accounting	I
102	GC – 02	Organizational Behaviour	I
103	GC – 03	Economic Analysis for Business Decisions	I
104	GC – 04	Business Research Methods	I
105	GC – 05	Basics of Marketing	I
106	GC – 06	Digital Business	I
201	GC – 07	Marketing Management	II
202	GC – 08	Financial Management	II
203	GC – 09	Human Resources Management	II
204	GC – 10	Operations & Supply Chain Management	II
301	GC – 11	Strategic Management	III
302	GC – 12	Decision Science	III
303	GC – 13	Summer Internship Project*	III
401	GC – 14	Enterprise Performance Management	IV
402	GC – 15	Indian Ethos & Business Ethics	IV

* Six Credits

GENERIC ELECTIVES UNIVERSITY LEVEL (GE – UL) COURSES – 2 Credits Each			
00 Marks CCE , 50 Marks ESE			
Course #	Course Code	Course	Semester
Any 3 courses to be selected from the following list in Semester I			
107	GE - UL - 01	Management Fundamentals	I
108	GE - UL - 02	Indian Economy	I
109	GE - UL - 03	Entrepreneurship Development	I
110	GE - UL - 04	Essentials of Psychology for Managers	I
111	GE - UL - 05	Legal Aspects of Business	I
112	GE - UL - 06	Demand Analysis & Forecasting	I
Any 3 courses to be selected from the following list in Semester II			
207	GE - UL - 07	Contemporary Frameworks in Management	II
208	GE - UL - 08	Geopolitics & World Economic Systems	II
209	GE - UL - 09	Start Up and New Venture Management	II
210	GE - UL - 10	Qualitative Research Methods	II
211	GE - UL - 11	Business, Government & Society	II
212	GE - UL - 12	Business Process Re-engineering	II
Any 3 courses to be selected from the following list in Semester III			
306	GE - UL - 13	International Business Economics	III
307	GE - UL - 14	International Business Environment	III
308	GE - UL - 15	Project Management	III
309	GE - UL - 16	Quality Management	III
310	GE - UL - 17	Corporate Governance	III
311	GE - UL - 18	Management of Non-profit organizations	III
Any 2 courses to be selected from the following list in Semester IV			
405	GE - UL - 19	Global Strategic Management	IV
406	GE - UL - 20	Competing in Global Markets	IV
407	GE - UL - 21	Cyber Laws	IV
408	GE - UL - 22	CSR & Sustainability	IV

GENERIC ELECTIVES INSTITUTE LEVEL (GE – IL) COURSES – 2 Credits Each			
50 Marks CCE , 00 Marks ESE			
Course No.	Course Code	Course	Semester
Maximum 3 courses to be selected from the following list in Semester I			
113	GE - IL - 01	Verbal Communication Lab	I
114	GE - IL - 02	Enterprise Analysis & Desk Research	I
115	GE - IL - 03	Selling & Negotiation Skills Lab	I
116	GE - IL - 04	MS Excel	I
117	GE - IL - 05	Business Systems & Procedures	I
118	GE – IL- 06	Managing Innovation	I
119	GE – IL- 07	Foreign Language – I	I
Maximum 1 course to be selected from the following list in Semester II			
213	GE – IL - 08	Written Analysis and Communication Lab	II
214	GE – IL - 09	Industry Analysis & Desk Research	II
215	GE – IL - 10	Entrepreneurship Lab	II
216	GE – IL - 11	SPSS	II
217	GE – IL - 12	Foreign Language – II	II

SUBJECT CORE (SC) COURSES: Specialization – Marketing Management (MKT)			
3 Credits Each, 50 Marks CCE, 50 Marks ESE			
Course No.	Course Code	Course	Semester
205 MKT	SC – MKT- 01	Marketing Research	II
206 MKT	SC – MKT- 02	Consumer Behaviour	II
304 MKT	SC – MKT- 03	Services Marketing	III
305 MKT	SC – MKT- 04	Sales & Distribution Management	III
403 MKT	SC – MKT- 05	Marketing 4.0	IV
404 MKT	SC – MKT- 06	Marketing Strategy	IV

SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Marketing Management (MKT)			
2 Credits Each, 50 Marks CCE, 00 Marks ESE			
Course No.	Course Code	Course	Semester
Maximum 2 courses to be selected from the following list in Semester II			
217 MKT	SE – IL - MKT- 01	Integrated Marketing Communications	II
218 MKT	SE – IL - MKT- 02	Product & Brand Management	II
219 MKT	SE – IL - MKT- 03	Personal Selling Lab	II
220 MKT	SE – IL - MKT- 04	Digital Marketing - I	II
221 MKT	SE – IL - MKT- 05	Marketing of Financial Services - I	II
222 MKT	SE – IL - MKT- 06	Marketing of Luxury Products	II
Maximum 3 courses to be selected from the following list in Semester III			
312 MKT	SE – IL - MKT- 07	Business to Business Marketing	III
313 MKT	SE – IL - MKT- 08	International Marketing	III
314 MKT	SE – IL - MKT- 09	Digital Marketing - II	III
315 MKT	SE – IL - MKT- 10	Marketing of Financial Services - II	III
316 MKT	SE – IL - MKT- 11	Marketing Analytics	III
317 MKT	SE – IL - MKT- 12	Marketing of High Technology Products	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 MKT	SE – IL - MKT- 13	Customer Relationship Management	IV
410 MKT	SE – IL - MKT- 14	Rural & Agriculture Marketing	IV
411 MKT	SE – IL - MKT- 15	Tourism & Hospitality Marketing	IV
412 MKT	SE – IL - MKT- 16	Retail Marketing	IV
413 MKT	SE – IL - MKT- 17	Retailing Analytics	IV
414 MKT	SE – IL - MKT- 18	Marketing to Emerging Markets & Bottom of the Pyramid	IV

SUBJECT CORE (SC) COURSES: Specialization – Financial Management (FIN)			
3 Credits Each, 50 Marks CCE, 50 Marks ESE			
Course No.	Course Code	Course	Semester
205 FIN	SC – FIN - 01	Financial Markets and Banking Operations	II
206 FIN	SC – FIN - 02	Personal Financial Planning	II
304 FIN	SC – FIN - 03	Advanced Financial Management	III
305 FIN	SC – FIN - 04	International Finance	III
403 FIN	SC – FIN - 05	Financial Laws	IV
404 FIN	SC – FIN - 06	Current Trends & Cases in Finance	IV

SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Financial Management (FIN)			
2 Credits Each, 50 Marks CCE, 00 Marks ESE			
Course No.	Course Code	Course	Semester
Maximum 2 courses to be selected from the following list in Semester II			
217 FIN	SE – IL - FIN - 01	Securities Analysis & Portfolio Management	II
218 FIN	SE – IL - FIN - 02	Futures and Options	II
219 FIN	SE – IL - FIN - 03	Direct Taxation	II
220 FIN	SE – IL - FIN - 04	Financial Reporting	II
221 FIN	SE – IL - FIN - 05	Retail Credit Management- Lending & Recovery	II
222 FIN	SE – IL - FIN - 06	Banking Laws & Regulations	II
223 FIN	SE – IL - FIN - 07	Fundamentals of Life Insurance – Products and Underwriting	II
224 FIN	SE – IL - FIN - 08	General Insurance - Health and Vehicle	II
Maximum 3 courses to be selected from the following list in Semester III			
312 FIN	SE – IL - FIN - 09	Behavioural Finance	III
313 FIN	SE – IL - FIN - 10	Technical Analysis of Financial Markets	III
314 FIN	SE – IL - FIN - 11	Commodities Markets	III
315 FIN	SE – IL - FIN – 12	Indirect Taxation	III
316 FIN	SE – IL - FIN – 13	Corporate Financial Restructuring	III
317 FIN	SE – IL - FIN - 14	Financial Modeling	III
318 FIN	SE – IL - FIN – 15	Digital Banking	III
319 FIN	SE – IL - FIN – 16	Treasury Management	III
320 FIN	SE – IL - FIN – 17	Project Finance and Trade Finance	III
321 FIN	SE – IL - FIN – 18	Insurance Laws & Regulations	III
322 FIN	SE – IL - FIN – 19	Marine Insurance	III
323 FIN	SE – IL - FIN – 20	Fire Insurance	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 FIN	SE – IL - FIN – 21	Fixed Income Securities	IV
410 FIN	SE – IL - FIN – 22	Business Valuation	IV
411 FIN	SE – IL - FIN – 23	Risk Management	IV
412 FIN	SE – IL - FIN – 24	Strategic Cost Management	IV
413 FIN	SE – IL - FIN – 25	Rural and Micro Finance	IV
414 FIN	SE – IL - FIN - 26	Reinsurance	IV
415 FIN	SE – IL - FIN – 27	Agricultural Insurance	IV

SUBJECT CORE (SC) COURSES: Specialization – Human Resource Management (HRM)			
3 Credits Each, 50 Marks CCE, 50 Marks ESE			
Course No.	Course Code	Course	Semester
205 HR	SC – HRM – 01	Competency Based Human Resource Management	II
206 HR	SC – HRM – 02	Employee Relations & Labour Legislation	II
304 HR	SC – HRM - 03	Strategic Human Resource Management	III
305 HR	SC – HRM - 04	HR Operations	III
403 HR	SC – HRM - 05	Organizational Diagnosis & Development	IV
404 HR	SC – HRM - 06	Current Trends & Cases in Human Resource Management	IV

SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Human Resource Management (HRM)			
2 Credits Each, 50 Marks CCE, 00 Marks ESE			
Course No.	Course Code	Course	Semester
Maximum 2 courses to be selected from the following list in Semester II			
217 HRM	SE – IL - HRM - 01	Labour Welfare	II
218 HRM	SE – IL - HRM - 02	Lab in Recruitment and Selection	II
219 HRM	SE – IL - HRM - 03	Learning and Development	II
220 HRM	SE – IL - HRM - 04	Public Relations & Corporate Communications	II
221 HRM	SE – IL - HRM - 05	HR Analytics	II
222 HRM	SE – IL - HRM - 06	Conflict and Negotiation Management	II
Maximum 3 courses to be selected from the following list in Semester III			
312 HRM	SE – IL - HRM - 07	Talent Management	III
313 HRM	SE – IL - HRM - 08	Psychometric Testing and Assessment	III
314 HRM	SE – IL - HRM - 09	HR Perspectives in Mergers and Acquisition	III
315 HRM	SE – IL - HRM - 10	International HR	III
316 HRM	SE – IL - HRM - 11	Mentoring and Coaching	III
317 HRM	SE – IL - HRM - 12	Compensation and Reward Management	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 HRM	SE – IL - HRM - 13	Labour Legislations	IV
410 HRM	SE – IL - HRM - 14	Designing HR Policies	IV
411 HRM	SE – IL - HRM – 15	Labour Costing	IV
412 HRM	SE – IL - HRM - 16	Best Practices in HRM	IV

SUBJECT CORE (SC) COURSES: Specialization – Operations & Supply Chain Management (OSCM)			
3 Credits Each, 50 Marks CCE, 50 Marks ESE			
Course No.	Course Code	Course	Semester
205 OSCM	SC – OSCM - 01	Services Operations Management - I	II
206 OSCM	SC – OSCM - 02	Supply Chain Management	II
304 OSCM	SC – OSCM - 03	Services Operations Management - II	III
305 OSCM	SC – OSCM - 04	Logistics Management	III
403 OSCM	SC – OSCM - 05	Operations Strategy	IV
404 OSCM	SC – OSCM - 06	Industry 4.0	IV

SUBJECT ELECTIVE (SE - IL) COURSES : Specialization – Operations & Supply Chain Management (OSCM)			
2 Credits Each, 50 Marks CCE, 00 Marks ESE			
Course No.	Course Code	Course	Semester
Maximum 2 courses to be selected from the following list in Semester II			
217 OSCM	SE – IL - OSCM - 01	Planning & Control of Operations	II
218 OSCM	SE – IL - OSCM - 02	Productivity Management	II
219 OSCM	SE – IL - OSCM - 03	Inventory Management	II
220 OSCM	SE – IL - OSCM - 04	Theory of Constraints	II
221 OSCM	SE – IL - OSCM - 05	Quality Management Standards	II
222 OSCM	SE – IL - OSCM - 06	Service Value Chain Management	II
Maximum 3 courses to be selected from the following list in Semester III			
312 OSCM	SE – IL - OSCM – 07	Manufacturing Resource Planning	III
313 OSCM	SE – IL - OSCM – 08	Total Quality Management	III
314 OSCM	SE – IL - OSCM – 09	Business Excellence	III
315 OSCM	SE – IL - OSCM – 10	Toyota Production System	III
316 OSCM	SE – IL - OSCM – 11	Operations Strategy	III
317 OSCM	SE – IL - OSCM – 12	Services Strategy	III
318 OSCM	SE – IL - OSCM – 13	Operations Analytics	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 OSCM	SE – IL - OSCM – 14	Enterprise Resource Planning	IV
410 OSCM	SE – IL - OSCM – 15	World Class Manufacturing	IV
411 OSCM	SE – IL - OSCM – 16	Six Sigma for Operations	IV
412 OSCM	SE – IL - OSCM – 17	Financial Perspectives in Operations Management	IV
413 OSCM	SE – IL - OSCM – 18	Services Management in Key Sectors	IV
414 OSCM	SE – IL - OSCM – 19	Purchasing & Supplier Relationship Management	IV
415 OSCM	SE – IL - OSCM - 20	Strategic Supply Chain Management	IV

SUBJECT CORE (SC) COURSES: Specialization – Business Analytics (BA)			
3 Credits Each, 50 Marks CCE, 50 Marks ESE			
Course No.	Course Code	Course	Semester
205 BA	SC – BA - 01	Basic Business Analytics using R	II
206 BA	SC – BA - 02	Data Mining	II
304 BA	SC – BA - 03	Advanced Statistical Methods using R	III
305 BA	SC – BA - 04	Machine Learning & Cognitive intelligence using Python	III
403 BA	SC – BA - 05	Networks, Innovation and Value Creation	IV
404 BA	SC – BA - 06	Artificial Intelligence in Business Applications	IV

SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Business Analytics (BA)			
2 Credits Each, 50 Marks CCE, 00 Marks ESE			
Course No.	Course Code	Course	Semester
Maximum 2 courses to be selected from the following list in Semester II			
217 BA	SE – IL - BA - 01	Marketing Analytics	II
218 BA	SE – IL - BA - 02	Retailing Analytics	II
219 BA	SE – IL - BA - 03	Workforce Analytics	II
220 BA	SE – IL - BA - 04	Tableau	II
221 BA	SE – IL - BA - 05	Data Warehousing Project Life Cycle Management	II
Maximum 3 courses to be selected from the following list in Semester III			
312 BA	SE – IL - BA – 06	Social Media, Web & Text Analytics	III
313 BA	SE – IL - BA – 07	Operations Analytics	III
314 BA	SE – IL - BA – 08	Supply Chain Analytics	III
315 BA	SE – IL - BA – 09	Financial Analytics	III
316 BA	SE – IL - BA – 10	Cognos Analytics	III
317 BA	SE – IL - BA – 11	Predictive Modelling using SPSS Modeler	III
318 BA	SE – IL - BA - 12	Foundations in Spark & Scala	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 BA	SE – IL - BA - 13	E tailing Analytics	IV
410 BA	SE – IL - BA - 14	Insurance & Healthcare Analytics	IV
411 BA	SE – IL - BA – 15	Banking Analytics	IV
412 BA	SE – IL - BA – 16	Telecom Analytics	IV
413 BA	SE – IL - BA – 17	ETL, Data Profiling and Data Modeling	IV
414 BA	SE – IL - BA – 18	Cognitive Analytics Using Watson	IV
415 BA	SE – IL - BA – 19	Data Science using Spark and Scala	IV
416 BA	SE – IL - BA – 20	Unstructured Data Analytics with Hadoop / Big Data / NoSQL	IV

[D] FOUNDATION (FOU) COURSES (ELECTIVES) – 1 Credit Each			
25 Marks CCE, 00 Marks ESE			
Between ZERO to SIX courses to be selected from the following list in Semester I and / or Between ZERO to FOUR courses to be selected from the following list in Semester II			
Course No.	Course Code	Course	Semester
1	FOU - 001	Elementary English	I
2	FOU - 002	Elementary Mathematics & Statistics	I
3	FOU - 003	Elementary Economics	I
4	FOU - 004	Elementary Accounting	I
5	FOU - 005	Elementary Information Technology	I
6	FOU - 006	Elementary Business Etiquette	I
7	FOU - 007	Elementary MS WORD	II
8	FOU - 008	Elementary MS POWERPOINT	II
9	FOU - 009	Elementary Data Interpretation & Logical Reasoning	II
10	FOU - 010	Elementary Verbal and Reading Comprehension	II
11	FOU - 011	Elementary Quantitative Ability	II

[E] ENRICHMENT (ENR) COURSES (ELECTIVES) – 1 Credit Each				
25 Marks CCE, 00 Marks ESE				
<p>Between ZERO to SIX courses to be selected from the following list in Semester I and / or</p> <p>Between ZERO to FOUR courses to be selected from the following list in Semester II and / or</p> <p>Between ZERO to TWO courses to be selected from the following list in Semester III and / or</p> <p>Between ZERO to FOUR courses to be selected from the following list in Semester IV</p>				
Course No	Course Code	Proficiency Track	Course	Semester
1	ENR - 1	Entrepreneurship	Entrepreneurship in The Online Economy – Seminar	Any
2	ENR - 2	Entrepreneurship	Management Skills for MSMEs – Seminar	Any
3	ENR - 3	Entrepreneurship	Business Plan for Small Business - Case Study Development and Presentation	Any
4	ENR - 4	Entrepreneurship	The Elevator Pitch - Case Study Development and Presentation	Any
5	ENR - 5	Entrepreneurship	Private Equity – Seminar	Any
6	ENR - 6	Entrepreneurship	Launching & Sustaining Start-Ups- Case Study Development and Presentation	Any
7	ENR - 7	Entrepreneurship	Start-Up Fest	Any
8	ENR - 8	Entrepreneurship	Marketing on a shoe string budget for Small Business - Case Study Development and Presentation	Any
9	ENR - 9	Entrepreneurship	Growing business through Franchising - Case Study Development and Presentation	Any
10	ENR - 10	Entrepreneurship	Finance and Accounting aspects of Small Businesses - Case Study Development and Presentation	Any
11	ENR - 11	Entrepreneurship	Planning, Structuring, and Financing Small Businesses - Case Study Development and Presentation	Any
12	ENR - 12	Entrepreneurship	Digital Marketing for MSMEs- Case Study Development and Presentation	Any
13	ENR - 13	Entrepreneurship	Legal Compliances for MSMEs – Seminar	Any
14	ENR - 14	Entrepreneurship	Contemporary Indian Models in Entrepreneurship - Case Study Development and Presentation	Any
15	ENR - 15	Entrepreneurship	Women Entrepreneurs in Contemporary India - Case Study Development and Presentation	Any
16	ENR - 16	Desk Research	Review of National Databases & Reports	Any
17	ENR - 17	Desk Research	Review of Industry Databases	Any
18	ENR - 18	Desk Research	Review of Industry Best Practice Surveys	Any
19	ENR - 19	Desk Research	Review of Global Best Practice Surveys	Any
20	ENR - 20	Desk Research	Review of TED Talks	Any
21	ENR - 21	Desk Research	Book Reviews	Any
22	ENR - 22	Desk Research	Emerging Trends in Business - Seminar	Any
23	ENR - 23	Desk Research	Best Business Practices - Case Study	Any

			Development and Presentation	
24	ENR - 24	Desk Research	Disruptive Business Practices - Case Study Development and Presentation	Any
25	ENR - 25	Desk Research	Business Houses & Business Families in India - Case Study Development and Presentation	Any
26	ENR - 26	Desk Research	Industry Specific Governance & Compliances - Seminar	Any
27	ENR - 27	Desk Research	Business Excellence Awards & Awardees - Case Study Development and Presentation	Any
28	ENR - 28	Managerial Effectiveness	Design Thinking Workshop	Any
29	ENR - 29	Managerial Effectiveness	Problem Solving Tools & Techniques Workshop	Any
30	ENR - 30	Managerial Effectiveness	Theory of Constraints Workshop	Any
31	ENR - 31	Managerial Effectiveness	Six Sigma Applications in Business Workshop	Any
32	ENR - 32	Managerial Effectiveness	Budgeting Workshop	Any
33	ENR - 33	Managerial Effectiveness	i-Lab Design Thinking Projects Workshop	Any
34	ENR - 34	Managerial Effectiveness	Public Relations Workshop	Any
35	ENR - 35	Managerial Effectiveness	Cross Cultural Relationship Marketing Workshop	Any
36	ENR - 36	Managerial Effectiveness	Digital Productivity Tools Workshop	Any
37	ENR - 37	Managerial Effectiveness	Effective Meetings Management Workshop	Any
38	ENR - 38	Managerial Effectiveness	Balanced Score Card - Case Study Development and Presentation	Any
39	ENR - 39	Perspectives on Management	Management Thinkers & Contributions - Seminar	Any
40	ENR - 40	Perspectives on Management	Enduring Management Principles & Thoughts - Seminar	Any
41	ENR - 41	Perspectives on Management	Mysteries in Management - Seminar	Any
42	ENR - 42	Perspectives on Management	Management - The Future Frontiers - Seminar	Any
43	ENR - 43	Perspectives on Management	Leaderships Lessons from Non-business leaders – Seminar	Any
44	ENR - 44	Perspectives on Management	Leadership Lessons from Antiquity - Seminar	Any
45	ENR - 45	Perspectives on Management	Leading in the 21st Century - Case Study Development and Presentation	Any
46	ENR - 46	Perspectives on Management	Strategy in a VUCA world - Case Study Development and Presentation	Any
47	ENR - 47	Economy & Polity	The Economics & Politics of NGOs - Case Study Development and Presentation	Any
48	ENR - 48	Economy & Polity	Politics & Governance - Seminar	Any
49	ENR - 49	Economy & Polity	Climate Change Politics & Policy - Seminar	Any
50	ENR - 50	Economy & Polity	Energy Economics - Seminar	Any
51	ENR - 51	Economy & Polity	Civil Society, New Social Movements & Public Policy - Case Study Development and Presentation	Any
52	ENR - 52	Economy & Polity	Corporations, NGOs & Civil societies - Seminar	Any
53	ENR - 53	Economy & Polity	Environment & Development - Seminar	Any
54	ENR - 54	Economy & Polity	Globalization & Localization - Seminar	Any
55	ENR - 55	Economy & Polity	Strategic Transformation and Change in the	Any

			Indian Economy - Case Study Development and Presentation	
56	ENR - 56	Communication	Verbal Communication & Presentation Skills Workshop	Any
57	ENR - 57	Communication	Visual Communication Workshop	Any
58	ENR - 58	Communication	Communication Through Theatre Techniques Workshop	Any
59	ENR - 59	Communication	Technical Writing Workshop	Any
60	ENR - 60	Communication	Walk the Talk - Leader / Entrepreneur Interviews Lab	Any
61	ENR - 61	Communication	Creative Writing Workshop	Any
62	ENR - 62	Communication	Blog Writing Workshop	Any
63	ENR - 63	Behavioural & Interpersonal Skills	Transactional Analysis Lab	Any
64	ENR - 64	Behavioural & Interpersonal Skills	Emotional Intelligence & Managerial Effectiveness Lab	Any
65	ENR - 65	Behavioural & Interpersonal Skills	Influence & Persuasion Lab	Any
66	ENR - 66	Behavioural & Interpersonal Skills	Negotiation Skills Lab	Any
67	ENR - 67	Behavioural & Interpersonal Skills	Team Selling Lab	Any
68	ENR - 68	Technology	Technology Clinic	Any
69	ENR - 69	Technology	Digital Innovation and Transformation – Seminar	Any
70	ENR - 70	Technology	Social Impact of Technology - Case Study Development and Presentation	Any
71	ENR - 71	Technology	Technology Commercialization – Seminar	Any
72	ENR - 72	Technology	Intellectual Property Rights – Seminar	Any
73	ENR - 73	Technology	Strategy and Technology – Seminar	Any
74	ENR - 74	Technology	Internet of Things – Seminar	Any
75	ENR - 75	Technology	Cyber Security – Seminar	Any
76	ENR - 76	Technology	Gamification Workshop	Any
77	ENR - 77	Understanding India	Skill-India - Case Study Development and Presentation	Any
78	ENR - 78	Understanding India	Smart-Cities - Case Study Development and Presentation	Any
79	ENR - 79	Understanding India	Swachh Bharat - Case Study Development and Presentation	Any
80	ENR - 80	Understanding India	Make-in-India - Case Study Development and Presentation	Any
81	ENR - 81	Understanding India	Constitution of India – Seminar	Any
82	ENR - 82	Understanding India	Indian Social Structure - Case Study Development and Presentation	Any
83	ENR - 83	Understanding India	Methodological Foundations of Indian Scientific Tradition – Seminar	Any
84	ENR - 84	Understanding India	Some Scientific Concepts from Sanskrit Texts – Seminar	Any
85	ENR - 85	Understanding India	Film Appreciation - Case Study Development and Presentation	Any
86	ENR - 86	Understanding India	Culture, Diversity & Society – Seminar	Any
87	ENR - 87	Understanding India	Contemporary Debates in Business & Society – Seminar	Any
88	ENR - 88	Understanding India	Consumerism and Sociology of the Family –	Any

			Seminar	
89	ENR - 89	Understanding India	Culture and Media – Seminar	Any
90	ENR - 90	Understanding India	Business History – Seminar	Any
91	ENR - 91	Unconventional Sectors	Educational Institutions Management - Case Study Development and Presentation	Any
92	ENR - 92	Unconventional Sectors	The Business of Bollywood - Case Study Development and Presentation	Any
93	ENR - 93	Unconventional Sectors	Contemporary Sports: A Business Perspective - Case Study Development and Presentation	Any
94	ENR - 94	Unconventional Sectors	Managing Public Festivals , Exhibitions & Fairs - Case Study Development and Presentation	Any
95	ENR - 95	Unconventional Sectors	Agro Tourism- Case Study Development and Presentation	Any
96	ENR - 96	Ethics & Social Responsibility	Rural Immersion Project	Any
97	ENR - 97	Ethics & Social Responsibility	Managing for bottom of the Pyramid Business – Seminar	Any
98	ENR - 98	Ethics & Social Responsibility	Digital Technologies For Social Inclusion - Case Study Development and Presentation	Any
99	ENR - 99	Ethics & Social Responsibility	Social Impact Analysis for Local Community Projects - Case Study Development and Presentation	Any
100	ENR - 100	Ethics & Social Responsibility	Social & Ethical Aspects of Healthcare – Seminar	Any
101	ENR - 101	Ethics & Social Responsibility	Spirituality for Managers – Seminar	Any
102	ENR – 102	Personal Interest Course	Yoga	Any
103	ENR – 103	Personal Interest Course	Vedic Maths	Any
104	ENR – 104	Personal Interest Course	Graphology	Any
105	ENR – 105	Personal Interest Course	Caligraphy	Any
106	ENR – 106	Personal Interest Course	Music	Any
107	ENR – 107	Personal Interest Course	Dance	Any
108	ENR – 108	Personal Interest Course	Adventure Sports	Any
109	ENR – 109	Personal Interest Course	Hackathon	Any
110	ENR - 110	Personal Interest Course	Local Community Development Project	Any
111	ENR - 111	Personal Interest Course	Videography	Any
112	ENR - 112	Personal Interest Course	Fine Arts	Any

[F] ALTERNATIVE STUDY CREDIT COURSES (ASCC) (ELECTIVES) – 2 Credit Each			
50 Marks CCE, 00 Marks ESE			
<p>Between ZERO to THREE courses to be selected from the following list in Semester I[#] and / or Between ZERO to THREE courses to be selected from the following list in Semester II[#] and / or Between ZERO to THREE courses to be selected from the following list in Semester III[#] and / or Between ZERO to TWO courses to be selected from the following list in Semester IV[#]</p>			
Course No.	Course Code	Course	Semester
1	ASCC - 001	MOOCs	Any
2	ASCC - 002	Professional Certification Programs	Any
3	ASCC - 003	CSR Project	Any
4	ASCC - 004	Innovation Projects	Any
5	ASCC - 005	Industry or Academic Internships	Any
6	ASCC - 006	Field/Live Projects	Any

Same type of course can be selected multiple number of times.

MINOR ONLY SPECIALIZATIONS

Specialization – Rural & Agri -Business Management (RABM)			
Course No.	Course Code	Course	Semester
2 CORE courses as per the following list – in Semester III or Semester IV			
1	SC – RABM – 01	Agriculture and Indian Economy	III
2	SC – RABM – 02	Rural Marketing	IV
Any 2 ELECTIVE courses to be selected from the following list – either in Semester III or Semester IV			
1	SE – RABM – 03	Rural Credit and Finance	III
2	SE – RABM – 04	Rural Marketing II	III
3	SE – RABM – 05	ICT for Agriculture Management	IV
4	SE – RABM – 06	Agri – Entrepreneurship	IV
Specialization – Pharma & Health Care Management (PHCM)			
Course No.	Course Code	Course	Semester
2 CORE courses as per the following list – in Semester III or Semester IV			
1	SC – PHCM- 01	Fundamentals of Pharma and Healthcare Management	III
2	SC – PHCM- 02	Pharma and healthcare regulatory environment in India	IV
Any 2 ELECTIVE courses to be selected from the following list – either in Semester III or Semester IV			
1	SE – PHCM- 03	Strategic Planning & Healthcare Management	III
2	SE – PHCM- 04	Information Technology in Pharma and Healthcare	III
3	SE – PHCM- 05	Pharmaceutical Import and Export	IV
4	SE – PHCM- 06	Entrepreneurship in Pharma and Healthcare	IV
Specialization – Tourism & Hospitality Management (THM)			
Course No.	Course Code	Course	Semester
2 CORE courses as per the following list – in Semester III & Semester IV			
1	SC – THM – 01	Fundamental of Hospitality Management	III
2	SC – THM - 02	Tourism & Travel Management	IV
Any 2 ELECTIVE courses to be selected from the following list – either in Semester III or Semester IV			
1	SE – THM - 03	Event Management	III
2	SE – THM - 04	Tourism Planning & Development	III
3	SE – THM - 05	Strategic Hospitality Management	IV
4	SE – THM - 06	Revenue Management	IV

ANNEXURE II – COURSE WISE DETAILED SYLLABUS

Generic Core Courses (Compulsory) – Semester I & II		
Semester I		101 – Managerial Accounting
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO101.1	REMEMBERING	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
CO101.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
CO101.3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.
CO101.4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
CO101.5	EVALUATING	EVALUATE the financial impact of the decision.

- 1. Basic Concepts:** Forms of Business Organization. Meaning and Importance of Accounting in Business Organization, Basic concepts and terms used in accounting, Capital & Revenue Expenditure, Capital & Revenue Receipts, Users of Accounting Information. Accounting Concepts and Conventions, Fundamental Accounting Equation, Journal, Ledger and Trial Balance. **(4+2)**
- 2. Financial Statements:** Meaning of Financial Statements, Importance and Objectives of Financial Statements. Preparation of Final Accounts of sole proprietary firm. **(7 + 2)**
- 3. Cost Accounting:** Basic Concepts of Cost Accounting, Objectives, Importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Elements of Cost, Classification and Analysis of Costs, Relevant and Irrelevant Costs, Differential Costs, Sunk Cost, Opportunity Cost, Preparation of Cost Sheet. **(8 + 2)**
- 4. Short Term Business Decision Techniques – Marginal Costing:** Meaning, Principles, Advantages and Limitations, Contribution, P/V Ratio, Break-Even Point (BEP), Cost Volume Profit (CVP) Analysis, Short Term Business Decisions–Product Mix Decisions, Make or Buy (Outsourcing) Decisions, Accept or Reject Special Order Decisions, Shutting Down Decisions. **(8 + 2)**
- 5. Exercising Control – Budgetary Control & Standard Costing:** **Budgetary Control:** Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages, Functional Budgets–Raw Material Purchase & Procurement Budget, Cash Budget and Flexible Budget. **Standard Costing:** Meaning, Importance, Advantages and Disadvantages, Cost Variance Analysis. Material Variances– Material Cost Variance, Material Rate Variance, Material Usage Variance, Material Mix Variance and Material Yield Variance. Labour Variances –Labour Cost Variance, Labour Rate Variance, Labour Efficiency Variance, Labour Mix Variance, Labour Idle Time Variance and Labour Yield Variance. **(8 + 2)**

Note: Numerical Problems will be asked on the following –

1. Final Accounts of Sole Proprietary Firm
2. Preparation of Cost Sheet
3. Marginal Costing and Short-Term Business Decisions
4. Raw Material Purchase & Procurement Budget, Cash Budget, Flexible Budget
5. Material Variances and Labour Variances

Suggested Text Books:

1. Management Accounting, Khan and Jain, Tata McGraw Hill
2. Fundamentals of Management Accounting, H. V.Jhamb
3. Managerial Accounting, Dr. Mahesh Abale and Dr. Shriprakash Soni
4. Management Accounting, Dr. Mahesh Kulkarni

Suggested Reference Books:

1. Financial Cost and Management Accounting, P.Periasamy
2. Financial Accounting for Management, Shankarnarayanan Ramanath, CENGAGE Learning
3. Accounting For Management, S. N. Maheshwari
4. Management Accounting, MadhuVij

5. Fundamentals of Management Accounting, H. V.Jhamb
6. Cost and Management Accounting, M. N. Arora
7. Financial Accounting for Managers, Sanjay Dhmiya, Pearson Publications
8. Management Accounting, Mr. Anthony Atkinson, Robert Kaplan, Pearson
9. Accounting For Management, Jawarhar Lal
10. Accounting, Shukla Grewal
11. Management Accounting, Ravi Kishore
12. Accounting for Managers, Dearden and Bhattacharya

Semester I		102 - Organizational Behaviour
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO102.1	REMEMBERING	DESCRIBE the major theories, concepts, terms, models, frameworks and research findings in the field of organizational behavior.
CO102.2	UNDERSTANDING	EXPLAIN the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
CO102.3	APPLYING	MAKE USE OF the Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings.
CO102.4	ANALYSING	DECONSTRUCT the role of individual, groups, managers and leaders in influencing how people behave and in influencing organizational culture at large.
CO102.5	EVALUATING	FORMULATE approaches to reorient individual, team, managerial and leadership behaviour in order to achieve organizational goals.
CO102.6	CREATING	ELABORATE UPON the challenges in shaping organizational behavior, organizational culture and organizational change.

1. **Fundamentals of OB:** Evolution of management thought , five functions of management, Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC), Limitations of OB. **Values, Attitudes and Emotions:** Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence - Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence , difference between EQ and IQ. **Personality & Attitude:** Definition Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Johari Window , Transaction Analysis , Definition Attitude Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude. **(7+2)**
2. **Perception:** Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect). **Motivation:** Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation. **(8+2)**
3. **Group and Team Dynamics :** The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development Team Effectiveness & Team Building. **Leadership:** Introduction, Managers V/s Leaders. Overview of Leadership- Traits and Types, Theories of Leadership.- Trait and Behavioral Theories. **(8+2)**
4. **Conflict Management** – Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches. **Organizational Culture:** Meaning and Nature of Organization Culture - Origin of Organization Culture, Functions of Organization Culture, Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity. **(7+2)**
5. **Stress at workplace:** Work Stressors – Prevention and Management of stress – Balancing work and Life, workplace spirituality. **Organizational Change:** Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to change. Kurt Lewin's- Three step model, How to overcome the Resistance to Change, Methods of Implementing Organizational Change, Developing a Learning Organization. **(5+2)**

Note: Evolution of Management thought to OB and functions of management to be covered in brief as a background interface to the subject only

Suggested Text Books:

1. Organizational Behaviour, Robins
2. Organizational Behaviour, Nelson & Quick
3. Organizational Behaviour, Fred Luthans
4. Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra
5. Organizational Behaviour, M N Mishra
6. Organizational Behaviour, K Ashwathappa

Suggested Reference Books

1. Understanding OB, Uday Pareek
2. Change & Knowledge Management, Janakiram, Ravindra and Shubha Murlidhar
3. Human Resource Management, Nkomo, CENGAGE Learning

Semester I		103 – Economic Analysis for Business Decisions
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO103.1	REMEMBERING	DEFINE the key terms in micro-economics.
CO103.2	UNDERSTANDING	EXPLAIN the key terms in micro-economics, from a managerial perspective.
CO103.3	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
CO103.4	ANALYSING	EXAMINE the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
CO103.5	EVALUATING	DEVELOP critical thinking based on principles of micro-economics for informed business decision making.
CO103.6	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.

1. **Managerial Economics:** Concept of Economy, Economics, Microeconomics, Macroeconomics. Nature and Scope of Managerial Economics, Managerial Economics and decision-making. Concept of Firm, Market, Objectives of Firm: Profit Maximization Model, Economist Theory of the Firm, Cyert and March's Behavior Theory, Marris' Growth Maximisation Model, Baumol's Static and Dynamic Models, Williamson's Managerial Discretionary Theory. **(6+1)**
2. **Utility & Demand Analysis:** Utility – Meaning, Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus. Demand - Concept of Demand, Types of Demand, Determinants of Demand, Law of Demand, Elasticity of Demand, Exceptions to Law of Demand. Uses of the concept of elasticity. Forecasting: Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods of Demand Forecasting, Survey Methods, Statistical Methods, Qualitative Methods, Demand Forecasting for a New Products. (Demand Forecasting methods - Conceptual treatment only numericals not expected) **(8+1)**
3. **Supply & Market Equilibrium:** Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Production Analysis: Introduction, Meaning of Production and Production Function, Cost of Production. Cost Analysis: Private costs and Social Costs, Accounting Costs and Economic costs, Short run and Long Run costs, Economies of scale, Cost-Output Relationship - Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run. **(8+1)**
4. **Revenue Analysis and Pricing Policies:** Introduction, Revenue: Meaning and Types, Relationship between Revenues and Price Elasticity of Demand, Pricing Policies, Objectives of Pricing Policies, Cost plus pricing. Marginal cost pricing. Cyclical pricing. Penetration Pricing. Price Leadership, Price Skimming. Transfer pricing. Price Determination

under Perfect Competition- Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium under Perfect Competition, Short-run Firm Equilibrium under Perfect Competition, Long-run Industry Equilibrium under Perfect Competition, Long-run Firm Equilibrium under Perfect Competition. Pricing Under Imperfect Competition- Introduction, Monopoly, Price Discrimination under Monopoly, Bilateral Monopoly, Monopolistic Competition, Oligopoly, Collusive Oligopoly and Price Leadership, Pricing Power, Duopoly, Industry Analysis. Profit Policy: Break Even analysis. Profit Forecasting. Need for Government Intervention in Markets. Price Controls. Support Price. Preventions and Control of Monopolies. System of Dual Price. **(11+1)**

5. **Consumption Function and Investment Function:** Introduction, Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator. Business Cycle: Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions. **(7+1)**

Suggested Text Books:

1. Managerial Economics, Peterson, Lewis, Sudhir Jain, Pearson, Prentice Hall
2. Managerial Economics, D. Salvatore, McGraw Hill, New Delhi.
3. Managerial Economics, Pearson and Lewis, Prentice Hall, New Delhi
4. Managerial Economics, G.S. Gupta, T M H, New Delhi.
5. Managerial Economics, Mote, Paul and Gupta, T M H, New Delhi.

Suggested Reference Books:

1. Managerial Economics, Homas and Maurice, Tata McGraw Hill
2. Managerial Economics - Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi.
3. Managerial Economics, Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.
4. Managerial Economics, D.M. Mithani
5. Managerial Economics, Joel Dean, Prentice Hall, USA.
6. Managerial Economics by H L Ahuja, S Chand & Co. New Delhi.

Semester I		104 - Business Research Methods
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO104.1	REMEMBERING	DEFINE various concepts & terms associated with scientific business research.
CO104.2	UNDERSTANDING	EXPLAIN the terms and concepts used in all aspects of scientific business research.
CO104.3	APPLYING	MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.
CO104.4	ANALYSING	EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective.
CO104.5	EVALUATING	JUDGE the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective.
CO104.6	CREATING	FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.

1. Foundations of Research: Definition of Research, Need of business research, Characteristics of scientific research method, Typical Research applications in business and management. **Questions in Research:** Formulation of Research Problem – Management Question – Research Question – Investigation Question. **The process of business research:** Literature review - Concepts and theories - Research questions - Sampling - Data collection - Data analysis - Writing up - The iterative nature of business research process, Elements of a Research Proposal. **Practical considerations:** Values – researcher & organization. Ethical principles - Harm to participants, Lack of informed consent, Invasion of privacy,

Deception, Reciprocity and trust, Affiliation and conflicts of interest. Legal considerations - Data management, Copyright. **(6+1)**

2. Research Design: Concept, Features of a robust research design. Exploratory, Descriptive, Quasi Experimental, Experimental research designs, Concept of Cause and Effect, Difference between Correlation and causation. Types of Variables – Independent, Dependent, concomitant, mediating, moderating, extraneous variables, Basic knowledge of Treatment & Control group, Case study design. Cross-sectional and Longitudinal designs, Qualitative and Quantitative research approaches, Pros and Cons of various designs, choice of a research design. **Hypothesis:** Definition, research Hypothesis, Statistical hypothesis, Null hypothesis, Alternative Hypothesis, Directional Hypothesis, Non-directional hypothesis. Qualities of a good Hypothesis, Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing - Logic & Importance. **(7+1)**

3. Data & Measurement: Meaning of data, Need for data. **Secondary Data:** Definition, Sources, Characteristics, Advantages and disadvantages over primary data, Quality of secondary data - Sufficiency, adequacy, reliability and consistency. **Primary Data:** Definition, Advantages and disadvantages over secondary data. **Measurement:** Concept of measurement, What is measured? Problems in measurement in management research - Validity and Reliability, Levels of measurement - Nominal, Ordinal, Interval, Ratio. **Attitude Scaling Techniques:** Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking - Concept and Application. **Questionnaire:** Questionnaire Construction - Personal Interviews, Telephonic survey Interviewing, Online questionnaire tools. **(8+1)**

4. Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame, determining the sample frame, Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response. **Probability Sample:** Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. **Non Probability Sample:** Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. **Determining size of the sample:** Practical considerations in sampling and sample size, (sample size determination formulae and numericals not expected) **(9+1)**

5. Data Analysis & Report Writing: Data Analysis: Cleaning of Data, Editing, Coding, Tabular representation of data, frequency tables, Univariate analysis - Interpretation of Mean, Median Mode; Standard deviation, Coefficient of Variation. **Graphical Representation of Data:** Appropriate Usage of Bar charts, Pie charts, Line charts, Histograms. **Bivariate Analysis:** Cross tabulations, Bivariate Correlation Analysis - meaning & types of correlation, Karl Person's coefficient of correlation and spearman's rank correlation. Chi-square test including testing hypothesis of association, association of attributes. **Linear Regression Analysis:** Meaning of regression, Purpose and use, Linear regression; Interpretation of regression co-efficient, Applications in business scenarios. **Test of Significance:** Small sample tests: t (Mean, proportion) and F tests, Z test. Non-parametric tests: Binomial test of proportion, Randomness test. Analysis of Variance: One way and two-way Classifications. **Research Reports:** Structure of Research report, Report writing and Presentation. **(10+1)**

Note:

1. It is desirable to use MS Excel / SPSS / Systat for delivery of unit 5.
2. For unit 5, Formulae and calculations are not expected. Interpretation of the given data/test outcomes is expected for appropriate managerial decisions / inferences.

Suggested Text Books:

1. Business Research Methods, Donald Cooper & Pamela Schindler, TMGH.
2. Business Research Methods, Alan Bryman & Emma Bell, Oxford University Press
3. Research Methods for Social Work, Allen, Earl R. Babbie, Cengage
4. Research Methods in Business Studies: A Practical Guide, Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall

Suggested Reference Books:

1. Business Research Methods, William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning
2. Approaches to social research, Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press
3. Research Methods: The Basics, Nicholas S. R. Walliman, Nicholas Walliman, Routledge,
4. Research Methodology In Management, Dr.V.P.Michael

Semester I		105 – Basics of Marketing
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO105.1	REMEMBERING	RECALL and REPRODUCE the various concepts, principles, frameworks and terms related to the function and role of marketing.
CO105.2	UNDERSTANDING	DEMONSTRATE the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors and ILLUSTRATE the role that marketing plays in the 'tool kit' of every organizational leader and manager.
CO105.3	APPLYING	APPLY marketing principles and theories to the demands of marketing function and practice in contemporary real world scenarios.
CO105.4	ANALYSING	EXAMINE and LIST marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services).
CO105.5	EVALUATING	EXPLAIN the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.
CO105.6	CREATING	DISCUSS alternative approaches to segmentation, targeting and positioning, the marketing environment, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services.).

1. Introduction to Marketing: Definition & Functions of Marketing- Scope of Marketing, **Evolution of Marketing**, Core concepts of marketing – Need, Want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer loyalty, Concepts of Markets, Marketing V/S Market Competition, Key customer markets, market places, market spaces, Meta-markets, Digital Markets, Brick & Click Model. Impact of Globalization, Technology and Social Responsibility on Marketing. New Consumer Capabilities, New Company Capabilities. Functions of Marketing Manager. Linkage of Marketing functions with all functions in the organization. Company orientation towards market place: Product – Production - Sales – Marketing –Societal – Relational, Holistic Marketing Orientation. Selling versus marketing. Concept of Marketing Myopia. **Marketing Process, Understanding Marketing as Creating, Communicating, and Delivering Value (5+2)**

2. Marketing Environment: Concept of Environment, Macro Environment & Micro Environment – Components and characteristics, Needs & Trends, Major forces impacting the Macro Environment & Micro Environment, Need for analyzing the Marketing Environment. Analyzing the Political, Economic, Socio-cultural, Technical and Legal Environment. Demographics. **(5+2)**

3. Segmentation, Target Marketing & Positioning: Segmentation - Concept, Need & Benefits. Geographic, Demographic, Psychographic, Behavioural bases of segmentation for consumer goods and services. Bases for segmentation for business markets. Levels of segmentation, Criteria for effective segmentation. **Market Potential & Market Share**. Target Market - Concept of Target Markets and criteria for selection. Segment Marketing, Niche & Local Marketing, Mass marketing, Long Tail Marketing. Positioning - Concept of differentiation & positioning, Value Proposition & Unique Selling Proposition. **(8+2)**

4. Consumer Behavior: Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps consumer buyer decision process – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior. Moment of Truth, Zero Moment of Truth, ZMOT, Moderating effects on consumer behavior. **(7+2)**

5. Marketing Mix: Origin & Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process, Physical evidence. **Product Life Cycle:** Concept & characteristics of Product Life Cycle (PLC), Relevance of PLC, Types of PLC and Strategies across stages of the PLC. **(10+2)**

Note: Real world examples / cases are expected to be analyzed in the class as well as included in the examination.

Suggested Text Books:

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson
2. Marketing Management, Rajan Saxena, TMGH

3. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning

Suggested Reference Books:

1. Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson
2. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
3. Marketing Management, Ramaswamy & Namakumari, Macmillan.
4. Marketing Whitebook

Semester I		106 – Digital Business
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO106.1	REMEMBERING	DESCRIBE the conceptual framework of e commerce, mobile commerce and social commerce.
CO106.2	UNDERSTANDING	SUMMARIZE the impact of information, mobile, social, digital, IOT and related technologies on society, markets & commerce.
CO106.3	APPLYING	ILLUSTRATE value creation & competitive advantage in a digital Business environment.
CO106.4	ANALYSING	EXAMINE the changing role of intermediaries, changing nature of supply chain and payment systems in the online and offline world.
CO106.5	EVALUATING	ELABORATE upon the various types of digital business models and OUTLINE their benefits and limitations.
CO106.6	CREATING	DISCUSS the various applications of Digital Business in the present day world.

1. **Electronic Commerce:** The Digital Revolution and Society, The Digital and Social Worlds - The Digital Economy, The Digital Enterprise, Virtual Communities, Online Communities, Defining Electronic Commerce, Emerging E-Commerce Platforms. E-Business, Electronic Markets and Networks; The Content and Framework of E-Commerce, Classification of E-Commerce by the Nature of the Transactions and the Relationships Among Participants, E-Commerce Business Models, Integrating the Marketplace with the Marketspace, Web 2.0. Drivers, Benefits and Limitations of E-Commerce, Impact of E-Commerce on business, government, customers, citizens and society. **(7+2)**

2. **Mobile Commerce, Social Commerce and IoT:** Mobile Commerce, Attributes Applications and Benefits of M-Commerce, Mobile Marketing - Shopping and Advertising. **Social Commerce:** Social Commerce, Social Business (Enterprise), Social Business Networks and Social Enterprise, Social Media, Platforms for Social Networking; Social Media Marketing, Enterprise 2.0, Improved Business Models. Entrepreneur Networks, Enterprise Social Networks, The Benefits and Limitations of Social Commerce, Benefits to Customers, Retailers, Employees, players in the ecosystem. Social Collaboration (Collaboration 2.0) - Essentials of Social Collaboration, Consumer-to-Consumer Electronic Commerce (C2C), Person-to-Person models. **Internet of Things:** Concept of IoT, Smart Homes and Appliances, Smart Cities, Smart Cars, Wearable Computing and Smart Gadgets. **(7+2)**

3. **Digital Business Ecosystem:** Electronic Commerce Mechanisms, Online Purchasing Process, E-Marketplaces - Types, Components and Participants, Disintermediation and Reintermediation; Customer Shopping Mechanisms - Webstores, Malls, and Portals, Webstores, Electronic Malls, Web (Information) Portals. **Intermediaries:** Roles of Intermediaries in E-Marketplaces, Merchant Solutions: Electronic Catalogs, Search Engines, and Shopping Carts, Electronic Catalogs, E-Commerce Search Activities, Auctions - Traditional Auctions Versus E-Auctions, Dynamic Pricing. **Changing Supply Chains:** Structure of the Supply Chain, EC Order Fulfillment Process, Speeding Up Deliveries, Partnering Efforts and Outsourcing Logistics, Order Fulfillment in Make-to- Order (MTO) and Mass Customization. **Digital Payments:** Smart Cards, Stored-Value Cards, EC Micropayments, Payment Gateways, Mobile Payments, Digital and Virtual Currencies, Security, Ethical, Legal, Privacy, and Technology Issues. **(7+2)**

4. **Digital Business Applications - I: Electronic Retailing:** B2C Electronic Retailing, Characteristics, Advantages, Limitations, E-Tailing Business Models, Classification of Models by Distribution Channel, Referring Directories, Malls with Shared Services. Social Shopping – Concept, Benefits and Drivers, Social Shopping Aids – Recommendations, Reviews, Ratings, and Marketplaces, Real-Time Online Shopping. The Online Versus Off-Line Competition, Click-and-Brick models,

Product and Service Customization and Personalization. **Fintech:** E-Banking, Mobile Banking, Pure Virtual Banks, Insurance, and Stock Trading, Other Mobile Finance Applications. **Digital Government:** Government-to-Citizens, Government-to-Business, Government-to-Government, Government-to-Employees Models, Internal Efficiency and Effectiveness, E-Government and Social Networking, M-Government. **E-Learning, E-Training, and E-Books:** Basics of E-Learning, Characteristics, Advantages, Limitations, Distance Learning and Online Universities, Online Corporate Training, Social Networks and E-Learning, E-Learning Management Systems, Electronic Books. **(7+2)**

5. **Digital Business Applications - II: Online Travel and Tourism Services:** Characteristics of Online Travel, Benefits, Limitations, and Competition in Online Travel Services. **E-Employment:** Online Job Market, Social Networks Based Job Markets, Social Recruiting, Virtual Job Fairs and Recruiting Events, Benefits and Limitations of the Electronic Job Market. **E-Health:** Definition, Electronic Medical Record Systems (EMR), Doctors' System, Patients Services, Medical Devices and Patients Surveillance. **Entertainment, Media & Gaming:** Service Industry Consumer Applications. Digital Products, Internet TV and Internet Radio, Social Television (TV) Mobile Entertainment, Mobile Marketing, Mobile Streaming Music and Video Providers, Entertainment in Cars; Gaming - Mobile Games, Social Games and Gamification, Business of Social Games, Educational Social Games; Mobile Gambling, Mobility and Sports; Social Entertainment. **(7+2)**

Note: The focus of the entire course should be on business issues and not merely on technology.

Suggested Text Books:

1. Introduction to E Commerce & Social Commerce, Turban E , Whiteside J , King D, Outland J Springer
2. E-Business and E-Commerce Management- Strategy, Implementation and Practice, Dave Chaffey, Pearson Education.
3. Electronic Commerce – A Managerial Perspective, Efraim Turban, David King, Dennis Viehland, Jae Lee, Pearson Education.

Semester II		201 – Marketing Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO201.1	REMEMBERING	DESCRIBE the key terms associated with the 4 Ps of marketing.
CO201.2	UNDERSTANDING	COMPARE and CONTRAST various approaches to pricing for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.3	APPLYING	DEMONSTRATE an understanding of various channel options for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.4	ANALYSING	EXAMINE the product line of a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.5	EVALUATING	EXPLAIN the role of various communication mix elements for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.6	CREATING	DESIGN a marketing plan for a real world marketing offering (commodities, goods, services, e-products/ e-services.)

1. **Product:** Meaning, The Role of Product as a market offering, Goods & Services Continuum, Classification of consumer products- convenience, shopping, shopping, unsought goods. Classification of industrial products- materials and parts, capital items, supplies and services. The Product Hierarchy, Product Systems and Mixes, Product Line Analysis, Product Line Length, The Customer Value Hierarchy. New Product Development - Need, Booz Allen & Hamilton Classification Scheme for New Products, New Product Development Process - Idea Generation to commercialization. Branding: Concept, Definition, Commodity Vs. Brand, Product Vs Brand, Concept of Brand equity. **(7 + 2)**

2. **Pricing:** Meaning, The Role of Pricing, Importance and Factors influencing pricing decisions. Setting the Price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors' pricing, Selecting pricing method, selecting final price. Adapting the Price: Geographical pricing, Price discounts & allowances, Promotional pricing, Differentiated pricing, concept of transfer pricing, Dynamic pricing (surge pricing, auction pricing), Pricing in online marketing (free, premium, freemium). Price Change: Initiating & responding to price changes. **(7 + 2)**

3. **Place:** Meaning, The Role of Marketing Channels, Channel functions & flows, Channel Levels, Channel Design Decisions - Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying &

evaluating major channel alternatives. Channel Options - Introduction to Wholesaling, Retailing, Franchising, Direct marketing, Introduction to Omni channel & hybrid channel options. Market Logistics Decisions - Order processing, Warehousing, Inventory, and Logistics. **(7 + 2)**

4. Promotion: Meaning, The role of marketing communications in marketing effort. Communication Mix Elements - Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing. Concept of Integrated Marketing Communications (IMC), Developing Effective Communication - Communication Process, Steps in Developing effective marketing communication - identifying target audience, determining communication objectives, designing a message, Choosing media, Selecting message source, Collecting feedback. Shaping the overall promotion mix: promotional mix strategy, push-pull strategies. **(7 + 2)**

5. Product Level Planning: Preparation & evaluation of a product level marketing plan, Nature & contents of Marketing Plans - Executive Summary, Situation Analysis, Marketing Strategy, Financials, Control. Marketing Evaluation & Control - Concept, Process & types of control - Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control, Marketing audit. **(7 + 2)**

Note: Real world examples / cases are expected to be analyzed in the class as well as included in the examination.

Suggested Text Books:

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson
2. Marketing Management, Rajan Saxena, TMGH
3. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning

Suggested Reference Books:

1. Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson
2. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
3. Marketing Management, Ramaswamy & Namakumari, Macmillan.
4. Marketing Whitebook

Semester II		202 – Financial Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO202.1	REMEMBERING	DESCRIBE the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting.
CO202.2	UNDERSTANDING	EXPLAIN in detail all theoretical concepts throughout the syllabus
CO202.3	APPLYING	PERFORM all the required calculations through relevant numerical problems.
CO202.4	ANALYSING	ANALYZE the situation and <ul style="list-style-type: none"> • comment on financial position of the firm • estimate working capital required • decide ideal capital structure • evaluate various project proposals
CO202.5	EVALUATING	EVALUATE impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm

1. Business Finance: Introduction to Business Finance, Meaning and Definition of Financial Management, Objectives of Financial Management- (Profit Maximization and Wealth Maximization), Modern Approach to Financial Management- (Investment Decision, Financing Decision, Dividend Policy Decision), Finance and its relation with other disciplines, Functions of Finance Manager **(3+2)**

2. Techniques of Financial Statement Analysis: Introduction, Objectives of financial statement analysis, various techniques of analysis viz Common Size Statements, Comparative Statements, Trend Analysis, Ratio Analysis, Funds Flow Statement & Cash Flow Statement **(10 + 2)**

3. Working Capital Management: Meaning of Working Capital, its components & types, Operating Cycle, Factors affecting working capital, Estimation of working capital requirement. (Total Cost Method & Cash Cost Method) **(8 + 2)**

4. Capital Structure: Meaning and Factors affecting Capital Structure, Different sources of finance. Concept and measurement of Cost of Capital (measurement of Specific Cost and WACC), Trading on Equity, Concept of Leverages and its types. **(6 + 2)**

5. Capital Budgeting: Meaning, Definition of Capital Budgeting, Time value of money. Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR **(6+2)**

Note: Numerical Problems will be asked on following topics only—

1. Common Size Statements
2. Comparative Statements
3. Trend Analysis
4. Ratio Analysis (Calculation of ratios plus its interpretation)
5. Estimation of working capital requirement (Total Cost Method & Cash Cost Method)
6. Operating Cycle
7. Measurement of Specific Cost (Cost of Equity, Preference, Retained Earnings and Debt) and WACC
8. Capital Structure
9. Leverages
10. Capital Budgeting (ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR)

Suggested Text Books:

1. Financial Management, Shashi K. Gupta and R.K. Sharma (Kalyani Publication)
2. Basics of Financial Management, V.K. Saxena and C.D. Vashist (Sultan Chand & Sons)
3. Financial Management, A Contemporary Approach, Rajesh Kothari (SAGE)
4. Financial Management, Dr. Mahesh Abale & Dr. Shriprakash Soni (Himalaya Publishing House Pvt. Ltd.)
5. Working Capital Management, Theory and Practice, Dr. P. Periasamy (Himalaya Publishing House)
6. Financial Management, I M Pandey (Vikas Publishing House Pvt. Ltd)
7. Fundamentals of Financial Management, A.P. Rao (Everest Publishing House)
8. Advanced Financial management, N.M. Vechalekar

Suggested Reference Books:

1. Financial Management, Rajiv Srivastava and Anil Misra (OXFORD University Press)
2. Financial Management, Ravi Kishore (Taxmann)
3. Financial management, V.K. Bhalla (S. Chand)
4. Financial Management, Jonathan Berk, Peter DeMarzo and Ashok Thampy (Pearson Publication)

Semester II		203 – Human Resource Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO203.1	REMEMBERING	DESCRIBE the role of Human Resource Function in an Organization.
CO203.2	REMEMBERING	ENUMERATE the emerging trends and practices in HRM.
CO203.3	UNDERSTANDING	ILLUSTRATE the different methods of HR Acquisition and retention.
CO203.4	APPLYING	DEMONSTRATE the use of different appraisal and training methods in an Organization.
CO203.5	ANALYSING	OUTLINE the compensation strategies of an organization
CO203.6	EVALUATING	INTERPRET the sample job descriptions and job specifications for contemporary entry level roles in real world organizations.

1. Human Resource Management: Concept and Challenges - Introduction, Objectives, Scope, Features of HRM, Role of HRM, Importance of HRM, Policies and Practices of HRM, Functions of HRM, Challenges of HRM. Introduction to SHRM: Define SHRM, importance and nature. HRM Models: Harvard Model, SHRM "matching model". **(5+2)**

2. HR Acquisition & Retention: Human Resource Planning: Definition, Objective, Need and Importance, HRP Process, Barriers to HRP. Job Analysis Process – Contents of Job Description & Job Specification, Job description Vs job

specification, Job design, Factors affecting Job design, Job enrichment Vs job enlargement. Recruitment Introduction & Sources of Recruitment, Difference between recruitment and selection-Recruitment, Selection Process, Induction and Orientation. Career Planning-Process of career planning and development Succession Planning Process, Transfer and Promotion. Retention of Employees: Importance of retention, strategies of retention. **(8+2)**

3. **Managing Employee Performance and Training:** Performance Appraisal & Performance Management – Definition, Objective, Importance, Appraisal Process and Appraisal Methods. Why to measure performance and its purpose. Performance Appraisal Vs Performance Management, Potential Management. Training and Development - Definition – Scope – Conceptual framework of Training and development of Employees, Role of Training in Organizations, Objectives, The Training and Development Process, Training Need Assessment, Types of training, Difference between training and development, E-Learning. Benefits of training, Evaluation of Training Effectiveness: Kirkpatrick model. **(8+2)**

4. **Compensation Management:** Concept, Objectives, Importance of Compensation Management, Process, Current Trends in Compensation. Factors in compensation plan. Wage/ Salary differentials, Components of salary. Incentives and Benefits – Financial & Nonfinancial Incentive, Fringe Benefits. Employees Separation - Retirement, Termination, VRS, Golden Handshake, Suspension, Concepts & Methods, Grievance Procedure in Indian Industry. **(8+2)**

5. **Emerging Trends in HRM:** HRIS- Need, Advantages & Uses of HRIS. HR Accounting- Concepts, Objective, Advantage, Limitation & Method. HR Audit- Concept, Objective, Scope & Process. HR Shared Services- Concept, Objective, Benefits, Issues creating HR Shared Services. **(6+2)**

Suggested Text Books:

1. Human Resource Management, Dr. S.S. Khanka, Sultan Chanda , Delhi
2. Human Resource Management, Deepak Bhattacharya, Sage Publishing Ltd.
3. Human Resource Management, Arun Monappa , Tata McGraw Hill Publishing Company
4. Human Resource Management, Mirza & Zaiyaddin
5. Human Resource Management, Dr. P.C.Pardeshi , Niramli Publication
6. Human Resource Management, R.S.Dwiwedi , Vikas Publishing House.
7. Human Resource Management, C.B.Mamoria , Himalaya Publishing House
8. Human Resource Management, Gary Dessler Dorling Kindersley Pvt Ltd.
9. Human Resource Management: Text and Cases, K Aswathappa , Tata McGraw Hill Publishing Company.
10. Performance Appraisal and Management, Himalaya Publishing House.

Suggested Reference Books:

1. Human Resource Management in Organizations, Izabela Robinson, Jaico Publishing House.
2. Armstrong's Essential Human Resource Management Practice - A guide to people management, Michael Armstrong, Koganpage.
3. Applied Psychology in Human Resource Management, Cascio & Aguins, PHI.

Semester II		204 – Operations & Supply Chain Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO204.1	REMEMBERING	DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management.
CO204.2	UNDERSTANDING	EXPLAIN the process characteristics and their linkages with process-product matrix in a real world context.
CO204.3	UNDERSTANDING	DESCRIBE the various dimensions of production planning and control and their inter-linkages with forecasting.
CO204.4	APPLYING	CALCULATE inventory levels and order quantities and MAKE USE OF various inventory classification methods.
CO204.5	ANALYSING	OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages with Customer Issues, Logistic and Business Issues in a real world context.

- 1. Introduction to Operations and Supply Chain Management:** Definition, Concept, Significance and Functions of Operations and SCM. Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. **Quality:** Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions. **(7+2)**
- 2. Operations Processes: Process Characteristics in Operations:** Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. **Process Product Matrix:** Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout. **Service System Design Matrix:** Design of Service Systems, Service Blueprinting. **(6+2)**
- 3. Production Planning & Control (PPC):** Role and Functions of PPC **Demand Forecasting:** Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning. **Production Planning:** Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP, MRP II. **Production Control:** Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts. **(8+2)**
- 4. Inventory Planning and Control:** Continuous and intermittent demand system, concept of inventory, need for inventory, types of inventory - seasonal, decoupling, cyclic, pipeline, safety - Implications for Inventory Control Methods. Inventory Costs - Concept and behavior of ordering cost, carrying cost, shortage cost. **EOQ** – definition, basic EOQ Model, EOQ with discounts. Inventory control - Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS. (Numericals expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order quantity Model - Periodic Review and Re-order Point. **(8+2)**
- 5. Supply Chain Management:** Supply chain concept, Generalized Supply Chain Management Model - Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash to Cash Conversion. **Customer Service:** Supply Chain Management and customer service linkages, Availability service reliability perfect order, customer satisfaction. Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing. **(6+2)**

Suggested Text Books:

1. Operations Management Theory & Practice, B.Mahadevan, Pearson.
2. Operations Now - Supply Chain Profitability & Performance, Byron J. Finch, McGraw Hill.
3. Production and Operations Management, R B Khanna, PHI, New Delhi..
4. Production & Operations Management, S N Chary, McGraw Hill.
5. Supply Chain Management - Strategy, Planning & Operation, Sunil Chopra, Peter Meindl, D. V. Kalra, Pearson Education.

Suggested Reference Books:

1. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.
2. Operations Management, William J. Stevenson, TMGH.
3. Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education.
4. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.

Generic Courses (Electives) – University Level – Semester I & II

Semester I		107 – Management Fundamentals
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO107.1	REMEMBERING	ENUMERATE various managerial competencies and approaches to management.
CO107.2	UNDERSTANDING	EXPLAIN the role and need of Planning, Organizing, Decision Making and Controlling.
CO107.3	APPLYING	MAKE USE OF the principles of goal setting and planning for simple as well as complex tasks and small projects.
CO107.4	ANALYSING	COMPARE and CONTRAST various organizational structures of variety of business and not-for-profit entities in a real world context.

CO107.5	EVALUATING	BUILD a list of the decision making criteria used by practicing managers, leaders and entrepreneurs in routine and non-routine decision making situations and EVALUATE and EXPLAIN the same.
CO107.6	CREATING	FORMULATE and DISCUSS a basic controlling model in a real life business, start-up and not-for-profit organizational context.

1. **Basic Concepts:** Manager, Managing, Workplace, Organization, Management Functions, Mintzberg's Managerial Roles, The Universality of Management, Approaches to Management - Early Management, Classical Approach, Behavioral Approach, Quantitative Approach, Contemporary Approaches. Managerial Competencies: Communication, team work, planning and administrative, strategic and global competencies; Managerial Skills; How Is the Manager's Job Changing?, Importance of Customers to the Manager's Job, Importance of Innovation to the Manager's Job, Importance of Sustainability to the Manager's Job. **(5)**

2. **Planning:** Concept, need, nature, Management By Objectives (MBO) - Process of MBO - Benefits of MBO, Planning and Performance, Goals and Plans, Types of Goals, Types of Plans, Setting Goals and Developing Plans, Approaches to Setting Goals, Developing Plans, Approaches to Planning, Planning Effectively in Dynamic Environments. **(6)**

3. **Organizing:** Organization, Organizing, Organizational Structures, Principles of Work Specialization, Departmentalization, Chain of Command, Span of Control, Centralization and Decentralization, Formalization. Mechanistic and Organic Structures, Factors Affecting Structural Choice - Strategy, Size, Technology, Environmental Uncertainty. Traditional Organizational Designs - Simple Structure, Functional Structure, Divisional Structure, Matrix Structure, Team Structures, Project Structure, Adaptive Organizations - Boundary less Organization, Virtual Organizations, Learning Organization, Flexi Work, Tele-working, Global Organizations. **(7)**

4. **Decision Making:** The Decision-Making Process - Identifying a Problem - Identifying Decision Criteria - Allocating Weights to the Criteria - Developing Alternatives - Analyzing Alternatives - Selecting an Alternative - Implementing the Alternative - Evaluating Decision Effectiveness. Making Decisions: Rationality, Bounded Rationality, The Role of Intuition, The Role of Evidence-Based Management. Types of Decisions & Decision-Making Conditions. Decision-Making approaches - Quantitative approach, Environmental Approach, System Approach, Ethical Approach, Intuitive Approach, Case Study Approach Decision-Making Styles - Linear-Nonlinear Thinking Style Profile, Decision-Making Biases and Errors. Effective Decision Making in Today's World - Correctness of decision, Decision environment, Timing of decision, Effective communication of Decision, Participation in decision Making-Implementation of decision. **(7)**

5. **Controlling:** Controlling, Definition, need and Importance, The Control Process, Managerial Decisions in Controlling, Feed-forward / Concurrent / Feedback Controls. Financial Controls, Information Controls, Benchmarking of Best Practices. **(5)**

Suggested Text Books:

1. Fundamentals of Management by Robbins, S.P. and Decenzo, D.A., Pearson Education Asia, New Delhi.
2. Management, Koontz and Wechrich, TMGH
3. Management, Stoner, et. al., Prentice Hall of India, New Delhi.

Suggested Reference Books:

1. Management, Hellregel, Thomson Learning, Bombay
2. Management, Robbins & Coulter, Prentice Hall of Hall of India, New Delhi.
3. Management - Text & Cases, Satya Raju, PHI, New Delhi.
4. Management, Richard L. Draft, Thomson South-Western

Semester I		108 – Indian Economy
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO108.1	REMEMBERING	DESCRIBE the present state of Indian Economy and LIST major economic policy issues in the current context.

CO108.2	UNDERSTANDING	EXPLAIN the economic development strategy since Independence and DISCUSS the priorities in the current context.
CO108.3	APPLYING	ILLUSTRATE the economic impact of Monetary policy and Fiscal Policy, Economic Reforms, Demographic Transition in India, Changing profile of GDP, Growth and Inequality and Trade Policy in the Indian context.
CO108.4	ANALYSING	EXAMINE the changing profile of human capital, employment, productivity and ILLUSTRATE the linkages with Soft Infrastructure, growth of Start-ups, GDP composition of India.
CO108.5	EVALUATING	DETERMINE the key priority areas, across various dimensions, for the Indian Economy in the context of current economic environment.
CO108.6	CREATING	BUILD a case for co-existence of MNCs, Indian Public Sector, Indian Private Sector, SMEs, MSMEs and Start Ups in the Indian Economy.

1. Perspective of Indian Economy: Indian Economy as a Developing Economy, Basic Characteristics Overview of Economic Planning, Role of Monetary policy and Fiscal Policy, Budget terminology, Economic Growth, GDP and GDP Trends, Money Supply & Inflation, Inflation trends, RBI – overview of role and functions, Capital Markets – overview of role and functions, Concept of Poverty, Estimates of Poverty, Poverty Line, Economic Reforms and Reduction of Poverty, Concept of Inclusion, Need of inclusive growth, Financial inclusion. Concept of Hard & Soft Infrastructure. Hard Infrastructure - Transport Infrastructure, Energy Infrastructure, Water management infrastructure, Communication Infrastructure, Solid waste management, Earth monitoring and measuring networks. Soft Infrastructure - Governance Infrastructure, Economic infrastructure, Social infrastructure, Critical Infrastructure, Urban infrastructure, Green infrastructure, Education Infrastructure, Health Infrastructure. **(6)**

2. Human Resources and Economic Development : The Theory of Demographic Transition, Size and Growth Rate of Population in India, Quantitative Population Growth Differentials in Different Countries, The Sex Composition of Population, Age Composition of Population, Density of Population, Urbanization and Economic Growth in India, The Quality of Population, Population Projections (2001-2026), Demographic Dividend. **Human Development in India -** The Concept and Measures of Human Development, Human development Index for Various States in India, National Human Development Report, Changing profile of GDP and employment in India, GDP, Employment and Productivity per Worker in India, Relative Shift in the Shares of NSDP and Employment in Agriculture, Industry and Services in Different States. **(6)**

3. Sectoral composition of Indian Economy: Primary, Secondary, Tertiary Sectors, Issues in Agriculture sector in India ,land reforms, Green Revolution and agriculture policies of India , Industrial development , small scale and cottage industries, Industrial Policy, Public sector in India, Services sector in India. Areas of Market Failure and Need for State Intervention, Redefining the Role of the State, Liberalization, Privatization and Globalization (LPG) Model of Development, Planning commission v/s NITI Aayog, Public Versus Private Sector Debate, Unorganised Sector and India's Informal Economy. **(6)**

4. Inequality and Economic Power in India: FDI, Angel Investors and Start-ups, Unicorns, M&A, Investment Models, Role of State, PPP (Public-Private Partnership), Savings and Investment Trends. Growth of Large Industrial Houses Since Independence, Growth of Monopolies and Concentration of Economic Power in India, Competition Policy and Competition Law, Growth and Inequality, India as an Economic Superpower, Growth of the Indian Middle Class, Indian MNCs : Mergers and Acquisitions, Outsourcing, Nationalism and Globalization, Small-scale and Cottage Enterprises, The Role of Small-scale Industries in Indian Economy, Poverty, Vulnerability and Unorganized Sector Employment-The High Degree of Correlation, Estimate of Organized and Unorganized Workers. **(6)**

5. The Foreign Trade of India: Importance of Foreign Trade for a Developing Economy, Overview of Foreign Trade Since Independence, Composition of India's Foreign Trade, Direction of India's Foreign Trade, India's Balance of Payments on Current Account, Balance of Payments Crisis, Balance of Payments Since the New Economic Reforms of 1991, India's Trade Policy, India's Foreign Trade Policy, An Analysis of Trends in Exports and Imports, Special Economic Zones (SEZs)-An Overview. **(6)**

Suggested Text Books:

1. Indian Economy , Dutt R and Sundharam K.P.M, S .Chand, Delhi
2. Indian Economy, Agarwal A. N., Vikas Publishing House, Delhi
3. Indian Economy, Misra S.K. and Puri V.K., Himalaya Publishing House, New Delhi
4. Business Environment , Bedi S K, Excel Books
5. Economic Reforms in India - A Critique, Dutt Ruddar, S. Chand, New Delhi .

Suggested Reference Books:

1. Economic Environment of Business , Adhikary, Sultan Chand and Sons
2. Business, Government and Society, George A and Steiner G A, Macmillan
3. Economic Environment of Business , Ghosh, Vikas
4. Business Environment, Francis Cherunilam, Himalaya Publishing House, Bombay
5. Industrial Economy of India, Kuchhal S.C., Chaitanya Publishing House, Allahabad

Semester I		109 – Entrepreneurship Development
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO109.1	REMEMBERING	DEFINE the key terms, LIST the Attributes and Characteristics of Entrepreneurs features and ENUMERATE the Factors influencing Entrepreneurship Growth.
CO109.2	UNDERSTANDING	DISCUSS various theories of entrepreneurship and the entrepreneurship development ecosystem in Indian context.
CO109.3	APPLYING	APPLY the theories of entrepreneurship and entrepreneurship development framework to analyze and identify entrepreneurial opportunities.
CO109.4	ANALYSING	DISCRIMINATE between potential options available for entrepreneur for embarking on establishing a Start Up
CO109.5	EVALUATING	EVALUATE the start up ecosystem and the entrepreneurial opportunities in light of requirements of a business plan.
CO109.6	CREATING	CREATE a business plan that captures entrepreneurs and variety of entrepreneur motivations, entrepreneur culture and sectoral opportunities and financing options.

1. Entrepreneurship: Concept of Entrepreneur. Intrapreneur, Entrepreneurship and Manager. Difference between Entrepreneur and Intrapreneur, Entrepreneur and Entrepreneurship. Attributes and Characteristics of successful entrepreneurs. Functions of an Entrepreneur, Classification of Entrepreneurs. Role of Entrepreneur in Indian Economy, Developing entrepreneurial culture, Factors influencing Entrepreneurship Growth - Economic, Non-Economic Factors, For profit or Not for profit entrepreneurs, Constraints for the Growth of Entrepreneurial Culture, Entrepreneurship as a career, Entrepreneurship as a style of management, Emerging Models of Corporate Entrepreneurship, India's start up revolution-Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators-Rural entrepreneurship, social entrepreneurship, women entrepreneurs, Cases of Tata, Birlas, Kirloskar and new generation entrepreneurs in India. **(6)**

2. Theories of entrepreneurship: Innovation Theory by Schumpeter & Imitating, Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen. **(4)**

3. Entrepreneurship development: Entrepreneurial Competencies, Developing Competencies. Concept of entrepreneurship development, Entrepreneur Training and developing, Role of Entrepreneur Development Programs (EDP), Role of DIC, SISI , EDII , NIESBUD, NEDB, EDP - Objectives – contents – methods - execution. Role of Mentors. Innovation and Entrepreneurship, Design Thinking Process. Role of consultancy organizations in promoting Entrepreneurs, Problems and difficulties of Entrepreneurs - Marketing Finance, Human Resource, Production; Research - external problems, Mobility of Entrepreneurs, Entrepreneurial change, occupational mobility - factors in mobility. **(6)**

4. Role of Central Government and State Government in promoting Entrepreneurship: Introduction to various incentives, subsidies and grants, Export Oriented Units, Fiscal and Tax concessions available, Women Entrepreneurs - Role, Problems and Prospects, Reasons for low women Entrepreneurs, Assistance Programme for Small Scale Units – Institutional Framework – Role of SSI Sector in the Economy – SSI Units – Failure, Causes and Preventive Measures – Turnaround Strategies. Future of Entrepreneurship Development and Government, Start Up India, Make in India. **(5)**

5. Enterprise Promotion: Creating Entrepreneurial Venture, Entrepreneurship Development Cycle, Business Planning Process, The business plan as an entrepreneurial tool, Elements of Business Plan, Objectives, Market Analysis,

Development of product / idea - Resources, Capabilities, and strategies, identifying attributes of strategic resources, Opportunity Analysis, innovator or imitator, SWOT analysis, Internal and External Environment Analysis, Industry Analysis, Embryonic Companies and Spin off's, Porter's five forces model, Identifying the right Business Model Canvas, Seven Domains of John Mullins, Opportunities in Emerging/Transition/Decline industries, Opportunities at the bottom of the pyramid, Opportunities in social sector, Opportunities arising out of digitization, Marketing, Finance, Organization & Management, Ownership - Franchising, networking and alliances, Buying an existing business, Critical risk contingencies of the proposal, Scheduling and milestones. **(9)**

Suggested Text Books:

1. Dynamics of Entrepreneurship Development, Vasant Desai
2. Entrepreneurship: New Venture Creation, David H. Holt
3. Entrepreneurship Development New Venture Creation, Satish Taneja, S.L.Gupta
4. Project management, K. Nagarajan.
5. Entrepreneurship: Strategies and Resources, Marc J. Dollinger

Suggested Reference Books:

1. The Culture of Entrepreneurship, Brigitte Berger
2. Innovation and Entrepreneurship, Peter F. Drucker
3. Entrepreneurship, Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd
4. Entrepreneurship As Strategy, G. Dale Meyer, Kurt A. Heppard
5. New Vistas of Entrepreneurship: Challenges & Opportunities, A. Sahay, M.S.Chhikara
6. Entrepreneurship and Small Business Management, Siropolis
7. The Entrepreneurial Connection, Gurmeet Naroola
8. Thought Leaders, Steven Brandt
9. Corporate Entrepreneurship, Vijay Sathe
10. Corporate Entrepreneurship: Entrepreneurial Development Inside Organizations, Michael H.Morris, Donald F.Kuratko
11. Intrapreneurship: Gifford Pinchot
12. Lead like an Entrepreneur, Neal Thornberry
13. You Too Can Become an Entrepreneur, Nalinaksha Mutsuddi
14. Make The Move: Demystifying Entrepreneurship, Ishan Gupta, Rajat Khare

Semester I		110 – Essentials of Psychology for Managers
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO110.1	REMEMBERING	DEFINE the basic concepts of psychology.
CO110.2	UNDERSTANDING	EXPLAIN the sensing and perceiving processes.
CO110.3	APPLYING	APPLY principles of learning and conditioning to human behavior.
CO110.4	ANALYSING	ILLUSTRATE the linkages between learning, memory and information processing.
CO110.5	EVALUATING	EXPLAIN the basic intrapersonal processes that influence social perception.

1. Basic Concepts: Introduction to Psychology, Definitions of Psychology, Goals of Psychology, History of Psychology, Modern Psychology, Psychology: Its Grand Issues and Key Perspectives, Psychology - Trends for the New Millennium. Biological Bases of Behavior: Neurons - Building Blocks of the Nervous System, The Nervous System - its Basic Structure and Functions, The Brain and Consciousness – states of consciousness, dreams, hallucinations, The Brain and Human Behavior, Heredity and Behavior - Genetics and Evolutionary Psychology. **(6)**

2. Sensation and Perception : Sensing and perceiving, Sensory Thresholds, Sensory Adaptation, The Senses - Hearing, Vision, Perceptual Processes, Information Processing – Bottom Up Processing, Top Down processing, Bottom Up and Top Down (together) processing, Culture, Experience & Perception, Perceptual Constancy, Perceptual Expectations, Perceptual illusions, Gestalt Theory, Perceptual Development and Learning. **(6)**

3. Learning and Conditioning: A Definition of Learning, Classical Conditioning, Instrumental Conditioning, Classical and Instrumental Conditioning Compared: Biofeedback and Reinforcement, Verbal Learning, Basic Conditioning and

Learning Phenomena, Reinforcement, Schedules of reinforcement, role of reinforcement in developing subordinate Social Behavior, Transfer of Training, Learning by Observing Models, Biological Limits. **(6)**

4. Memory: Learning and Memory as Intertwined Processes, Kinds of Information Stored in Memory, Measures of Retention, The Three Components of Memory – Encoding, Storage, Retrieval, Interference Theory, Decay Theory, Information Processing I: Separate-Store Models, Information Processing II: Levels of Processing, Issues in Memory. **(6)**

5. Cognition: Thinking - Mental Imagery, Problem Solving, Decision Making. Concept Formation, Language development. Relationship between language and thinking. **Emotion:** Definition of Emotion, the Physiology of Emotion, Emotional Expression - Verbal & Non Verbal, Labelling Emotions, Theories of Emotion – Common sense theory of emotion, James Lang theory of emotion, Cannon Bard Theory of Emotion, Cognitive Arousal Theory of Emotion **(6)**

Suggested Text Books:

1. Psychology Ciccarelli, S. K & Meyer, G.E Pearson Education Ltd.
2. Introduction to Psychology, Clifford T. Morgan, Richard A King, John R Weisz and John Schopler, Indian Edition

Suggested Reference Books:

1. Essentials of understanding psychology, Feldman.S.R, Tata Mc Graw Hill.
2. Psychology, Baron, R.A and Misra, G. Pearson Education Ltd.

Semester I		111 - Legal Aspects of Business
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO111.1	REMEMBERING	DESCRIBE the key terms involved in each Act.
CO111.2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.
CO111.3	APPLYING	ILLUSTRATE the use of the Acts in common business situations.
CO111.4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and managerial perspective.
CO111.5	EVALUATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations

1. The Contract Act, 1872: Essential Elements of Valid Contract, Essential elements of Valid Contracts, Contracts of Indemnity & Guarantee, Contingent Contract, Quasi Contract, Discharge of contract, Breach of contract-Meaning & remedies, Agency - Creation of Agency – Agent and Principal (Relationship/rights), Types of agency. **(5+1)**

2. Sale of Goods Act, 1930: Contract of sale of goods, Conditions & warranties, Transfer of property or ownership, Performance of the Contract of Sale, Rights of unpaid seller, Sale by Auction. **(5+1)**

3. The Negotiable Instrument Act, 1881: Negotiable Instruments – Meaning, Characteristics, Types. Parties, Holder and holder in due course, Negotiation and Types of Endorsements, Dishonor of Negotiable Instrument – Noting and Protest. **(5+1)**

4. The Companies (Amendment) Act, 2015: Company – Definition, Meaning, Features and Types, One Person Company, Incorporation of Company – Memorandum of Association (MOA), Articles of Association (AOA), Share capital & Debentures, Acceptance of deposits, Appointment of director including woman Director. **(5+1)**

5. The Consumer Protection Act, 1986, Unfair & Restrictive Trade Practices, Dispute Redressal Forums – District, State & National Forum, Composition, Jurisdiction, Powers, Appellate Authority. **Information Technology Act, 2000,** Digital Signature, Electronic Governance, Electronic Records E – Contracts, E – Business models, E – Commerce & Security, Cyber Crimes. Intellectual Property Laws – Understanding of concepts of patents, copyrights, trademarks and designs. **(5+1)**

Suggested Text books:

1. Business Legislations for Management, M.C. Kuchhal
2. Elements of Mercantile Law, N.D.Kapoor
3. Business and Corporate Laws, Dr. P.C. Tulsian

Suggested Reference Books:

1. Legal Aspects of Business, Ravinder Kumar

2. Business Laws, S. D. Geet
3. Business Laws, S.S. Gulshan
4. Legal Aspects of Business, Akhileshwar Pathak

Semester I		112 – Demand Analysis and Forecasting
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO112.1	REMEMBERING	DESCRIBE the key terms associated with demand analysis, demand estimation and demand forecasting.
CO112.2	UNDERSTANDING	SUMMARIZE the use of demand forecasting in various functions of management.
CO112.3	APPLYING	IDENTIFY the pros and cons of various forecasting methods
CO112.4	ANALYSING	DECONSTRUCT a forecast into its various components
CO112.5	EVALUATING	BUILD a forecast for common products and services using time-series data.

1. **Demand Analysis:** An Overview, Significance of Demand Analysis and Forecasting, How Predictable Is the Future? Some Causes of Forecast Error, Myths versus Reality of Forecasting, Data Collection, Storage, and Processing Reality, Art-of-Forecasting, Reality of Judgmental Overrides, Reality of Unconstrained Forecasts, Constrained Forecasts, and Plans, Accuracy of Forecast, Short Run Forecast, Long Term Forecast. Applications of Forecasting – Forecasting economic trends, Sales Forecasts, Staffing forecasts, budgeting, revenue and tax planning, cash flows forecasting, raw material planning, inventory planning, etc. **(5+1)**
2. **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. **(5+1)**
3. **Forecasting Demand** : Overview of Forecasting Methods, 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, Delphi Method, Cross Impact Analysis, Historical Analogy. **(5+1)**
4. **Quantitative Forecasting Methods Using Time Series Data:** Time Series Analysis - Trend Analysis, Cyclical Variations, Seasonal Effects, Random Fluctuations, Smoothing Techniques, Moving Averages, Exponential Smoothing, Single Exponential Smoothing, Holt's Two-Parameter Method, Holt's-Winters' Method, Winters' Additive Seasonality Standard Statistical Error Terms, Specific Measures of Forecast Error, Out-of-Sample Measurement, Forecast Value Added. Barometric Techniques - Leading, Lagging and Coincident Economic Indicators, Diffusion and Composite Indexes, Choose the Appropriate Forecasting Method Use of Software Packages for Forecasting such as EXCEL. **(5+1)**
5. **New Product Forecasting:** Using Structured Judgment, Differences between Evolutionary and Revolutionary New Products, General Feeling about New Product Forecasting, New Product Forecasting Overview, What Is a Candidate Product? New Product Forecasting Process, Structured Judgment Analysis, Structured Process Steps, Statistical Filter Step, Model Step, Forecast Step. **(5+1)**

Suggested Text Books:

1. Demand-Driven Forecasting: A Structured Approach to Forecasting, Charles W. Chase
2. Demand Forecasting for Managers, Stephan Kolassa
3. Forecasting: Principles and Practice, George Athanasopoulos and Rob J. Hyndman

Suggested Reference Books:

1. Fundamentals of Demand Planning and Forecasting - Forecasting & Planning, Chaman L. Jain and Jack Malheron

Semester II		207 – Contemporary Frameworks in Management
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO207.1	REMEMBERING	DEFINE Emotional Intelligence (EQ), IDENTIFY the benefits of emotional intelligence and RELATE the 5 Dimensions of Trait EI Model to the practice of emotional intelligence.
CO207.2	UNDERSTANDING	DESCRIBE how companies achieve transition from being good companies to great companies, and DISCUSS why and how most companies fail to make the transition.
CO207.3	APPLYING	APPLY the 21 laws that make leadership work successfully to improve your leadership ability and ILLUSTRATE its positive impact on the whole organization.
CO207.4	ANALYSING	EXAMINE the fundamental causes of organizational politics and team failure.
CO207.5	EVALUATING	EXPLAIN the approach to being effective in attaining goals by aligning oneself to the "true north" principles based on a universal and timeless character ethic.

1. **Emotional Intelligence** : What is Emotional Intelligence, Benefits of EI, Understand the difference between Trait EI and Ability EI, 5 Dimensions of Trait EI Model - Self Awareness (SA), Managing Emotions (ME), Motivation (M), Empathy (E), Social Skills (SS) - Self awareness (SA) - Self Awareness, Seeing the other side, Giving in without giving up, Life Positions – you and only you can choose your mindset, Managing Emotions (ME) - Self-Regulation, Managing Emotions, The 'EQ brain' and how it works, The science of emotions, Understanding Emotions, Find your self-control, Using Coping Thoughts, Using Relaxation Techniques, Self-Motivation (M) – Optimism, Pessimism, The balance between optimism and pessimism, The power of re-framing, Empathy (E) – Empathy, Barriers to empathy, Developing your empathy, Social Skills (SS) - Social skills, Making an impact, Creating a powerful first impression, Assessing a situation, Being zealous without being offensive, Traits of a person with high social skills. Determine your EQ

2. **The 7 habits of highly effective people:** Paradigms and principles, Inside-out, The seven habits - an overview - Private victory Habit 1. Be proactive: principles of personal vision, Habit 2. Begin with the end in mind: principles of personal leadership, Habit 3. Put first things first: principles of personal management, Public victory. Paradigms of interdependence. Habit 4. Think win/win: principles of interpersonal leadership, Habit 5: Seek first to understand, then to be understood: principles of empathetic communication, Habit 6. Synergize: principles of creative cooperation, Renewal. Habit 7. Sharpen the sword: principles of balanced self-renewal

3. **Five dysfunctions of a team:** Absence of trust—unwilling to be vulnerable within the group, Fear of conflict—seeking artificial harmony over constructive passionate debate, Lack of commitment—feigning buy-in for group decisions creates ambiguity throughout the organization, Avoidance of accountability—ducking the responsibility to call peers on counterproductive behavior which sets low standards, Inattention to results—focusing on personal success, status and ego before team success

4. **The 21 irrefutable laws of leadership:** The law of the lid, The law of influence, The law of process, The law of navigation, The law of addition, The law of solid ground, The law of respect, The law of intuition, The law of magnetism, The law of connection, The law of the inner circle, The law of empowerment, The law of the picture, The law of buy-in, The law of victory, The law of the big mo, The law of priorities, The law of sacrifice, The law of timing, The law of explosive growth, The law of legacy.

5. **Good to Great:** Level 5 Leadership - Leaders who are humble, but driven to do what's best for the company, First Who, Then What: Get the right people on the bus, then figure out where to go. Find the right people and try them out in different seats on the bus (different positions in the company), Confront the Brutal Facts: The Stockdale paradox, Hedgehog Concept: Three overlapping circles: What lights your fire ("passion")? What could you be best in the world at ("best at")? What makes you money ("driving resource")? Culture of Discipline: Rinsing the cottage cheese, Technology Accelerators: Using technology to accelerate growth, within the three circles of the hedgehog concept, The Flywheel: The additive effect of many small initiatives.

Suggested Reference Books:

1. Emotional Intelligence, Daniel Goleman
2. The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Stephen R. Covey
3. The Five Dysfunctions of a Team: A Leadership Fable, Patrick M. Lencioni
4. The 21 Irrefutable Law of Leadership-John C. Maxwell

Semester II		208 - Geopolitics & World Economic Systems
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: At the end of this course, the learner shall be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO208.1	REMEMBERING	ENUMERATE the various elements of global economic system.
CO208.2	UNDERSTANDING	EXPLAIN the role of key trade organizations in the global economic system.
CO208.3	APPLYING	IDENTIFY the crucial elements of international trade laws.
CO208.4	ANALYSING	ANALYSE the forces that work for and against globalization.
CO208.5	EVALUATING	ASSESS the impact of the elements of the Global Economic System on the India Economy.

- 1. Introduction to Global Economic & political Systems:** Meaning of Global Economy and its History Structure and Components of Global Economy, Theory of Hegemonic Stability, Differences among National Economies, Market Oriented Capitalism, Developmental Capitalism, Social Market Capitalism, Comparative Analysis, Effects of Globalization on Indian Economy. **(6)**
- 2. The Trading System:** Debate over Free Trade – Functions of GATT and WTO, The Uruguay Round and World Trade Organization, Trade Blocs – EU, OECD, OPEC, SAARC, ASEAN, NAFTA, Threats to Open Trading System, Developments in International Trade Theory, Bi-lateral, Multilateral Trade Agreements, Impact of Trade wars in liberalized economy. **(6)**
- 3. International Trade Laws:** International Contracts of Sale of Goods Transactions, International Trade Insurance, Patents, Trademarks, Copyright and Neighboring Rights. Intellectual property Rights, Dispute settlement Procedures under GATT & WTO, Payment systems in International Trade, International Labour Organization and International Labour Laws. **(6)**
- 4. International Monetary System:** The International Financial System - Reform of International Monetary Affairs - The Bretton Wood System and the International Monetary Fund, Controversy over Regulation of International Finance, Developing Countries' Concerns, Exchange Rate Policy of Developing Economies. **(6)**
- 5. Contemporary issues and Challenges in Global Economic Environment - Indian perspective:** Globalization and its Advocacy, Globalization and its Impact on India, Fair Globalization and the Need for Policy Framework, Globalization in Reverse Gear-The Threatened Re-emergence of Protectionism. Euro zone Crisis and its impact on India, Issues in Brexit, World recession, inflationary trends, impact of fluctuating prices of crude oil, gold etc. **(6)**

Suggested Text Books:

1. Global Political Economy, Robert Gilpin, Princeton University Press
2. International Trade Law An Interdisciplinary, Raj Bhala, Non-Western Textbook
3. International Trade Law, Indira Carr and Peter Stone
4. Development and Sustainability: India in a Global Perspective edited by Sarmila Banerjee, Anjan Chakrabarty

Suggested Reference Books:

1. International Economics, Paul Krugman, Maurice Obstfeld and Marc Melitz, Pearson, Global Edition
2. Globalizing Capital, A history of the International Monetary system, Barry Eichengreen, Princeton University Press.

Semester II		209 - Start Up and New Venture Management
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO209.1	REMEMBERING	DESCRIBE the strategic decisions involved in establishing a startup.
CO209.2	UNDERSTANDING	EXPLAIN the decision making matrix of entrepreneur in establishing a startup.

CO209.3	APPLYING	IDENTIFY the issues in developing a team to establish and grow a startup
CO209.4	ANALYSING	FORMULATE a go to market strategy for a startup.
CO209.5	EVALUATING	DESIGN a workable funding model for a proposed startup.
CO209.6	CREATING	DEVELOP a convincing business plan description to communicate value of the new venture to customers, investors and other stakeholders.

1. Being an Entrepreneur: The entrepreneur, Profile analysis, behaviour and motivations, Lean Start –up, The entrepreneurial ecosystem, Entrepreneurs and strategic decisions, Sustainability of Entrepreneurship: Dilemmas of an entrepreneur for success; Handling doubts on survival of business, Struggles-Causes of failure–Product/ market, financing, managerial-Resilience. Legal Fundamentals - When, how and where to incorporate. **(5)**

2. Customer Discovery: Entrepreneurial Opportunity Search and Identification; Market Intelligence, Market analysis, Market research, Customer validation, developing your business model, Crafting your value proposition, Product Development, Managing the product development process, Long Tail markets, Product launch goals, Go-to-Market Strategy, The role of selling in a startup, Sales forecasting for startups, Mapping buyer response modes. Social media Promotion tools. **(7)**

3. The Financial Road Map: Planning/Budgeting, Developing a financial roadmap, financial statements: the four components, How to budget for startup success, Bootstrapping and alternative sources of funding, Informal capital– Friends & Family, Role of Government in ED, various schemes - PMEGP, CGTMSE, MPDA, SFURTI. Role of MSDE; Schemes by MSDE: PMKVY, SANKALP, STAR. Crowd funding, Venture capital, Private Equity, Financing Mix and the Financing continuum shareholding- Cliff -Vesting schedule-Relative importance of Operational Involvement, The Pitch, Preparing for your investor presentation, Elements of the perfect investment pitch. **(6)**

4. Entrepreneurial Leadership: Building and managing the founder team, Attracting and retaining the right people, The Team - Board/Governance, The role of a successful board, Different board models for different ventures, How to assemble a board of advisors, separating leadership from management, Legal Matters- Organizational form– partnership, sole proprietorship, Tax, Legal expenses, hiring the service providers. Employee management and leadership in the workforce, Recruiting, selection and hiring, Hiring the first employee. **(5)**

5. Business Plan: Need & Objectives, Target audience, Contents - Cover page and table of contents, Executive summary, Description of the current situation: Basic company information, products/services, management team, business organization, future goals, vision, and mission, Description of opportunity and market: Who are the buyers, who are the competitors, what are the competitive advantages of the company? Description of the business model, the marketing and sales strategy, Basic facts on the financials: Cash flow projection (life line), income statement (bottom line/profit and loss), balance sheet (business health/assets, liabilities, etc.), funding requirements, Risk analysis and possible exit strategies. Conclusion and appendixes: Résumés, literature, technical descriptions. Executive summary. Elevator pitch, Building a strong presentation, innovative methods of presenting a business plan –mind map, animated videos, etc. **(7)**

Suggested Text Books:

1. New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Donald F. Kuratko and Jeffrey S. Hornsby, Pearson
2. The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture, Vijaya Kumar Ivaturi, Meena Ganesh, Penguin Random House India.
3. Managing New Ventures, Anjan Raichoudhuri, Prentice-Hall of India Pvt.Ltd
4. Develop Your Idea!: Get Off to a Flying Start With Your Startup. Guided Exercises, Templates & Resources for Exploring New Business Ventures, K. N. Kukoyi
5. Managing Small Business by Longenecker, Moore, Petty and Palich, Cengage Learning, India Edition.
6. Entrepreneurship: New Venture Creation by David H. Holt
7. The Dynamics of Entrepreneurial Development & Management by Desai, Vasant, Himalaya Publishing House, Delhi
8. Entrepreneurship and Small Business Management by Siropolis
9. Lead like an Entrepreneur by Neal Thornberry

Suggested Reference Books:

1. Fundamentals of Entrepreneurship, Nandan H, PHI
2. Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition.
3. Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH.

4. Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, Published by Praeger Perspectives.
5. Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. & Hodgetts, R.M. Thomson Press.
6. Entrepreneurship Development: Small Business Enterprises by Charantimath, P. , Pearson.
7. A Guide to Entrepreneurship by David, Otes , Jaico Books Publishing House, Delhi.
8. Indian Entrepreneurial Culture by A Gupta , New Age International.
9. Make The Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare

Semester II		210 – Qualitative Research Methods
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOME
CO210.1	REMEMBERING	ENUMERATE the key terms associated with Qualitative research approach.
CO210.2	UNDERSTANDING	COMPARE and CONTRAST Qualitative research approach with the Quantitative approach.
CO210.3	APPLYING	CONSTRUCT appropriate research and sampling designs for Qualitative research work in real world business and non-business contexts
CO210.4	ANALYSING	ILLUSTRATE the use of appropriate qualitative research methods in real world business and non-business contexts.
CO210.5	EVALUATING	EVALUATE the quality of Qualitative Research work
CO210.6	CREATING	COMBINE Qualitative and Quantitative research approaches in a real world research project.

1. **Qualitative Research:** Nature, Relevance, Need, Characteristics and Limitations of Qualitative Research, Ethics in Qualitative Research, Interrelationship of Qualitative and Quantitative Research, Linking Qualitative and Quantitative Research in One Design, Combining Qualitative and Quantitative Data, Combining Qualitative and Quantitative Methods, Linking Qualitative and Quantitative Results, Triangulation. **(5)**
2. **Qualitative Research Design:** Basic Qualitative Research Designs, Case Studies, Comparative Studies, Retrospective Studies, Longitudinal Qualitative Studies, Appropriateness of the Approach to the Issue, Fitting the Approach into the Research Process. Qualitative Research Sampling - Theoretical Sampling, Gradual Selection as a General Principle in Qualitative Research, Purposive Sampling, Width or Depth as Aims of Sampling, Case Constitution in the Sample, Sample Size decisions in Qualitative Research, Principle of Saturation. **(5)**
3. **Qualitative Research Methods:** Focused Interview, Semi-Standardized Interview, Problem-Centered Interview, Expert Interview, Group Interviews, Focus Groups, Non-participant Observation, Participant Observation, Ethnography. Grounded Theory Methodology. **(5)**
4. **Projective Techniques:** Principle of projection, applications, association, construction, expression based techniques, design and interpretation, Zaltman's Metaphor Elicitation Techniques. **(5)**
5. **Quality Criteria in Qualitative Research:** Reliability, Validity, Objectivity, Alternative Criteria, Criteria for Evaluating the Building of Theories, Quality Assessment as a Challenge for Qualitative Research, Triangulation, Analytic Induction, Generalization in Qualitative Research, The Constant Comparative Method, Process Evaluation and Quality Management. **(5)**

Suggested Text Books:

1. An Introduction to Qualitative Research, Uwe Flick, 4th Edition, SAGE
2. Research Methods in the Social Sciences, Bridget Somekh & Cathy Lewin, 5th Edition, SAGE India

Suggested Reference Books:

1. Qualitative Research Methods in Public Relations and Marketing Communications, Christine Baymon & Immy Holloway, Routledge
2. Qualitative Journeys, Minichiello & Kottler, SAGE

Semester II		211 – Business, Government & Society
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOME
CO211.1	REMEMBERING	DESCRIBE the economic roles of government in the Indian context.
CO211.2	UNDERSTANDING	EXPLAIN the macroeconomic crises around the world.
CO211.3	APPLYING	ILLUSTRATE the interlinkages between economic growth , poverty and inequality.
CO211.4	ANALYSING	EXAMINE the rationale, success and failures of Public Private Partnerships in the Indian context.
CO211.5	EVALUATING	ASSESS the forces for and against Globalization and the socio-economic impact of Globalization.
CO211.6	CREATING	DISCUSS the interplay between technology, business and society.

1. Roles of Business, Government, and Society: Interdependence and Conflict, Regulation of Business, Functions of State; Economic roles of government; Government and legal environment; Economic roles of Government in India; Indian experience with overall and sectoral growth, Inter-sectoral linkages and role of foreign direct investment, The Constitutional environment , Macroeconomic crises since 1990s- Indian and global experiences.

2. Poverty, Inequality and Economic Growth: Industrial Development, Rural-Urban Dynamics, Population and Development, Finance for Development, Trade and Development, State and the Market, Privatization and Regulation, Institutions and Growth.

3. Public Private Partnerships: The Rationale for Public Private Partnerships, Different Kinds of Public Private Partnerships with a special emphasis on the Build Operate and Transfer Model (BOT), Issues in Regulation that come about with privatization, Pricing mechanisms available to a regulator to ensure universal access and efficiency, Discussion of the privatization experience in different sectors, water, electricity, telecommunication, and railways with a special emphasis on India.

4. Multinational Corporations: Perspectives on Globalization, Globalization: The MNC and TNC Organizations, Globalization of Brands, Globalization of the Indian Business and Firms, Coping with Global Competition, Conflict with Nation States. Domestic and Global forces - for and against Globalization, Brexit and latest developments.

5. Business in a Global Environment: Business as Blending of People Technology and Ethical Behaviour, Achieving Business Success through Social Responsibilities, Changing Workplace - Influence of demography, influence of technology, gender issues, social justice and affirmative action, Industrial Relations.

Suggested Text Books:

1. Business, Government and Society: A Managerial Perspective by John Steiner, George Steiner, Tata McGraw Hill
2. Business, Government, and Society by Douglas E. Greer, Prentice Hall
3. Business and Its Environment by David P., International Edition

Semester II		212 - Business Process Reengineering
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO212.1	REMEMBERING	DEFINE the key terms associated with Business Process Reengineering.
CO212.2	UNDERSTANDING	EXPLAIN the various supporting and opposing forces to Business Process Reengineering in simple business situations.
CO212.3	APPLYING	APPLY modeling tools for simple business processes.
CO212.4	ANALYSING	FORMULATE a working plan to establish a Business Process Reengineering team.
CO212.5	EVALUATING	EVALUATE the success of a BPR initiative in relation to the impact on organizational KPIs.
CO212.6	CREATING	IMAGINE ways to improve business or non-business processes.

- 1. Introduction to Business Process Reengineering (BPR):** Definition of business processes – Concept of BPR - Definition of business process redesign, BPR - Evolution, Definition, Need for reengineering, Benefits, Role of leader & manager, Breakthrough reengineering model, BPR guiding principles, Business process reengineering & performance improvement, Key targets of BPR, Myths about BPR, What reengineering isn't, BPR and other management concepts: TQM, Quality function deployment, ISO standards, ERP. BPR and Process Simplification, BPR and Continuous Improvement. (6)
- 2. Business vision and process objectives:** The Key Elements of BPR, Develop a Vision, Establish a Responsible Team, Prepare the Organization for Change, Redesign the Business Process, Case Studies. Business Processes, People, Information Technology. Processes to be redesigned, selection criteria, dysfunction, importance feasibility. Measuring existing processes, BPR Goals – Cycle time reduction, Cost reduction, Quality improvement, Customer Satisfaction, BPR team characteristics. (6)
- 3. Enablers of BPR:** Enablers of BPR in manufacturing – Agile Manufacturing, Lean Manufacturing, JIT, Collaborative Manufacturing, Intelligent Manufacturing, Production Planning, Product design & development. Relationship between BPR and information technology, Role of information technology in reengineering, Criticality of IT in business process. (6)
- 4. BPR implementation methodology:** Different BPR Methodologies, Different Phases of BPR, Relationship between BPR phases, Tools used in Modelling the Business - flow-charting, business activity maps, relational diagrams, benefit/cost analysis, Process Modelling, Notations, Case Studies. BPR KPIs Definition, Measuring KPIs, Methodologies (Common Assessment Framework (CAF), Balanced Scorecard), Case Studies. (6)
- 5. Change Management:** The Power of Habit in organizations, Planned changes in business re-engineering projects; Factors relating to change management systems and culture, Committed and strong leadership, Factors relating to organizational structure, Factors related to BPR program management, Factors related to IT infrastructure, Factors Relating to BPR Failure, Problems in communication and organizational resistance, Lack of organizational readiness for change, Problems related to creating a culture for change, Lack of training and education, Factors related to management support, Ineffective BPR teams, A framework for barrier management.

Suggested Text Books:

1. Hammer, M. and Champy, J, Re-engineering the Corporation: A Manifesto for Business Revolution, Harper Business
2. R. Radhakrishnan S.Balasubramanian, Business Process Reengineering, PHI
3. Vikram Sethi and William R. King, Organisational Transformation through Business Process Reengineering, Pearson
4. K. Shridhara Bhatt, Business Process Reengineering, Himalaya Publications
5. Hammer, M. and Stanton, S.A, The Re-engineering Revolution, Harper Business

Suggested Reference Books:

1. Harmon, P, Business Process Change : A Guide for Business Managers and BPM and Six Sigma Professionals, Elsevier/Morgan Kaufmann Publishers.
2. Kock, N.F., Process Improvement and Organizational Learning: The Role of Collaboration Technologies, Idea Group.
3. R. Anupindi et al., Managing Business Process Flows: Principles of Operations Management, Pearson Education Inc.
4. Walford, R.B., Business Process Implementation for IT Professionals and Managers, Artech House.
5. Henry J Johansson, H J Johansson, Mo, Business Process Reengineering, Wiley

Generic Courses (Electives) – Institute Level – Semester I & II

Semester I		113 - Verbal Communication Lab
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO113.1	REMEMBERING	RECOGNIZE the various elements of communication, channels of communication and barriers to effective communication.
CO113.2	UNDERSTANDING	EXPRESS themselves effectively in routine and special real world business interactions.
CO113.3	APPLYING	DEMONSTRATE appropriate use of body language.

CO113.4	ANALYSING	TAKE PART IN professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.
CO113.5	EVALUATING	APPRAISE the pros and cons of sample recorded verbal communications in a business context.
CO113.6	CREATING	CREATE and DELIVER effective business presentations, using appropriate technology tools, for common business situations.

1. **Basics of Communication:** Communication elements and process, Need of Communication Skills for Managers, Channels, forms and dimensions of communication, Verbal and non-verbal communication, Principles of nonverbal communication - through clothes and body language, Persuasive communication: the process of persuasion, formal and informal persuasion, Barriers to communication and how to overcome the barriers, Principles of effective communication. **(5)**
2. **Speaking :** Characteristics of effective speech, voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture; Types of managerial speeches: speech of introduction, speech of vote of thanks, occasional speech, theme speech, formal speeches during meetings. **(5)**
3. **Soft skills:** How communication skills and soft skills are inter-related, Body language-posture, eye-contact, handling hand movements, gait - Voice and tone, Meeting and Boardroom Protocol - Guidelines for planning a meeting, Before the meeting, On the day of the Meeting, Guidelines for Attending the meeting, For the Chairperson, For attendees, For Presenters, Telephone Etiquette, Cell phone etiquette, Telephone etiquette guidelines, Mastering the telephone courtesy, Active listening, Putting callers on hold, Transferring a call, Screening calls, Taking a message, Voice Mail, Closing the call, When Making calls, Closing the call, Handling rude or impatient clients, Cross-cultural communication, cultural sensitivity, Cross-cultural issues which affect Communication across different Cultures, Culture and non-verbal communication, Effective intercultural communication, Business and social etiquette. **(7)**
4. **Presentation skills:** Principles of Effective Presentations, Planning, Structure and Delivery, Principles governing the use of audiovisual media, Time management - Slide design and transition: representation of textual information into visuals for effectiveness of communication - Style and persuasiveness of the message - Adherence to the number of slides, Dynamics of group presentation and individual presentation. **(5)**
5. **Interviews:** Essentials of placement interviews, web /video conferencing, tele-meeting. Impression Formation, Tactics, The Self-presentational Motive, The Compass Qualities; First and Lasting Impressions; Magic Pills; Toxic Traits; The Social Context: Norms and Roles, The Target's Values, Physical Appearance; Communication Style; Content of Communication; Actions; The Environment; Success; Changing from the Outside-in, Current Social Image, The Private Self, Worrying about Impressions. **(5)**

Note:

1. The entire course should be delivered with a skills development focus.
2. Video recordings of student's performances (speaking tasks) should be carried out and used for intensive reviews for performance improvement.

Suggested Text Books:

1. Business Communication Today, Bovee C L et. al., Pearson Education
2. Business Communication, P.D. Chaturvedi, Pearson Education
3. Business Communication, T N Chhabra, Bhanu Ranjan, Sun India
4. Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi
5. Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi

Suggested Reference Books:

1. Communication Skills for Effective Management, Hargie et. al., Palgrave
2. Communication for Business, Tayler Shinley, Pearson Education
3. Technical Communication, Anderson, P.V, Thomson Wadsworth, New Delhi
4. The Oxford Guide to Writing and Speaking, John Seely, Oxford University Press, New Delhi
5. Dictionary of Common Errors, Turton, N.D and Heaton, J.B, Addison Wesley Longman Ltd.

Semester I		114 - Enterprise Analysis - Desk Research
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO114.1	REMEMBERING	DESCRIBE the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a real world business organization.
CO114.2	UNDERSTANDING	SUMMARIZE the regional, national and global footprint of a real world business organization.
CO114.3	APPLYING	DEMONSTRATE the use of secondary – offline and online resources to profile a real world business organization.
CO114.4	ANALYSING	ANALYSE, using tables and charts, the trends in market standing and financial performance of a real world business organization over the last 5 years.
CO114.5	EVALUATING	COMPOSE a succinct summary of future plans of a real world business organization the company website, shareholders reports and other information available in the public domain.
CO114.6	CREATING	IMAGINE the key challenges and opportunities for a real world business organization in the immediate future (1 to 3 years).

1. Enterprise History & Background: Establishment, Original & Current Promoters, Business Group or Business Family to which it belongs, Vision-Mission-Philosophy – Values-Quality Policy, Brief profiles of the Chairman, CEO, MD, Members of Board of Directors along with their career highlights CSR Initiatives, Technical and other collaborations if any, Recent Mergers and Acquisitions, if any. **(6)**

2. Organization : Organization Structure, Geographical (domestic and global) foot print – at the time of inception and spread over the years, company's current head quarter worldwide as well as head quarter / corporate office in India, Manufacturing /Service locations Indian and major worldwide, Certifications if any - ISO / EMS / FDA / CMMI , etc. Online presence. Initiatives towards gender diversity, Initiatives towards social inclusion, Initiatives towards environment conservation. Current Talent needs. Key highlights of the company's website. **(6)**

3. Markets: Major Customers, customer segments, Products, Product lines, Major Brands, Market Share – nationally, region wise, product wise, Advertising Agency, Advertising Punch Line/Slogan, Logo, Key Alliances in the past 5 years & impact. Mergers & Acquisitions, if any. Technological developments. Disruptive innovations affecting the organization. Labour unrest if any – reasons thereof and impact. Emerging potential competition through first generation entrepreneurs or global / local players. **(6)**

4. Financials: Data to be studied, tabulated, graphically depicted, analyzed and presented for last 5 years for the Revenues, Profitability, Market Capitalization, Segmented Revenues, Auditors. Listing status & Scrip Codes – BSE and NSE, Global Listings on International Stock Markets, Share Price Face Value, Current Market Value, Annual High Low Figures, P/E Ratio, Shareholding Pattern. **(6)**

5. Governance: Philosophy, Action taken by SEBI if any, Involvement in Scams, Insider Trading Issues, Standard & Poor's Corporate Governance Scores, CRISIL Rating. Major Awards and Achievements of the Organization in the last 5 years. Forward looking statements of the top management. **(6)**

Note:

- Students should work in groups of 3 to 5 each under the guidance of a faculty.
- Students shall carry out an indepth study of any THREE Organizations of their choice.
- Organizations selected should demonstrate a variety across sectors, ownerships, size, and other key dimensions.
- Students shall submit a structured detailed report.

Suggested Text Books:

- No text books are prescribed.
- The course has to be taught using the company annual reports and other publications, company website, social media feeds, business newspapers and business data bases such as ACE equity, CRISIL database, etc.

Semester I		115 - Selling & Negotiations Skills Lab
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO115.1	REMEMBERING	DESCRIBE the various selling situations and selling types.
CO115.2	UNDERSTANDING	OUTLINE the pre-sales work to be carried out by a professional salesperson.
CO115.3	APPLYING	IDENTIFY the key individuals involved in a real world sales process for a real world product/ service / e-product / e-service.
CO115.4	ANALYSING	FORMULATE a sales script for a real world sales call for a product/ service / e-product / e-service.
CO115.5	EVALUATING	DECONSTRUCT the pros and cons of sample real world sales calls for a product/ service / e-product / e-service.
CO115.6	CREATING	DEVELOP a sales proposal for a real world product/ service / e-product / e-service and for a real world selling situation.

1. Basics of Selling: Importance of Selling. Role in the context of organization – survival and growth. Types of Selling - Different in selling situations, New business versus service selling, Newton's classification of sales types, McMurtry & Arnold's classification of selling types, Consumer indirect selling, Industrial selling, Missionary, Sales Team/group selling Merchandising, Telesales, Franchise selling, International selling. **(5)**

2. Pre-Selling Work : Attributes of a Good Salesperson - Personality & physical characteristics, Enthusiasm, Confidence, Intelligence, Self-worth, Knowledge- product, Competition, organization, market, customer, territory; People Buy From People, Communication skills, Persuasive skills, Personal Diary, Time management, Managing Sales Documents and collaterals management. Fear Factor in Sales. Maximising Productivity in a Sales Role, Meetings and Your Time, The Telephone - Social Media & Online Data Bases as a Sales Tools, Developing Your Script, Mailers, Pre-Call Planning, Generating Appointments. **(7)**

3. Selling in Action: Identifying Key Individuals – Prospecting, Influencers and Decision Makers, Talking to the Right Individuals, Making that Good First Impression, How to Win Friends and Influence People, Dale Carnegies Six Principles of Relationship, What's In It For Me?, Honesty and Integrity. **(5)**

4. Objection handling: Analyzing the Reasons for Objections, Seeing What We Can Do, Listen - Probe - Advise (L-P-A), Exercise: Objection Handling, Uncovering Objections, Seven Types of Objections, Turning Objections into Selling Opportunities. Selling Techniques: Cross Selling, Up Selling, Value Added (Suggestive) Selling, Advancing Opportunity, Exceeding Customer Expectations, Giving Recognition. **(6)**

5. Sales Conversation, Negotiation & Closure: Starting a Quality Prospecting Conversation, Listeners Control Conversations, Trial Closing, Creating an Opportunity: Situation vs Problem Questions, Difficulty Questions, Negative and Positive Answer Questions, Directive Questions, Rhetorical Questions. Problems with Positional Bargaining, Opening Up the Negotiation, Approaches to Better Negotiation, You Have Alternatives, Reverse Psychology in Negotiation. Sales Proposals: How to Construct a Sales Proposal, Important Factors to Consider, Putting It All Together. **(7)**

Note:

- The course should be delivered from a skills building perspective.
- Principles should be supplemented by live exercises on personal selling

Suggested Text Books:

- Selling & Sales Management, Geoffrey Lancaster & David Jobber, Macmillan India Ltd.
- Negotiation: Communication for diverse settings, Michael L Spangle and Myra Isenhardt, Sage South Asia Edition.
- The Sales Bible: The Ultimate Sales Resource, Jeffrey Gitomer, Wiley India
- How to win friends and influence People, Dale Carnegie
- The Art of Closing the Sale, Brian Tracy, Pearson Education.

Suggested Reference Books:

- Sales Management, Bill Donaldson, Palgrave Publications
- You can negotiate anything, Herb Cohen
- Managing Sales Leads, Crocker and Obermayer, American Marketing Association

Semester I		116 - MS Excel
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO116.1	REMEMBERING	SELECT appropriate menus and functions of MS Excel to Create, Format, Import, Merge, Save, Print Spreadsheets & Charts using business data.
CO116.2	UNDERSTANDING	SHOW how to do basic troubleshooting and fix mistakes most people make when working with spreadsheets.
CO116.3	APPLYING	USE various functions of MS Excel, Execute pivot table analysis, common (and powerful functions), and different types of lookups (vlookup, hlookup, and index/match).
CO116.4	ANALYSING	ILLUSTRATE the use of the most commonly used data-manipulation commands in MS Excel.
CO116.5	EVALUATING	DERIVE insights from multiple data sources in MS EXCEL and work with it to answer relevant business questions.
CO116.6	CREATING	CREATE standard Excel Templates for routine business data management and analysis activities.

1. Introduction to Spreadsheets - Understanding Microsoft Excel, Excel Workbook Windows, Basic Spreadsheet Skills, Excel Help System, Opening and Closing Workbooks, Understanding Workbook File Formats, Creating New Workbooks, Selecting Cells, Auto Sum and Auto Fill Function, Cell Referencing and Request, Formatting Cells, Formatting Numbers, Placing Cell Alignment, Cell, Rows and Columns, Understanding Worksheets, Editing, Copying and Moving Cells, Page Layouts in Excel, Proofing Workbooks, Basic Options, Ribbons and Toolbar. **(4)**

2. Defining Names in Excel, Sorting Data, Using Excel Tables, Filtering Data in Excel, Understand Charts, Chart Design Options and Tools, Chart Format Tools, Combo Charts, Functions within Excel, Understanding Date Function, Information Functions, Logical Functions, Find and Replace, Headers and Footers, Adding Comments, Conditional Formatting. **(5)**

3. Using Text to Columns, The Paste Special Function, Data Validation, Subtotals and Grouping, Consolidating Data, Scenario Analysis, Data Tables in Scenario Analysis, What-if Analysis, Mats and Trig Functions, Text Functions in Excel, Using Lookup Functions, Vlookups, Hlookups, Match, Using Statistical Functions, Database Functions, Financial Functions, Formula Auditing and Error Tracing, Hyperlinks in Excel, Linking Data, Understanding Pivot Tables, Using Pivot Charts, Workbook Properties, Protecting and Sharing Worksheets, Data Encrypting and Finalising Workbooks, Understanding Macros, Custom Number Formats in Excel, Using Custom Lists, Working with Templates, Tracking Changes in Excel, Merging and Compare Excel Workbooks. **(7)**

4. Using Pivot tables – Slicers -Report Filters for basic analytics, Contact Management and Marketing With Excel, Managing Customers, Vendors And Employees, Gaining Product And Service Insights, Sales reports using Excel, Supervising Sales With Excel, Preparing Invoices, Assessing Account Aging, Analyzing Demographics, Creating Scheduling And Marketing Calendars, Creating Standard Excel Templates for routine business data management and analysis activities. **(7)**

5. Managing Money With Excel, Building & Tracking Budgets, Planning And Tracking Loans, Keeping Account Registers, Creating Formulas for Financial Applications, PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation calculations, Lab based Evaluation, Gauging Business Status with Excel, Configuring Cash Flow Statements, Resolving Business Ratios, Creating Standard Excel Templates for routine business data management and analysis activities. **(7)**

Note:

- The entire course should be delivered in the computer lab in an application oriented manner.
- Business Applications should be stressed rather than merely teaching Excel as a software.

Suggested Text Books:

- Excel 2016 Bible, John Walkenbach, John Wiley & Sons
- Excel: Formulas & Functions, Robert Dinwiddie
- Excel 2007 for Dummies by Greg Harvey
- New Perspectives on Microsoft Office Excel 2007
- Microsoft Excel 2016 Step by Step, Curtis Frye

Semester I		117 - Business Systems and Procedures
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2 Credits	LTP: 0:3:1	Generic Elective – Institute Level
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Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO117.1	REMEMBERING	TABULATE the key elements of a typical business system and related work flow procedures.
CO117.2	UNDERSTANDING	EXPLAIN a business system and related procedures.
CO117.3	APPLYING	PREDICT the fail points / bottle necks in a typical business process.
CO117.4	ANALYSING	BREAK DOWN a business system into simpler components and explain the inter-relationships.
CO117.5	EVALUATING	DEVELOP a process based thinking approach.
CO117.6	CREATING	CREATE standard operating procedures and flow charts / other visual representations for typical business systems and processes.

- Business Systems and Procedures:** Concept and need - Characteristics of a good procedure. Writing a Standard Operating Procedure (SOP)– Procedure Identification - Information Gathering–Interviewing – Analysis – Writing – Implementation – Review- Identifying Fail Points - Fine-tuning. Process Mapping Tools – Aid Memoir – Flowchart – Swim Lane Diagrams – Flow Charting Software – Using MS Word and Excel for Flowcharting - Case Studies. Re-engineering information flow and paper flow – Process Mapping for Current and Future State Map.
- Systems Study:** Process Mapping, Improvement and Writing SOP's for an entire range of activities for a typical business process in a manufacturing/ service organization. Students should visit appropriate organizations to study the real life processes.
- Detailed study of atleast **FIVE** Systems and underlying Procedures, such as: (list is illustrative only)
 - Attendance Recording System in a manufacturing / service organization.
 - Employee scheduling in a retail mall.
 - Facilities management and scheduling system in automobile workshop.
 - Inventory Management
 - Just in Time Inventory System in a manufacturing / service organization.
 - Kitchen Order Ticket (KOT) System in a Restaurant.
 - KYC verification system in a mutual fund house.
 - Loan approval system in a cooperative bank.
 - Maintenance system in a facility.
 - On-boarding of new employees in a manufacturing / service organization.
 - Payroll Management
 - Performance Appraisal system in a manufacturing / service organization.
 - Point of sale (POS) system in an organized retail store.
 - Purchase Order System in a manufacturing / service organization.
 - Quality Audit system
 - Receivables Management
 - Stock Taking system in a library.
 - Warehouse management system.
- Presentation of individual/group projects

Suggested Text Book:

- Business Process Management – A Rigorous Approach, Martyn A Ould , British Computer Society, First South Asia Edition.

Semester I		118 - Managing Innovation
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO118.1	REMEMBERING	DESCRIBE the key ideas relevant to innovation, intellectual property, business models

CO118.2	UNDERSTANDING	INTERPRET the various theories of innovation and EXPLAIN with examples the types of innovation.
CO118.3	APPLYING	EXPERIMENT WITH innovation as a systematic process and generate innovative ideas for new products and services.
CO118.4	ANALYSING	DISSECT contemporary start-up businesses for their business models, extent of innovation, success and failure.
CO118.5	EVALUATING	CREATE an inventory of product and process innovations for daily use consumer products and routine business processes in a typical organization.
CO118.6	CREATING	CREATE a potential list of innovation needs for India in the local, regional and national context and ASSESS the likelihood of constructing a business model around these needs in the current local, regional and national context.

6. Basics of Innovation: Concept of Innovation. Invention and Creativity - Role and relationship with innovation, Product innovation and process innovation, Radical and incremental innovation, Technological innovation, commercial or organizational Innovation, Characteristics of innovation in different sectors, Innovation in Indian context, Innovation and Creativity, Jugad and innovation, Innovation in Current Environment- local, regional and national context. **(4)**

7. Economics and Management of Innovation: Schumpeter and creative destruction, The evolutionary theory of Nelson and Winter, The model of the dynamic capabilities of David Teece, Porter and competitive advantages, The value chain, Drucker and the systematic innovation, Innovations diffusion, Speed, Adoption. Innovation and Knowledge, Tacit and explicit knowledge, Knowledge as a public good. **(5)**

8. Models of Innovation – Static Models: Incremental versus Radical Innovation, Abernathy –Clark Model, Henderson – Clark Model, Disruptive Technological Change Model, Innovation Value – Added Chain, Strategic Leadership View, Familiarity Matrix, Imitability & Complementary Assets – Teece Model. Dynamic Models: Utterback – Abernathy Model, Tushman – Rosenkopf technology Life Cycle Model, Foster’s S Curve. **(7)**

9. Instruments for Innovation: Challenges of Innovation, Innovation as a systematic practice, Steps of Innovation Management, Learning Cycle, The roles of the innovator, Functional Sources of Innovation – Internal Value Chain, Spillovers from Competitors, Suppliers, Customers and Complimentary Innovators, The generation of ideas: brainstorming, Creativity, Divergent V/s Convergent Thinking, Design Thinking, Blue Ocean Strategy. Experimentation in Innovation Management, Technology Innovation Process, Idea Championship, Participation for Innovation, Co-creation for Innovation, Screening the innovative ideas, Proto typing to Incubation. **(7)**

10. Management and Marketing of Innovation: Innovation Management Planning, Technology Forecasting, Innovation Sustainable Conditions, Management of Innovation, Concept of IPR. Creation of IPR, Types of IPR, Patents and Copyrights, Patents in India. **Business Models:** What is a Business Model? The evolution of the business model, The Business Model Canvas, Business Models and value proposition, Business Model Failure: Reasons and Remedies, Incubators: Business Vs Technology, Future markets and Innovation needs for India. **(7)**

Suggested Text Books:

1. Innovation Management, Allan Afuah, Oxford Indian Edition.
2. Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi.
3. Innovation: the attacker's advantage, Foster, Richard N., London, Macmillan.
4. Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books
5. Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition.
6. Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press

Suggested Reference Books:

1. The Innovator’s ToolKit, Harvard Business Press.
2. Fastrack to Success Innovation, Andy Bruce and David Birchall, Prentice Hall - Financial Times.
3. Getting to Innovation, Arthur B VanGundy, PHI – Eastern Economy Edition
4. Blue Ocean Strategy, Kim & Mauborgne

Semester I		119 - Foreign Language I
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO119.1	REMEMBERING	RECALL and SPELL simple words in the foreign language
CO119.2	UNDERSTANDING	TRANSLATE simple sentences from English to the foreign language and vice-versa.
CO119.3	APPLYING	CONSTRUCT a dialogue, in the foreign language, for basic human interactions in a social context.
CO119.4	ANALYSING	TAKE PART IN an interaction in a non-business setting using the foreign language.
CO119.5	EVALUATING	INTERPRET a short write up written in the foreign language.

- 1. Salutations:** (a) To greet the people and say Good afternoon, Good Evening, Goodbye, ask name and say your name, seek clarification and help, numbers from 1 to 10 (b) To say where you live. Describe your house and members of your family. Weights and Measures, length & breadth, use of decimal system, area and volume. Cardinal numbers & Ordinal Numbers. (c) Ask and give personal information, Nationality, profession and language, Numbers from 11 to 50. To ask time by clock and by span, days of the week, months of the year. (6)
- 2. Conversation Skills:** (a) To ask and express interests, Preferences; likes and dislikes; to invite, to accept the invitation or to politely decline the invitation; hobbies and how to spend your leisure. (b) To talk about the weather; to talk about the daily personal routine and related activities. Seasons & holidays in France/Germany/Japan. (c) To talk about clothing - size, colour, material. Purchase at a super market, modes of payment. To name and explain human body to express common bodily ailments (fever, headache etc.) (6)
- 3. Geographical Description:** (a) Country, location on the world map, borders and neighboring countries, ports and industrial towns. (b) Information and clarification of places. Asking for directions to the public places. Modes of Transport. Numbers 51 to 100 and 1000, 10,00,000 etc. (6)
- 4. Social:** (a) Visit to a restaurant, to express agreement/disagreement; to ask for price/quantity. (b) To talk about/express future actions, to plan a business trip with related requirements: hotel, tickets, car, Rent a car, places to visit, traffic signs etc. Documents required like Passport, International Driving license, Insurance cover etc. (6)
- 5. Business:** (a) To ask about personal past events, to narrate personal experience, to comprehend difference between letters like Personal/Business Letters, telegram & e- mail; formats of Letter head and e mail. (b) Vocabulary relating to the Transactions at the Post office, Bank, Insurance Company – personal, health, accident, marine, equivalent terms of transaction – FOB, C.I.F, F.A.S, payment through Letter of credit. (6)

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

Suggested Text Books:

Relevant Standard Text Books, Videos, Audio CDs.

Semester II		213 - Written Analysis and Communication Lab
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO213.1	REMEMBERING	DESCRIBE stages in a typical communication cycle and the barriers to effective communication.
CO213.2	UNDERSTANDING	SUMMARIZE long essays and reports into précis and executive summaries.
CO213.3	APPLYING	USE Dictionary and Thesaurus to draft and edit a variety of business written communication.
CO213.4	ANALYSING	EXAMINE sample internal communications in a business environment for potential refinements.
CO213.5	EVALUATING	COMPOSE variety of letters, notices, memos and circulars.

- 1. Written Communication:** Different types of communication like letters, memos, reports, fax, email, presentations and multimedia, choosing the means of communication, stages in communication cycle, Barriers to effective communication, communication systems. (5)

2. **Writing Techniques:** Rules of good writing, adaptation and selection of words, masculine words, writing with style- choosing words with right strength and vigor, using a thesaurus, writing effective sentences, developing logical paragraphs, Précis writing, Developing coherent paragraphs, overall tone, drafting, editing and finalizing the business letters. Planning the persuasive message, common types of persuasive requests, principles of persuasive communication. Reformulating and summarizing - What is a summary? Using synonyms & antonyms, reducing phrases, guidelines for writing summaries, business summaries Comprehension: using a dictionary, grammatical precision, (phonetics), contextual clues, guidelines for comprehension. **(7)**

3. **Recruitment and employment correspondence:** Application letter, curriculum vitae, interview, references, offer of employment, job description, letter of acceptance, letter of resignation, writing routine and persuasive letters. **(6)**

4. **Internal Communications:** Memoranda, meetings - agenda and minutes, Writing memos, circulars, notices and emails. Positive and negative messages such as Letter of Appreciation, Letter of Congratulations, Warning Letter, Show Cause Notice. Writing Follow up letters and reminders, Writing Sales letters, collection letters, Poster Making. Report writing - What is a report, Objectives of report, types of report, Report Planning, Types of Reports, Process, Structure and Layout, planning, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Writing an Executive Summary, List of Illustration, Technique of writing a report, characteristics of business reports. **(6)**

5. **External Communications:** Public notices, invitations to tender bid, auction, notices, etc. Writing business proposals, Preparing Press Release and Press Notes. **(6)**

Note:

1. The entire course should be delivered in a workshop and application oriented manner. It is expected that not more than 10 to 15% of the time should be devoted to the theoretical aspect.
2. Workbooks should be prepared that comprehensively cover major situations of managerial communication and should be handed over to the students right at the beginning of the course.
3. Students should be asked to submit the completed workbooks at the end of the term.

Suggested Text Books:

1. Business Communication Today, Bovee C L et. al., Pearson Education
2. Business Communication, P.D. Chaturvedi, Pearson Education
3. Business Communication, T N Chhabra, Bhanu Ranjan, Sun India
4. Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi
5. Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi

Suggested Reference Books:

1. Communication Skills for Effective Management, Hargie et. al., Palgrave
2. Communication for Business, Tayler Shinley, Pearson Education
3. Technical Communication, Anderson, P.V, Thomson Wadsworth, New Delhi
4. The Oxford Guide to Writing and Speaking, John Seely, Oxford University Press, New Delhi
5. Dictionary of Common Errors, Turton, N.D and Heaton, J.B, Addison Wesley Longman Ltd.

Semester II		214 - Industry Analysis - Desk Research
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO214.1	REMEMBERING	DESCRIBE the key characteristics of the players in an industry.
CO214.2	UNDERSTANDING	SUMMARIZE the management ethos and philosophy of the players in the industry.
CO214.3	APPLYING	DEMONSTRATE an understanding of the regulatory forces acting on the industry.
CO214.4	ANALYSING	COMPARE and CONTRAST, using tables and charts, the market and financial performance of the players in an industry.
CO214.5	EVALUATING	ASSESS the impact of recent developments on the industry and its key players.
CO214.6	CREATING	PREDICT the future trajectory of the evolution of the industry in the immediate future (1 to 3 years).

1. **Industry Analysis – the Basics:** Nature of the Industry, Players in the industry, Nature of competition, Market shares of top 5 & bottom 5 players, Possible Classification of players into Leaders, Challengers, Followers, Nichers, Positioning & Differentiation strategies of key players. Branding strategies, Pricing Policies, Cartelization if any and comments thereon, Capacity analysis – total capacity of the industry and break up capacity amongst key players, Current Capacity Utilization rates, Planned future capacity additions, Geographical spread of plants/facilities/ capacities (Domestics as well as Global), Demand Supply balance in the industry – at global, national and regional level, Key factors affecting demand, Key supply side constraints, Professional Trade bodies of the Industry, Business Functions carried out Online by the key players. Online presence of the players, Incremental Innovations in the industry, Disruptive Innovations in the industry. **(5)**
2. **Promoters & Management Ethos:** Background of promoter groups of top 5 and bottom 5 players in the industry, Management ethos and philosophy, Brief profiles of CMDs, CEOs, and key top management personnel with their career highlights, Detailed profile of one distinguished top management personnel each from any two players in the Industry, CSR policy, Corporate Governance Initiatives, Initiatives towards social inclusion, Initiatives towards environment conservation. **(5)**
3. **External Environment:** Controlling ministry and / or regulator if any for the Industry, Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact on top 5 players and bottom 5 players, Key National and Global issues affecting the industry, Key initiatives by the Government to promote the industry, Environmental issues, CSR initiatives, Regulatory actions against the players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, FDA, etc. against irregularities, legal violations if any. **(5)**
4. **Financials:** Profitability, Revenues, Margins of top 5 & bottom 5 players over the last 5 years and trends/changes therein, Sick players if any and their turnaround strategies, if any, Key factors contributing to costs, Ratio analysis of financial data for last 5 years for top 5 and bottom 5 companies in the industry. **(5)**
5. **Recent Developments:** Impact of key relevant provisions of the latest Fiscal policy on the industry and various players therein, Analysis of Key relevant provisions of latest Exim Policy in case of industries that are focused on Global Markets for exports or industries that have significant import components, Key Alliances in the past 5 years and their performance & impact on other players in the industry, Mergers & Acquisitions, if any. Technological developments, Labour unrest if any – reasons thereof and impact on the particular player and the industry as a whole, emerging first generation entrepreneurs, if any, in the industry, Corporate wars & feuds in the industry, if any. **(5)**

Note:

1. Students should work in groups of 3 to 5 each under the guidance of a faculty.
2. Students shall carry out an indepth study of any TWO industries of their choice.
3. Industries selected should be distinct from each other.
4. Students shall submit a structured detailed report.

Suggested Text Books:

1. No text books are prescribed.
2. The course has to be taught using the company annual reports and other publications, company website, social media feeds, business newspapers and business data bases such as ACE equity, CRISIL database, etc.

Semester II		215 – Entrepreneurship Lab
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO215.1	REMEMBERING	IDENTIFY a basket of potential business opportunities in the local, regional or national context.
CO215.2	UNDERSTANDING	COMPARE and CONTRAST the shortlisted business opportunities to SELECT the most suitable / promising opportunity.
CO215.3	APPLYING	DEVELOP a business model around the shortlisted business opportunity.
CO215.4	ANALYSING	FORMULATE the organization structure for the proposed start up
CO215.5	EVALUATING	EVALUATE the market potential and ESTIMATE the financing requirements for the initial 1 to 3 years after launch.
CO215.6	CREATING	CREATE a proposal for funding the start up.

This course provides a hands-on experience to the students to convert and apply theoretical and conceptual knowledge about entrepreneurship into practical entrepreneurship. During the course, students shall identify and evaluate a new business opportunity (which may be supplied by an entrepreneur or innovator in the nearby region.)

Students shall work in a group, of not more than 5 students, on a real-life business case.

Scope of the work expected:

1. Business Model Designing
2. Business Plan Designing
3. Financial Planning
4. Prototype Making
5. Test Marketing
6. Planning Commercial Launch.

Suggested Text Books:

1. New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Donald F. Kuratko and Jeffrey S. Hornsby, Pearson
2. The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture, Vijaya Kumar Ivaturi, Meena Ganesh, Penguin Random House India.
3. Managing New Ventures, Anjan Raichoudhuri, Prentice-Hall of India Pvt.Ltd
4. Develop Your Idea!: Get Off to a Flying Start With Your Startup. Guided Exercises, Templates & Resources for Exploring New Business Ventures, K. N. Kukoyi
5. Managing Small Business by Longenecker, Moore, Petty and Palich, Cengage Learning, India Edition.
6. Entrepreneurship: New Venture Creation by David H. Holt
7. The Dynamics of Entrepreneurial Development & Management by Desai, Vasant, Himalaya Publishing House, Delhi
8. Entrepreneurship and Small Business Management by Siropolis
9. Lead like an Entrepreneur by Neal Thornberry

Suggested Reference Books:

1. Fundamentals of Entrepreneurship, Nandan H, PHI
2. Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition.
3. Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH.
4. Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, Published by Praeger Perspectives.
5. Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. & Hodgetts, R.M. Thomson Press.
6. Entrepreneurship Development: Small Business Enterprises by Charantimath, P., Pearson.
7. A Guide to Entrepreneurship by David, Otes, Jaico Books Publishing House, Delhi.
8. Indian Entrepreneurial Culture by A Gupta, New Age International.
9. Make The Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare

Semester II		216 - SPSS
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO216.1	REMEMBERING	IDENTIFY the key menus of SPSS and DESCRIBE their functionality.
CO216.2	UNDERSTANDING	EXPLAIN the main features of SPSS
CO216.3	APPLYING	MAKE USE OF various tools to manage data, describe data and display graphical output using SPSS.
CO216.4	ANALYSING	ANALYSE data using various statistical tests of SPSS
CO216.5	EVALUATING	INTERPRET and EXPLAIN the outputs from SPSS
CO216.6	CREATE	DESIGN, DEVELOP and TEST advanced multivariate models using SPSS.

1. **Overview:** SPSS Environment, Introduction to various menus, Data file, Output file, Frequently –used dialog boxes, Editing output, Printing results. Creating and editing a data file – Variable and data view, Value Labels.
2. **Managing Data:** Listing cases, replacing missing values, computing new variables, recording variables, exploring data, selecting cases, sorting cases, merging files, splitting files, Visual Binning. **Frequencies:** Frequencies, bar charts, histograms, percentiles. **Descriptive Statistics:** Measures of central tendency, variability, deviation from normality, size and stability. Cross Tabulation and chi-square analyses, The means Procedure. **Graphs:** Creating and editing graphs and charts
3. **Bivariate Correlation:** Bivariate Correlation, Partial Correlations and the correlation matrix. **The T-test Procedure:** Independent –samples, paired samples, and one sample tests. **Non Parametric Tests:** ChiSquareTest, 1 sample test, 2 independent samples test, k independent samples, 2 related samples test, k related samples.
4. **One Way ANOVA Procedure:** One way analysis of variance, General Linear model: Two –way analysis of variance, General Linear model: three –way analysis of variance and the influence of covariates
5. **Advanced Tools:** Simple Linear Regression , Multiple regression analysis. Multidimensional scaling, Reliability Analysis, Factor analysis, Cluster analysis.

Suggested Text Books:

1. Discovering Statistics Using SPSS, by Andy Field A, SAGE
2. How to Use SPSS: A Step-By-Step Guide to Analysis and Interpretation by Brian C. Cronk

Semester II		217 - Foreign Language II
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217.1	REMEMBERING	LISTEN to simple audio-visual recordings in the foreign language.
CO217.2	UNDERSTANDING	TRANSLATE simple letters from English to the foreign language and vice-versa.
CO217.3	APPLYING	CONSTRUCT a business email, in the foreign language.
CO217.4	ANALYSING	TAKE PART IN an interaction in a business setting using the foreign language.
CO217.5	EVALUATING	COMPOSE a covering letter and resume in the foreign language.

1. **Listening:** Understand Simple Questions and Instructions. **Reading:** Understand Single Words and Sentences but also Signposts, Signs and Posters. **Speaking:** Provide Short Information about the Job and the Person. **Writing:** Fill in Forms and Provide Information About Name, Address, Nationality etc. (6)
2. **Listening:** Understand Information about the Person and the Work. **Reading:** Understand Simple Letters, Appointments, Invitations and Information in Short Texts. **Speaking:** Answer Simple Questions About One's Working Field. **Writing:** Write Faxes and e-mails. (6)
3. **Listening:** Understand Standard Information Related to the Working Field. **Reading:** Understand Standard Letters and Texts about Working Processes and Product Descriptions. **Speaking:** Provide Information about the Job, the Departments, the Company, the Products and Processes in a Conversation or on the Phone. **Writing:** Answer Standard Inquiries, Make Quotations, Write Short Texts with a Familiar Content, Possibly Give Some Explanation and Answer Simple Questions. (6)
4. **Listening:** Understand Complex Information Related to the Working Field in Meetings, Discussions and at Presentations. **Reading:** Understand Reports and Contracts with a Company-related Content. **Speaking:** Describe and Explain Work Processes and Projects. Report on Meetings and Presentations. Explain Concepts and Clarify Misunderstandings. **Writing:** Write Formal Standard Letters and Texts about One's Field of Expertise. Explain a Graphic and Reflect the Content. (6)
5. **Grammar:** Future tense, imperfect tense, degrees of comparison, imperative mood. Script, Letters of alphabet, accents, sounds of groups of letters, punctuation marks, articles, nouns, sing./Pl , genders; mas. /fem. Structure of sentences & types like affirmative, negative interrogative & negative interrogative, Verbs: classes of verbs and conjugation patterns, Pronominal verbs; Present tense, The idea of auxiliary verb; prepositions; pronouns- subject, interrogative, relative, possessive, emphatic ; adjectives, adverbs. (6)

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

Suggested Text Books:

Relevant Standard Text Books, Videos, Audio CDs

Foundation Courses (Elective) - Semester I & II

Semester I		FOU – 001: Elementary English
1 Credit	LTP: 0:2:0	Foundation Course (Elective)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-FOU001.1	REMEMBERING	LABEL the different parts of a sentence, correctly SPELL and PRONOUNCE the words in common usage and effectively LISTEN to short AV material (English).
CO-FOU 001.2	UNDERSTANDING	PARAPHRASE published written and audio visual content (English) in own words.
CO-FOU 001.3	APPLYING	CONSTRUCT short paragraphs and essays (English) for a specified task, to elicit, to select, to describe, to summarize information.
CO-FOU001.4	ANALYSING	TAKE PART IN conversations using general, social and professional (English) language.
CO-FOU001.5	EVALUATING	CHECK written and audio visual content (English) for grammatical correctness.
CO-FOU001.6	CREATING	SUBSTITUTE right words / terms / phrases in a compiled text.

- Fundamental grammatical structures and functions** - sentence types, tenses, voice, parts of speech, word order, expressing possibility, obligation, necessity, prohibition, criticism; expressing preferences, making assumptions; asking for/ refusing/giving permission; making offers, suggestions, punctuation, etc. **(3)**
- Building fundamental vocabulary** - to fulfill the above mentioned functions in roles, topics and discussions, synonyms, antonyms, homonyms, homophones, using dictionary, using thesaurus. **(3)**
- Listening** – short AVs in English, understanding the gist, the main points, look for detail or specific information, deduce the meaning. **(3)**
- Reading material** - reading various common place publications, using different strategies for different reading purposes, identifying the main points in a text, looking for detail, locating specific information in a text, understanding a text structure, right pronunciation, etc. **(3)**
- Conversation on different topics** - people, jobs, places to visit, festivals/celebrations, eating habits, attire, current affairs – popular personalities, disasters/accidents, politics, technology, sports/hobbies, environment, education, entertainment, transport, crime, etc. **(3)**

Suggested Text Books:

- English Grammar and Composition, Wren & Martin, S. Chand Publishing
- Word Power Made Easy, Norman Lewis

Semester I		FOU – 002: Elementary Mathematics and Statistics
1 Credit	LTP: 0:2:0	Foundation Course (Elective)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-FOU002.1	REMEMBERING	MEMORIZE and REPRODUCE all basic formulae covered in the syllabus.
CO-FOU002.2	UNDERSTANDING	EXPRESS numbers in various forms such as fractions, percentages, equivalent simplest fractions.
CO-FOU002.3	APPLYING	CALCULATE Percentages, Profit & Loss, Simple & Compound Interest, frequency, cumulative frequency, basic areas and basic volumes.

CO-FOU002.4	ANALYSING	ILLUSTRATE relationships using direct and inverse proportion, simple graphs, linear and quadratic equations.
CO-FOU002.5	EVALUATING	INTERPRET basic statistical data, graphs, and venn diagrams.
CO-FOU002.6	CREATING	CREATING and SOLVING simple simultaneous equations.

- Numbers:** Integers and fractions, squares, cubes, square roots and cube roots by prime factorization, negative numbers; Examples of very large and very small numbers such as million/billion/trillion, positive, negative, zero and fractional indices, laws of indices. **(1)**
- Preliminary Mathematics:** HCF & LCM, Ratio & Proportion, Problems based on Ages. **(2)**
- Ratio, rate and proportion:** Ratios involving rational numbers, writing a ratio in its simplest form, average rate, direct and inverse proportion, problems involving ratio, rate and proportion **(1)**
- Fractions & Percentages :** Expressing one quantity as a percentage of another, comparing two quantities by percentage, percentages greater than 100%, increasing/decreasing a quantity by a given percentage, reverse percentages, problems involving percentages **(1)**
- Mathematical Operations for Business:** Percentage, Profit & Loss, Simple & Compound Interest. **(1)**
- Time and Number related Mathematical operations:** Time & Work, Time, Speed & Distance, Number System, Permutation, and Series. **(2)**
- Basic Statistics:** Classification and tabulation of data, presentation of data, graphical presentation of data by frequency curve, frequency polygon, ogives, histogram. **(2)**
- Set Theory:** Basic concepts, Venn diagrams, interpretation. **(2)**
- Trigonometry :** Basic Trigonometry, Area and Volume. **(1)**
- Equations:** Simultaneous Equations, Quadratic Equations. **(2)**

References:

- Rajagopalan and Sattanathan, Business Mathematics
- Praveen, R. V., Quantitative Aptitude and Reasoning, PHI Learning
- Goon Gupta and Das Gupta, Fundamentals of Statistics, Vol. 1, The World Press Pvt. Ltd., Kolkata.
- Sharma, Arun, How to prepare for Quantitative Aptitude for the CAT, Tata McGraw Hill

Semester I		FOU – 003: Elementary Business Economics
1 Credit	LTP: 0:2:0	Foundation Course (Elective)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-FOU003.1	REMEMBERING	ENUMERATE the basic terms covered in the syllabus.
CO-FOU003.2	UNDERSTANDING	INTERPRET the historical trends in key economic data from a managerial and business perspective.
CO-FOU003.3	APPLYING	MAKE USE OF key Government and Non-Government economic publications to gather insights from a managerial and business perspective.
CO-FOU003.4	ANALYSING	ILLUSTRATE broad inter-relationships between various economic parameters within the national context and global context.
CO-FOU003.5	EVALUATING	EXPLAIN the role and objectives of Monetary and Fiscal policy.
CO-FOU003.6	CREATING	HYPOTHESIZE the expected short term trends of key economic indices.

- Concept of Economic Development, Concept of emerging, developed and developing economy, Concept of PPP **(1)**
- Economic Map of the Globe, Economic map of India. **(1)**
- Reserve Bank of India – composition, role, functions. **(1)**
- Economic Survey of India - Role, Scope, Objectives, Sections, Key highlights of last Economic Survey. **(1)**
- Union Budget - Role, Scope, Objectives, Sections, Key highlights of last Union Budget, Concept of Fiscal Deficit, Combined Fiscal Deficit. **(1)**
- Monetary Policy – Concept, Frequency, MPC - Role, Scope, Objectives of Monetary Policy, Key highlights of last few Monetary Policy statements, impact – sentimental and material on economy. **(1)**

7. Key Economic Indicators – Inflation, IIP, GDP, CRR, Bank Rate, Exchange Rate, Unemployment rate, Ease of doing business index, etc. **(1)**
8. Inflation – Concept, CPI, WPI, Composition, Changes over time, Trends, Usage in policy making, Implications of high and low CPI, WPI. **(1)**
9. Exchange rates – Concept, USD – INR, Euro – INR, Yuan – INR, Renminbi – INR, Key trends and influencing factors. **(1)**
10. GDP – Composition, Trends. **(1)**
11. Key Stock Markets & Stock Indices – Sensex, Nifty, Sectoral Indices in India, Global Indices - European Indices, American Indices, Asian Indices. **(1)**
12. Commodity Markets – Crude, Precious Metals, Industrial Metals, Agro Commodities, MCX, NCDEX. **(1)**
13. Direct & Indirect Taxes – Concept of Direct Tax, Indirect Tax, Income Tax, Wealth Tax, GST. **(1)**
14. Key Sources of Data – Census, CSO, Niti Aayog, Different Ministries of Government of India, CRISIL, NCAER, Credit Rating Agencies. **(1)**
15. Introduction of G7, G 20, BRICS, ASEAN, SAARC, EuroZone, PIIGS, ADB, WB, etc. **(1)**

Suggested Text Books:

1. Indian Economy , Dutt R and Sundharam K.P.M, S .Chand, Delhi
2. Indian Economy, Agarwal A. N., Vikas Publishing House, Delhi
3. Indian Economy, Misra S.K. and Pury V.K., Himalaya Publishing House, New Delhi

Semester I		FOU – 004: Elementary Accounting
1 Credit	LTP: 0:2:0	Foundation Course (Elective)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-FOU004.1	REMEMBERING	DESCRIBE the basic accounting terminologies and concepts covered in the course syllabus.
CO-FOU004.2	UNDERSTANDING	EXPLAIN the concepts covered in the course syllabus.
CO-FOU004.3	APPLYING	APPLY concepts covered in the course syllabus to accurately do the required calculations.
CO-FOU004.4	APPLYING	DETERMINE the key elements of business transactions and complete their accounting.
CO-FOU004.5	EVALUATING	DESIGN and OPERATE the entire accounting process (from entry to Balance - Sheet) for any given transaction.

1. **Basic Concepts and Terminologies** –Business Transaction, Meaning and Scope of Book Keeping and Accountancy, Importance of Book Keeping and Accountancy, Basic Terminologies related to Book Keeping and Accountancy, Classification of Accounts, Principle of Double Entry and Golden Rules of Accounting. (3+1)
2. **Journal Entries** – Preparation of Journal and passing journal entries (2+1)
3. **Ledger Posting & Balancing** – Preparation of Ledger Accounts, Posting the journal entries in the ledger accounts, Ledger Accounts Balancing and Interpretation of Ledger Account Balances. (2+1)
4. **Trial Balance** – Preparation of Trial Balance and Importance of Trial Balance in Accounting Process. (1+1)
5. **Final Accounts of Sole Proprietor** –Trading Account, Profit & Loss Account and Balance Sheet without adjustments. (2+1)

Suggested Text Books:

1. T.S. Grewal's Double Entry Book Keeping
2. Taxmann's Fundamentals of Accounting (CA CPT), CA D.G. Sharma
3. Book Keeping and Accountancy, Aina Pure and Aina Pure
4. Managerial Accounting, Dr. Mahesh Abale and Dr. Shriprakash Soni

Suggested Reference Books:

1. Financial Accounting for Management: Shankarnarayanan, Ramanath- CENGAGE Learning
2. Financial Accounting for Managers, Sanjay Dhmiya, Pearson Publications

3. Accounting For Management, Jawahar Lal
4. Accounting, Shukla Grewal

Semester I		FOU – 005: Elementary Information Technology
1 Credit	LTP: 0:2:0	Foundation Course (Elective)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-FOU005.1	REMEMBERING	DESCRIBE various components of a computer, network.
CO-FOU005.2	UNDERSTANDING	EXPLAIN the characteristics and usage of various elements of a computer, a network and operating systems.
CO-FOU005.3	APPLYING	USE various input, output, memory and local network devices.
CO-FOU005.4	ANALYSING	TEST and do basic troubleshooting of a standalone desktop or desktop connected to a network.
CO-FOU005.5	EVALUATING	EXPLAIN basic terminology related to data and information.
CO-FOU005.6	CREATING	DISCUSS emerging trends in IT.

1. **Computer Basics:** Introduction, Evolution of Computers, Computer Generations, Classification of Computers, Computer Applications. Computer Organization, Memory and Storage - Basic Computer Organization (a) Input devices - keyboard, voice devices, scanner, MICR, OMR, Bar code reader, digital camera, etc. (b) Output devices - Visual Display Unit, printers, plotters, Audio Output, etc. (c) Memory or Storage Devices – Memory or Storage Unit - Physical Devices Used as Storage Cells, Random Access Memory, Read Only Memory, Secondary Storage, Compact Disk Read Only Memory, Flash Memory, Archival Storage, etc. (d) Central Processing Unit. Basic trouble shooting. Connecting a desktop, laptop to LCD, printer, etc. **(4)**
2. **Computer Software:** Introduction, System Software, Application Software, Software Installing and Uninstalling, Booting, Software Development Steps, Programming Languages - Classification of Programming Languages. Operating System - Introduction, Role and functions of Operating System, Working Knowledge of GUI Based Operating System, Use of menus, tools and commands of windows operating system, File Handling and Management. **(4)**
3. **Computer Networks:** Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies, Components of computer networks (servers, workstations, network interface cards, hub, switches, cables, etc.) Internet and its Tools - Introduction, Internet Evolution, Basic Internet Terminology, Data over Internet, Modes of Data Transmission, Types of Networks, Types of Topologies, Protocols used in the Internet, Getting Connected to Internet Applications, Internet Applications, Computer Ethics. **(3)**
4. **Information Technology Basics:** Introduction, Data and Information, Types of Data, Need for Information Storage and Processing, **(2)**
5. **Emerging Trends in IT:** Introduction, Electronic Commerce, Electronic Data Interchange, Smart Cards, Mobile Communications, Internet Protocol TV. **(2)**

Suggested Text Books:

1. Computers Today, Basandra SK, Galgotia.
2. Fundamentals of Information Technology, Leon, Vikas
3. Information Technology: Inside and outside, Cyganski, Pearson
4. Computer Applications in Management, Kakkar DN, Goyal R, New Age
5. Information Technology for Management, B Muthukumaran, Oxford University Press

Semester I		FOU – 006: Elementary Business Etiquette
1 Credit	LTP: 0:2:0	Foundation Course (Elective)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-FOU006.1	REMEMBERING	DEFINE terms and concepts used to describe appropriate business etiquette attitudes and behaviors.
CO-FOU006.2	UNDERSTANDING	EXPLAIN what is meant by business etiquette and how it impacts the workplace.

CO-FOU006.3	APPLYING	DEMONSTRATE appropriate behaviors within specific business situations.
CO-FOU006.4	ANALYSING	TAKE PART IN professional business meetings and real & virtual business conversations.
CO-FOU006.5	EVALUATING	DETERMINE the right attire for business, casual and multicultural events.
CO-FOU006.6	CREATING	PLAN a professional business meeting and a business meal.

1. **Professionalism at Work:** Making a good first impression, understanding the mechanics of human perception, being aware of elements in image building, developing a culture of excellence, basic understanding of acceptable attitudes and mannerisms at work, the role of Good Manners in Business? Disability Etiquette - Basic disability Etiquette practices, Courtesies for wheelchair users, Courtesies for blind or visually impaired, Courtesies for the deaf, People with speech impairments. Multi-cultural challenges, Multi-cultural etiquette, Cultural differences and their effect on business etiquette, Select Cultural Highlights (5)

2. **Body Language at Work:** Non verbal communication, the 'smile' factor, building posture, facial expressions and eye contact, gestures for effective communication. (3)

3. **Business Etiquette Basics:** Introduction to business etiquette - The ABCs of etiquette Meeting and greeting scenarios, Enduring Words, Making introductions and greeting people, Greeting Components, The protocol of shaking hands, Introductions, Introductory scenarios, Addressing individuals, Networking for business, Business card protocol, Managing your business voice, Speaking Diplomatically, Managing Question and Answer Sessions Effectively - Anticipatory Q & A, Dealing with hostile questions, Reframing principles, Case Studies and Practice, Cell phone Etiquette, Voice Mail Etiquette, Internet & email etiquette, Internet usage in the workplace, Email, Netiquette, Online chat, Online chat etiquette, Online chat etiquette guidelines. (5)

4. **Dining Etiquette:** Planning a meal, issuing invitations, How to proceed through a receiving line, seating guidelines, navigating a place setting, appropriate table manners. (1)

5. **Business Attire & Professionalism:** Dressing sense, selecting the right clothing for a business wardrobe, Business style and professional image, Dress code, Guidelines for appropriate business attire, Grooming for success, Guidelines for appropriate business attire, Multicultural dressing, Making-up basics. (1)

Suggested Text books:

1. The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success, Barbara Pachter
2. Modern Manners: Tools to Take You to the Top, Dorothea Johnson and Liv Tyle
3. Business Etiquette: 101 Ways to Conduct Business with Charm and Savvy, Ann Sabath
4. Indian Business Etiquette, Raghu Palat, Jaico Publishing
5. Business Etiquette: A Guide for the Indian Professional, Shital Kakkar Mehra

Semester II		FOU – 007: Elementary MS Word
1 Credit	LTP: 0:2:0	Foundation Course (Elective)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-FOU007.1	REMEMBERING	SHOW basic menus of MS WORD on the screen and RECALL the functionality.
CO-FOU007.2	UNDERSTANDING	DEMONSTRATE the use of formatting, layout and printing tools of MS Word to create professional word documents.
CO-FOU007.3	APPLYING	APPLY the viewing, referencing tools of MS Word.
CO-FOU007.4	ANALYSING	ILLUSTRATE the use of reviewing tools for collaborative MS word documents.
CO-FOU007.5	EVALUATING	DESIGN and execute Mail merged documents.
CO-FOU007.6	CREATING	COMPILE a professional report using templates, Tables, Table of contents, referencing, headers, footers and page numbers.

1. Introduction to MS WORD, The Screen and its Elements, The Office Button, Quick Access, The View Buttons, Print Layout, Full Screen Reading, Web Layout, Outline , Draft, Zoom, The Status Bar, Creating a New Document,

- Starting on a New Blank Document, Templates, Writing and Simple Formatting - Simple formatting, Formatting with Styles, Customising Styles. **(3)**
2. Pictures and Graphics, Pictures, Insert a Picture from a File, Adjusting Picture Size, Positioning and Text Wrapping, Captions, Cross-References to Characters, Pictures and Headlines, Clip Art, SmartArt, Excel Charts, Create a New Excel Chart in Word, Insert a Chart from an Excel Project File, Tables Tools, Illustrations, Equations, Symbols. **(3)**
 3. Tables of contents and other references - Create a table of contents, Edit a citation placeholder, Create a bibliography, Foot note & End Note, Captions & Index, Mail Merge – Preparation, Retrieving Merge Data, Complete the Merge. **(3)**
 4. Page Layout, Margins, Adjusting the Margins, Page Setup, Setting Page Size, Orientation, Columns, Sections, Page Header and Footer, Tabs (tabulators), Page Numbers, Links, Page breaks and section breaks, Applying Multiple headers, Checking Spelling, grammar, and thesaurus. **(3)**
 5. Collaboration - Protect your document with passwords, permission, and other restrictions, Tracking changes and comments - Turn track changes on or off, Review tracked changes and comments. **(3)**

Suggested Text Books:

1. Microsoft Word 2016 Step by Step, Joan Preppernau
2. Microsoft Word 2016 Introduction Quick Reference Guide - Windows Version (Cheat Sheet of Instructions, Tips and Shortcuts, Lamina

Semester II		FOU – 008: Elementary MS Powerpoint
1 Credit	LTP: 0:2:0	Foundation Course (Elective)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-FOU008.1	REMEMBERING	SHOW basic menus of MS Powerpoint on the screen and RECALL the functionality.
CO-FOU008.2	UNDERSTANDING	DEMONSTRATE the use slide management, slide layout and reviewing tools of MS Powerpoint to create professional presentations.
CO-FOU008.3	APPLYING	USE tables, charts, smart art, animation and references in a powerpoint presentation.
CO-FOU008.4	ANALYSING	ILLUSRATE the various modes of delivery of the final powerpoint presentation.
CO-FOU008.5	EVALUATING	DEVELOP custom themes and customize slide masters and layouts.
CO- FOU008.6	CREATING	COMPILE a professional powerpoint presentation using templates, tables, images, hyperlinks, animation, templates, headers, footers and slide numbers, etc.

1. **Get started with PowerPoint:** PowerPoint basics, Start PowerPoint, Work in the PowerPoint user interface, Create and manage presentations, Open and navigate presentations , Display different views of presentations, Change the display of content, Display and edit presentation properties, Save and close presentations, Compatibility with earlier versions, Create and manage slides , Add and remove slides, Insert new slides , Copy and import slides and content, Hide and delete slides, Divide presentations into sections, Rearrange slides and sections, Apply themes, Change slide backgrounds. **(4)**
2. **Editing and Managing Text:** Insert and manage slide text, Enter and edit text, Insert nonstandard characters, Add supplementary text to slides, Insert equations, Add a slide footer, Move, copy, and delete text, Format text placeholders, Format characters and paragraphs, Apply WordArt text effects, Configure AutoCorrect options, Check spelling and choose the best wording, Find and replace text and fonts. **(5)**
3. **Tables, Shapes and Charts:** Present text in tables, Insert tables, Format tables, Modify table structure, Embed and link to Excel content, Insert and manage visual elements, Insert and manage simple graphics, Insert, move, resize, edit and format pictures, Draw and modify shapes, Draw and add text to shapes, Locate additional formatting commands, Move and modify shapes, Format shapes, Connect shapes, Capture and insert screen clippings, Create a photo album. Create and manage business graphics, Create diagrams, Sidebar: Picture diagrams Modify diagrams,

Format diagrams, Create charts, Modify charts, Manage chart data, Modify the display of chart elements, Pie charts, Format charts, and Custom chart templates. **(6)**

4. **Animation:** Add sound and movement to slides Animate text and pictures on slides, Customize animation effects, Bookmark points of interest in media clips, Add audio content to slides, Add video content to slides, Compress media to decrease file size, Hyperlink to additional resources, Add and manage slide transitions. **(5)**

5. **Finalize presentations:** Create custom presentation elements, Create custom themes, Customize slide masters and layouts, Save custom presentation templates, Save and share presentations, Save presentations in other formats, Share presentations from PowerPoint, Restrict access by using passwords, Add and review comments, Coauthor presentations. Review presentations, Add notes, Configure slides for presentation or printing, Inspect and finalize presentations, Print presentations and handouts, Prepare and deliver presentations, Adapt presentations for different audiences, Rehearse a presentation and set slide timings, Prepare presentations for travel, Present slide shows, Start the slide show, Use the slide show tools. **(5)**

Suggested Text Books:

1. Microsoft PowerPoint 2016 Step by Step, Joan Lambert
2. Microsoft PowerPoint 2016 Made Easy: A Step-by-Step Guide for PC Users, Dr. Harold Lloyd Fisher Jr., Kymitra L. Fisher (Editor)
3. Exploring Microsoft PowerPoint 2016 Comprehensive, Mary Anne Poatsy, Rebecca Lawson, Cynthia Krebs, Robert T. Grauer

Semester II		FOU – 009: Data Interpretation and Logical Reasoning
1 Credit	LTP: 0:2:0	Foundation Course (Elective)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-FOU009.1	REMEMBERING	RECOGNIZE when additional information is needed to solve problems.
CO-FOU009.2	UNDERSTANDING	EXPRESS quantitative and non-quantitative data, associations and linkages in a logical format.
CO-FOU009.3	APPLYING	USE statistical information when reported in condensed form or as summary statistics to make informed decisions.
CO-FOU009.4	ANALYSING	DISSECT arguments, SEQUENCE relationships, EXAMINE assumptions, DETECT fallacies and INFERENCE from the same.
CO-FOU009.5	EVALUATING	ESTIMATE and CHECK answers to logical and data sufficiency problems in order to determine reasonableness, identify alternatives, and select correct options.
CO-FOU009.6	CREATING	DEVELOP and EVALUATE inferences and predictions based on the data and information provided.

Data Interpretation

1. Tables
2. Pie Charts
3. Caselets
4. Bars
5. Line Graphs
6. Data Sufficiency

Logical Reasoning

1. Blood Relations
2. Direction Sense
3. Puzzles
4. Data Arrangement, Seating Arrangement
5. Data Structures
6. Series

7. Coding-Decoding
8. Clocks and Calendars
9. Family Tree
10. Venn Diagram
11. Syllogism
12. Proposition, Assumptions
13. Statements
14. Binary Logic
15. Sets

Suggested Text Books:

1. How to Prepare for Data Interpretation, Arun Sharma, Tata Mc Graw Hill
2. Puzzles to Puzzle you, Shakuntala Devi
3. Quantitative Aptitude, Abhijeet Guha, Tata Mc Graw Hill
4. Quantitative Aptitude, Agarwal R S, S Chand
5. Data Interpretation & Data Sufficiency, Ananta Ashisha
6. The Great Book of Puzzles & Teasers, George J Summers
7. Magical Book Series: Data Interpretation, K. Kundan
8. A Modern Approach to Verbal Reasoning, R.S. Aggarwal

Semester II		FOU – 010: Verbal Ability & Reading Comprehension
1 Credit	LTP: 0:2:0	Foundation Course (Elective)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-FOU010.1	REMEMBERING	IDENTIFY parts of speech
CO-FOU010.2	UNDERSTANDING	SUMMARIZE a given text material in defined word limits.
CO-FOU010.3	APPLYING	MAKE USE OF foreign words in English Language, idioms and phrases.
CO-FOU010.4	ANALYSING	EXAMINE given text sentences and paragraphs for errors and correct them.
CO-FOU010.5	EVALUATING	SELECT the appropriate words in a given context.
CO-FOU010.6	CREATING	CONSTRUCT meaningful sentences and COMPOSE meaningful paragraphs from jumbled ones.

Verbal Ability and Reading Comprehension

1. Grammar, Parts of Speech, Articles. Nouns, Verbs, Adjectives, Pronouns, Conjunctions, Prepositions, Adverbs.
2. Clauses, Tenses, Subject & Verb Agreement, Question Tags
3. Analogies
4. Idioms & Phrases
5. Synonyms, Antonyms,
6. Homonyms, Homophones
7. One word substitution
8. Root words, origins of words, prefixes, suffixes,
9. Foreign language words used in English
10. Contextual usage, Different usage of same word
11. Spotting Errors, Error Correction
12. Fill in the blanks, Sentence correction, Sentence completion
13. Jumbled paragraphs, Para Completion and inference
14. Reading Comprehension
15. Verbal Logic, Verbal Reasoning, Syllogisms

Suggested Text Books:

1. How to Prepare for Verbal Ability and Reading Comprehension for CAT, Arun Sharma and Meenakshi Upadhyay/Arihant
2. 30 Days to a More Powerful Vocabulary, Wilfred Funk & Norman Lewis/ Simon & Schuster
3. How to Prepare for Verbal Ability and Reading Comprehension for the CAT, Sharma and Upadhyay
4. Puzzles to Puzzle you, Shakuntala Devi
5. A Modern Approach to Verbal Reasoning, R.S. Aggarwal
6. Competition Success Review

Semester II		FOU – 011: Quantitative Ability
1 Credit	LTP: 0:2:0	Foundation Course (Elective)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-FOU011.1	REMEMBERING	RECALL the formulas.
CO-FOU011.2	UNDERSTANDING	INTERPRET quantitative information and INFER from it.
CO-FOU011.3	APPLYING	DEMONSTRATE number sense, including dimensional analysis and conversions between fractions, decimals, and percentages.
CO-FOU011.4	ANALYSING	EXAMINE the validity and DETECT possible biases in arguments presented in quantitative forms.
CO-FOU011.5	EVALUATING	DETERMINE when approximations are appropriate and when exact calculations are necessary.
CO-FOU011.6	CREATING	FORMULATE the problem quantitatively and USE appropriate arithmetical, and/or statistical methods to SOLVE the problems.

Quantitative Aptitude

1. Geometry
2. Trigonometry
3. Mensuration
4. Ratios and Proportion
5. Number system
6. Work and time
7. HCF & LCM
8. Algebra
9. Profit & Loss
10. Quadratic and linear equations
11. Geometric Progression
12. Percentages
13. Averages
14. Partnership (Accounts)
15. Time-Speed-Distance
16. Surds and Indices
17. Inequalities
18. Logarithms

Suggested Text Books:

1. Shakuntala Devi, Puzzles to Puzzle you
2. Quantitative Aptitude, Abhijeet Guha, Tata Mc Graw Hill
3. Quantitative Aptitude, Agarwal R S, S Chand
4. Data Interpretation & Logical Reasoning, Gautam Puri
5. Logical Reasoning and Data Interpretation, Nishit K. Sinha
6. Data Interpretation & Data Sufficiency, Ananta Ashisha

Subject Core (SC) Courses - Semester II
Specialization: Marketing Management

Semester II		205MKT: Marketing Research
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205MKT.1	REMEMBERING	IDENTIFY and DESCRIBE the key steps involved in the marketing research process.
CO205MKT.2	UNDERSTANDING	COMPARE and CONTRAST various research designs, data sources, data collection instruments, sampling methods and analytical tools and SUMMARIZE their strengths & weaknesses.
CO205MKT.3	APPLYING	DEMONSTRATE an understanding of the ethical framework that market research needs to operate within.
CO205MKT.4	ANALYSING	ANALYSE quantitative data and draw appropriate Inferences to address a real life marketing issue.
CO205MKT.5	EVALUATING	DESIGN a market research proposal for a real life marketing research problem and EVALUATE a market research proposal.
CO205MKT.6	CREATING	PLAN and UNDERTAKE qualitative or quantitative Market Research and demonstrate the ability to appropriately analyse data to resolve a real life marketing issue.

1. **Introduction to Marketing Research:** Definitions - Marketing Research, Market Research, Scope and Limitations of Marketing Research, Role of Information in Marketing Decisions, Value and Cost of Information, Marketing Information System and Marketing Research, Marketing Decision Support System, Threats to Marketing Research, Relationship between Marketing Research & Marketing, Organizing Marketing Research function, Evaluating utility of Marketing Research, Online Marketing Research, Recent Trends in Marketing Research, Marketing Research Industry in India. **(3+1)**

2. **Marketing Research Proposal:** The marketing research brief, The Marketing decision problem and marketing research problem, Defining the marketing research problem, developing the research approach, The decision maker & the environment, alternative courses of action, objectives of decision maker, consequences of alternative courses of action, Translating decision problem to research problem, The marketing research proposal (Background - basic problem/opportunity, Objectives, Research Design – Qualitative & Quantitative approaches, Data Requirements, Data collection methods, Data collection instruments, Population definition, Sample Plan, Sample size, Sampling Methodology, Statistical analysis, Cost Estimates, Time line, Appendices), Report Writing, Ethical Issues in Marketing Research – participant issues, sponsor issues, corporate espionage, code of ethics. **(5+1)**

3. **Advanced Analytical Tools:**

- (a) **Conjoint Analysis:** Conceptual basis, procedure, type of data required, key decision, how to interpret output, applications to study trade off patterns of consumers as related to different levels of marketing mix elements (Question on interpretation of output is expected)
- (b) **Factor Analysis:** Conceptual basis, type of data required, procedure, PCA, Interpreting factor matrix (factor loadings, communalities, Eigen value), determining number of factors using latent root criteria & scree test, interpreting & naming factors, applications in consumer behavior studies (interpretation of output is expected)
- (c) **Cluster Analysis:** Conceptual basis, type of data required, procedure, clustering methods – single linkage rule, how to interpret output, applications related to psychographic & lifestyle market segmentation (interpretation of output is expected)
- (d) **Multi- dimensional Scaling & Perceptual Mapping:** Conceptual basis, type of data required, key decision-attribute based versus non-attribute based approaches, procedure, how to interpret output, applications related to target market selection & positioning (interpretation of output is expected)
- (e) **Discriminant Analysis (Two Group Case):** Conceptual basis, type of data required, determining the coefficients, interpreting discriminant function & classifying subjects using discriminant function, applications in marketing (interpretation of output is expected) **(10+2)**

4. **Marketing Research Applications - I:**

- (a) **Sales Analysis and Forecasting:** Mining internal customer and sales data, In-store shopper marketing research and Retail shop audits, margin trend data, targeting best customers, identifying most efficient and effective advertising and promotion methods to reach existing consumers, Consumer panels, Customer satisfaction research, Concept of

Market demand and Market potential, Forecasting, Forecasting methods, Choosing a forecast model, forecast errors. Moving Average and Exponential Methods, Decomposition Methods, Regression Models.

(b) **New Product Development and Test Marketing:** marketing information for new markets, new product categories, new product concepts, new product design and market validation research, test marketing – uses, types, methods, limitations. Conjoint analysis for understanding consumer preferences and application to product design.

(c) **Market Segmentation and Positioning:** researching traditional market segments, defining meaningful segments, assessing existing product strength and line extension potential, creative positioning strategy, repositioning strategy research, defining go-to-market strategy, current and potential markets. **Use of Factor analysis and perceptual maps.**

(d) **Pricing research:** Pricing research and pricing strategy decisions, optimum price-product-feature configurations and market positioning opportunities. **(10+2)**

5. Marketing Research Applications - II:

(a) **Brand Research:** brand concepts, brand names, brand power research, brand equity survey measurements, Brand tracking studies.

(b) **Advertising Research:** Concept testing research – evaluating advertising concepts, ad theme concepts and appeals, ad recall surveys, message and theme salience, impact measures, buying motivation and association measures, media research like readership surveys, Media audience tracking studies, TRP, Limitations of advertising research.

(c) **International Marketing Research:** Marketing research in international context - importance, complexities and issues, International secondary data sources, Primary data collection methods and complexities of data collection in international marketing research, Online data sources and research, Issues in multi-country data analysis - Data comparability and validity problems, major sources of errors, Report preparation and presentation. **(9+2)**

Suggested Text Books:

1. Marketing Research, G C Beri, TMGH
2. Marketing Research - An Applied Orientation, Malhotra and Dash, Pearson Education.
3. Marketing Research, Churchill, Jr, G.A. and D. Iacobucci, South Western: Thomson.
4. Marketing Research, Zikmund, Babin, Cengage Learning
5. Marketing Research, Boyd, H.P., R. Westfall and S. F. Stasch, Delhi: A.I.T.B.S.
6. Marketing Research, Burns, G.A. and D. Bush, South Western: Thomson.

Suggested Text Books:

1. Marketing Research, Green, P.E., Tull, D.S. and G. Albaum, New Delhi: Prentice Hall of India.
2. Marketing Research, Suja Nair
3. Marketing Research, Luck, D.J. and R.S. Rubin, New Delhi: Prentice Hall of India.
4. Marketing Research, Tull, D.S. and D.I. Hawkins, New Delhi: Prentice Hall of India.

Semester II		206MKT: Consumer Behavior
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206MKT.1	REMEMBERING	ENUMERATE social and psychological factors and their influence his/her behavior as a consumer.
CO206MKT.2	UNDERSTANDING	EXPLAIN fundamental concepts associated with consumer and organizational buying behavior.
CO206MKT.3	APPLYING	APPLY consumer behavior concepts to real world strategic marketing management decision making.
CO206MKT.4	ANALYSING	ANALYSE the dynamics of human behavior and the basic factors that influence the consumer's decision process.
CO206MKT.5	EVALUATING	EXPLAIN the consumer and organizational buying behavior process for a variety of products (goods/services).
CO206MKT.6	CREATING	DISCUSS the use of the Internet, e-commerce & information technology with respect to the changing consumer marketplace and ELABORATE on the various aspects of the changing Indian Consumer.

1. **Introduction to Consumer Behavior:** Definition, Consumer and Customers, Buyers and Users, Organizations as Buyers, Use of Market Segmentation in Consumer Behavior, Dimensions of Consumerism, The Changing Patterns of Consumer Behavior in the context of the evolving Indian Economy, The Internet, e-commerce, and information technology and the changing consumer marketplace, Consumer Behavior and its Applications in Marketing. **(4+1)**
2. **Individual Determinants of Consumer Behavior:**
 - (a) **Consumer Personality** – Personality, Self-concept, Overview of Personality Theories, Brand Personality, Emotions.
 - (b) **Consumer Perception** - Sensation (Exposure to Stimuli), Perceptual Selection, Perceptual Organization, Factors that Distort Individual Perception, Price Perceptions, Perceived Product and Service Quality, Consumer Risk Perceptions.
 - (c) **Consumer Learning, Memory and Involvement** - Components of Learning, Behavioral Theory, Cognitive Learning Theory, Memory System, Memory Process, Concept of Involvement, Dimensions of Involvement, Involvement and Types of Consumer Behavior, Cognitive Response Model, Elaboration Likelihood Model, Social Judgment Theory, Brand Loyalty and Brand Equity.
 - (d) **Consumer Attitudes** - Functions of Attitude, Attitude Models, Relationship between Attitude, Beliefs, Feelings and Behavior, Learning Attitudes, Changing Attitudes, Attitude Change Strategies for marketers.
 - (e) **Consumer Motivation** - Needs and Goals, Motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Overview of Maslow's hierarchy of needs. **(11+1)**
3. **Environmental Influences on Consumer Behavior:**
 - (a) **Cultural Influences on Consumer Behavior** – Concept of Culture, Values, Sub-cultures, Influence of Indian Culture on Consumers, Multiplicity of Indian Cultures and their influence on consumer behavior, Cross-cultural Influences.
 - (b) **Social Class and Group Influences on Consumer Behavior** - Concept of Social Class, Social Sub-Class, Money and Other Status Symbols, AIO classification of Lifestyle, VALS Typology, Source of Group Influences, Types & Nature of Reference Groups, Reference Group Influences and Applications, Group Norms and Behavior, Family Life Cycle Stages, Family Purchases, Family Decision-making, Purchasing Roles within family, Word-of-Mouth Communications within Groups, Opinion Leadership.
 - (c) **Indian Consumer:** Social classes in India - old and new Socio-Economic Classes (SEC) in Urban & Rural Markets, Characteristics of BoP Consumers, Gen Z Consumers, HNI Consumers in India.
 - (d) **Diffusion of Innovation** - Types of Innovation, Diffusion Process, Factors Affecting the Diffusion of Innovation, The Adoption Process, Time Factor in Diffusion Process, Culture, Communication and Diffusion. **(11+1)**
4. **Consumer Decision Making Process:**
 - (a) **Problem Recognition** - Types of consumer decisions, types of Problem Recognition, Utilizing problem recognition information
 - (b) **Search & Evaluation** - Types of information, Sources of Information Search, Search, Experience and Credence Aspects -Marketing Implications, Situational Influences on Purchase Decisions, Nature of Situational Influence, Situational Variables
 - (c) **Purchasing Process** - Why do people shop? Store & Non-store Purchasing Processes, Purchasing Patterns
 - (d) **Post-purchase Evaluation & Behavior** - Consumer Satisfaction, Dissatisfaction, Customer Delight, Consumer Complaint Behavior, Post- Purchase Dissonance.
 - (e) **Consumer Decision Models** - Types of Consumer Decisions, Nicosia Model of Consumer Decision-making, Howard-Sheth Model, Engel, Blackwell, Miniard Model **(11+1)**
5. **Organizational Buying Behavior:** Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Factors Influencing Organizational Buyer Behavior, organizational Buyer Decision Process, Organizational Buying Roles. **(3+1)**

Note: Live examples and cases to be discussed.

Suggested Text Books:

1. Consumer Behavior, David L. Loudon & Albert J. Della Bitta, Tata McGraw Hill, 4th Edition
2. Consumer Behavior, Hawkins, Mothersbaugh, Tata McGraw Hill
3. Consumer Behavior, Batra, Kazmi, Excel Books
4. Consumer Behavior, Leon Schiffman, Leslie Kanuk, S.Ramesh Kumar, Pearson, 10th Edition
5. Consumer Behavior, Engel, Blackwell & Miniard
6. Consumer Behavior - An Indian perspective, Dr. S.L Gupta, Sumitra Pal, Sultan Chand and Sons

7. Consumer Behavior - In Indian Perspective, Suja R. Nair, Himalaya Publishing House.
8. Why we Buy: The Science of Shopping, Paco Underhill, Simon and Schuster Paperbacks.

Suggested Reference Books:

1. We are like that only by Rama Bijapurkar, Penguin
2. The Marketing White Book, Business World
3. Economic Times, Business Standard, Mint, Business world.(Brand equity & Brand wagon)

Subject Elective (SE) Courses - Semester II Specialization: Marketing Management

Semester II		217MKT: Integrated Marketing Communications
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217MKT.1	REMEMBERING	DESCRIBE the IMC mix and the IMC planning process.
CO217MKT.2	UNDERSTANDING	EXAMINE the role of integrated marketing communications in building brand identity, brand equity, and customer franchise.
CO217MKT.3	APPLYING	CONSTRUCT a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign plan.
CO217MKT.4	ANALYSING	ANALYZE and critically evaluate the communications effects and results of an IMC campaign to determine its success for a variety of brands.
CO217MKT.5	EVALUATING	DESIGN a sales promotion campaign and CHOOSE the avenues for Public Relations, Publicity and Corporate Advertising for a consumer and a business-to-business product.
CO217MKT.6	CREATING	DEVELOP an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign for a variety of brands.

1. Integrated Marketing Communication: Integrated Marketing Communication, Evolution of Integrated Marketing Communication, Role of IMC in creating brand identity, brand equity, and customer franchise, Communication Process, Promotional Mix: Tools for IMC, The IMC Planning Process, Global IMC. The Value of IMC plans – information technology, changes in channel power, increase in competition, brand parity, integration of information, decline in the effectiveness of mass-media advertising. **(3)**

2. Advertising- I:

- (a) Definition, History, Roles and Functions of Advertising, Types of Advertising, Steps in Development of Advertisement.
- (b) **Advertising Design:** Appeals, Message Strategies & Execution Framework: Advertising Design, Advertising Theory, Types of Advertising Appeals, Structure of an Advertisement, Message Strategies, Cognitive strategies, Execution Strategies, Creating an Advertising, Advertising Effectiveness.
- (c) **Copywriting:** Meaning and Definition of Copywriting, The Copywriter, Copywriting for Print, Copywriting guidelines, Radio Copywriting, TV Copywriting, Writing for the Web, Tips for writing good web content. **(10)**

3. Advertising- II:

- (a) **Media Planning and Strategies:** Growth and Importance of Media, Meaning and Role of Media Planning, Media Plan, Market Analysis, Media Objectives, Developing and Implementing Media Strategies, Evaluating the effectiveness.
- (b) **Print Media and Outdoor media:** Characteristics of the press, Basic media concepts, Newspapers, Magazines, Factors to consider for magazine advertising, Packaging, Out-of-home Advertising, Directory Advertising.
- (c) **Broadcast and Internet Media:** Meaning of Broadcast Media, Radio as Medium, Television as Medium, Internet Advertising, Email Advertising. **(10)**

4. Sales Promotion: Scope and Role of Sales Promotion, Growth of Sales Promotion, Consumer Oriented Sales Promotion, Techniques in Sales Promotion, Trade Oriented Sales Promotion, Coordinating sales promotion and advertising; Sales promotion abuse; Personal selling. **(4)**

5. Public Relations, Publicity and Corporate Advertising: Definition of Public Relations, Publicity and Corporate Advertising; Difference between public relations and advertising, Functions of Public Relations; Creating positive image building activities; Preventing or reducing image damage; Sponsorship and Event marketing; Role of internet in Public Relations, Publicity, Advantages and Disadvantages of Publicity. **(3)**

Suggested Text Books:

1. Advertising and Promotion, Belch, George and Belch, Michael, Tata McGraw Hill, New Delhi.
2. Integrated Advertising, Promotion and Marketing Communication, Clow, Kenneth & Black, Donald, Pearson Education, New Delhi.
3. Advertising Management, Jethwaney, Jaishree and Jain, Shruti, Oxford University Press, New Delhi.
4. Advertising and Promotions, Semenik Allen, Cengage Learning
5. Advertising and Promotion, SHH Kazmi, SatishBatra, Excel Books
6. Advertising and Promotions, Shah, D'Souza, Tata McGraw Hill

Suggested Reference Books:

1. Integrated Marketing Communication, Tom Duncan, McGraw-Hill
2. Integrated Marketing Communication: Trends and Innovations, Shridha Jain, Global India Publications
3. IMC, The Next Generation, Don Schultz and Heidi Schultz, Tata McGraw Hill, New Delhi.

Semester II		218MKT: Product and Brand Management
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO218MKT.1	REMEMBERING	DEFINE the key concepts and DESCRIBE the elements of a product strategy.
CO218MKT.2	UNDERSTANDING	EXPLAIN the process and methods of brand management, including how to establish brand identity and build brand equity.
CO218MKT.3	APPLYING	IDENTIFY the Brand Marketing Strategies for Leaders, Challengers, Followers and Niche Strategies for real life consumer, business products and services operating in various markets and in the digital space.
CO218MKT.4	ANALYSING	EXAMINE the key brand concepts by articulating the context of and the rationale of application for real life consumer, business products and services operating in various markets and in the digital space.
CO218MKT.5	EVALUATING	FORMULATE effective branding strategies for real life consumer, business products and services operating in various markets and in the digital space.
CO218MKT.6	CREATING	COLLECT brand audit data using appropriate tools and PROPOSE strategic recommendations for Reinforcing / Revitalizing / Rejuvenating failed Brands for real life consumer, business products and services in various markets and in the digital space.

1. **Product Management:** Product management as a basis of marketing organization structure. Role of product manager, Product management in consumer product industry Vs. industrial product industry. Overview of product level marketing plans. **(5)**
2. **Product Strategy:** Elements of a product strategy, Defining Competitive set, Category Attractiveness Analysis, Competitor Analysis, Customer Analysis, setting objectives, selection of strategic alternatives – increasing sales, market share, profitability, New product failure. **(5)**
3. **Brand Management and Brand Equity:** Definition of brand, Challenges in Branding Strategic brand management process, Brand Equity Models- Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Customer based Brand equity, Brand knowledge, Sources of brand equity - Brand Awareness, Brand Image. **(7)**
4. **Planning and Implementing Brand Marketing Programs:** The Four steps of brand building, creating customer value, Identifying and establishing brand positioning, Positioning guidelines, Choosing brand elements to build brand equity, Options and tactics for Brand, New perspectives on marketing, Integrating marketing communication to build

brand equity, Conceptualizing the leveraging process, Co- branding, Celebrity Endorsement. Brand Marketing Strategies for Leaders, Challengers, Followers, Niche Strategies. (7)

5. Growing and Sustaining Brand Equity: The brand value chain, Brand audit, Designing brand tracking studies, Capturing customer mind set through quantitative and qualitative research techniques, Brand architecture, Brand hierarchy, Designing brand strategy, New products, Brand extensions- advantage and disadvantage, Reinforcing brands, Revitalizing brands, Rejuvenating failed Brands. (6)

Suggested Text Books:

1. Product Management, Lehmann & Winer, TMGH
2. Product Management, S. A. Chunawalla, Himalaya Publishing House
3. Strategic Brand Management, Kevin Lane Keller, Pearson
4. Strategic Brand Management, J N Kapferer, Kogan Page
5. Brand Management, Dr. S.L.Gupta Himalaya Publishing House

Suggested Reference Books:

1. Product Management, Dr. C. Anandan, TMGH
2. Product & Brand Management, U.C. Mathur, Excel books
3. Building Brand Equity, David Aaker
4. Branding Concepts & Process, Debashish Pati
5. Brand Positioning Strategies for Competitive Advantage, Subrato Sen Gupta

Semester II		219MKT: Personal Selling Lab
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO219MKT.1	REMEMBERING	LIST the key terms in selling and DESCRIBE the qualities of Winning Sales Professionals
CO219MKT.2	UNDERSTANDING	EXPLAIN the theories and concepts that are central to personal selling.
CO219MKT.3	APPLYING	Apply the interpersonal and team skills necessary in successful relationship selling.
CO219MKT.4	ANALYSING	ILLUSTRATE the use of various sales techniques needed to achieve a profitable sale in a real world scenario for a real world product/ service / e-product / e-service.
CO219MKT.5	EVALUATING	DEVELOP a customer plan that identifies all elements of personal selling, essential to creating successful sales in a real world scenario for a real world product/ service / e-product / e-service.
CO219MKT.6	CREATING	CREATE sales presentation for a real world product/ service / e-product / e-service and for variety of selling situations.

1. Personal Selling & Salesmanship: Defining Personal selling and salesmanship, Selling as a profession, Objectives and importance of personal selling, Essentials of Personal Selling, Traditional & Modern Selling Approach, Ethical and Legal Considerations in Personal Selling, Role of Selling in Marketing, Types of selling, Qualities of Winning Sales Professionals - Physical, Mental, Social and Character Traits. Theories of Selling: AIDA, Right set of circumstances theory of selling, Buying Formula theory of selling, Behavioral Equation theory, Career in Personal Selling / Sales; What Companies Look for in New Salespeople. (4)

2. Personal Selling Process: Prospecting- objectives, sources and methods, Lead Generation, Getting appointment, Sales Responsibilities and Preparation; Pre approach-step toward sales planning-elements of sales call planning; Customer need discovery & Analysis; Approach- sales presentation/ demonstration- selection of appropriate presentation method, essentials of presentation, sales presentation mix- persuasive communication, visual presentation and dramatization, Use of questions- Direct questions, non- directive questions, rephrasing, redirect questions; Sales Leads, Account Management, Building long-term partnership by Selling, Strategic Understanding of Company, Products, Competition, and Markets Strategic Understanding of Company, Strategic Understanding of Products. (7)

3. Personal Selling Process: Handling objection- hidden, stalling, no need, money objection, etc., objection handling techniques, Closing the sale- reading buying signals, closing techniques- the alternative choice, assumptive, the

compliment, the summary, the continuous, the minor point, the tea account, the standing room and the probability; Follow up after sales- Discuss service requirements, handling complaints, Key Account Management. Customer Service : meaning of Customer Service, Importance of Customer Satisfaction Customer Follow-Up Strategies, Customer Service Questionnaire, Evaluating Customer Service. (7)

4. Personal Selling Skills: Negotiation, Communicating Effectively with Diverse Customers – Meaning of Communication, Developing Communication Skills, essentials of Effective Communicator, Communication Styles, making choice of Communication Style, Communication and Trust Building , Listening Skills, Presentation and Demonstration, , Body Language- Space, Moments, Eye Contacts & Postures, Follow up Calls, Writing Effective Sales Letters and e- mails, Positive Mental Attitude, Goal Setting, Effective Dressing, Managing Yourself, Managing Time and Territory Self-Management Effectiveness and Efficiency Sales Activities, Setting Priorities Account And Territory Management, Working Smarter , Cold Call Mechanism, Tools and Technical aids for Selling. (3)

5. Personal Selling Applications and Situations: Selling of services- financial, IT and telecommunication, advertising, education; Selling of industrial products- raw material, capital goods, supplies; Selling of consumer goods- convenience, shopping and specialty goods; International selling; Selling in rural markets; Selling high and low involvement products; Selling to new and existing customers Market; Selling to end users, intermediaries, government departments and agencies; Selling individual and groups. (4)

Suggested Text Books:

1. Fundamentals of Selling by Charles M. Futrell, Tata McGraw Hill 10th Edition
2. A B C 's of Selling by Charles M. Futrell, AITBS, New Delhi,
3. World Class Selling by Roy Chitwood, JAICO Publishing House
4. Successful Selling Solutions by Julian Clay, Viva Books
5. Value Added Selling by Tom Reilly, TMGH

Suggested Reference Books:

1. Achieving Sales Excellence by Howard Stevens, Viva Books Pvt. Ltd.
2. Power Sales Presentation by Stephan Schiffman, Adams Media Corporations.
3. Sales Essentials by Stephan Schiffman, Avon Massachusset
4. Smarter Selling by Keith Dugdale & Lambert, Prentice Hall.
5. Successful Sales- Get Brilliant Results Fast by Pauline Rowson, Viva Books.
6. Successful Selling Skills by Richard Denny, The Sunday Times.
7. The Art and Science of Negotiation by Raiffa H, Cambridge: Belknap/Harvard Press
8. Getting to Yes by Fisher R and Ury W, Harmondsworth Middlesex, GB Penguin Books

Semester II		220MKT: Digital Marketing - I
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO220MKT.1	REMEMBERING	DEFINE various concepts related to Digital Marketing.
CO220MKT.2	UNDERSTANDING	EXPLAIN the role of Facebook, Google Ad words, Youtube and Email in digital marketing.
CO220MKT.3	APPLYING	MAKE USE OF Facebook, Google Ad words, Youtube and Email for carrying out digital marketing of real life products.
CO220MKT.4	ANALYSING	ILLUSTRATE the use of Facebook, Google Ad words, Youtube and Email in various contexts of Digital Marketing.
CO220MKT.5	EVALUATING	DESIGN digital media campaign using appropriate mix of Facebook, Google Ad words, Youtube and Email.
CO220MKT.6	CREATING	CREATE appropriate content for Facebook, Google Ad words, Youtube and Email campaigns.

1. Digital Marketing Planning and Structure: Inbound vs Outbound Marketing, Content Marketing, Understanding Traffic, Understanding Leads, Strategic Flow for Marketing Activities. WWW, Domains, Buying a Domain, Website Language & Technology, Core Objective of Website and Flow, One Page Website, Strategic Design of Home Page, Strategic Design of Products & Services Page, Strategic Design of Pricing Page, Portfolio, Gallery and Contact Us

Page, Call to Action (Real Engagement Happens), Designing Other Pages, SEO Overview, Google Analytics Tracking Code, Website Auditing, Designing Wordpress Website. **(5+1)**

2. Facebook Marketing Fundamentals: Profiles and Pages, Business Categories, Getting Assets Ready, Creating Facebook Pages, Page Info and Settings, Facebook Page Custom URL, Invite Page Likes, Featured Video, Pin Post and Highlights, Scheduling Posts, Facebook Events, Reply and Message, Facebook Insights Reports, Competitor's Facebook Page, Ban User on Facebook Page, Connect with Twitter. Facebook Ad Campaigns: Organic v/s Paid, Defining Ad Objective, Performance Matrix, Ad Components, Designing Creative Image, Facebook Ad Structure, Setting Up Facebook Ad Account, Create Ad –Targeting, Create Ad –Budgeting, Create Ad –Creative, Content and CTA, Boosting Page Posts, Page Promotion, Video Promotion, Similar Ads and Audiences, Tracking Pixels Code, Remarketing -Website Visitors, Custom Audiences -Look Alike, Custom Audience -Saved Group, Managing and Editing Ads, Ad Reports and Ad Insights, Billing and Account. Facebook Business Manager, People, Pages and Roles, Ad Accounts Configurations, Ad Agencies and Assigning, Shared Login for FB Business A/c, Power Editor, Email Targeting on Facebook, Facebook Offers, CTA on Page, Posts for Location, Save Time with Third Party Tools, Case Studies. **(5+1)**

3. Google Adwords: Understanding Adwords, Google Ad Types, Pricing Models, PPC Cost Formula, Ad Page Rank, Billing and Payments, Adwords User Interface, Keyword Planning, Keywords Control, Creating Ad Campaigns, Creating Text Ads, Creating Ad Groups, Bidding Strategy for CPC, Case Studies. PPC, CPM, CPA, Other Measuring Tools, Bidding Strategy on Location, Bidding Strategy on Schedule, Bidding Strategy on Devices, Conversion Tracking Code, Designing Image Ads, Creating Animated Ads, Examples on Animated Ads, Creating Video Ads, Youtube Video Promotion, Hi-Jack Competitor's Video Audience, Case Studies. Remarketing Strategies, Remarketing Rules, Remarketing Tracking Code, Linking Google Analytics, Designing Remarketing Images, Shared Budget, GWD Software, Case Studies. **(5+1)**

4. YouTube Marketing: Video Flow, Google Pages for YouTube Channel, Verify Channel, Webmaster Tool –Adding Asset, Associated Website Linking, Custom Channel URL, Channel ART, Channel Links, Channel Keywords, Branding Watermark, Featured Contents on Channel, Channel Main Trailer, Uploading Videos, Uploading Defaults, Creator Library, Case Studies. Channel Navigation, Video Thumbnail, CTA –Annotation, CTA –Extro, CTA –Cards for Mobile, Redirect Traffic to Website, Post Upload Enhancements, Live Broadcasting, Managing Playlists, Managing Comments, Managing Messages, Monetization with Adsense, Paid YoutubeChannel, Channel Analytics, Real Time Analytics, Case Studies. **(5+1)**

5. Email Marketing - Content Writing: Email Machine –The Strategy, Email Frequency, Why People Don't Buy, The Fuel –Value, Triggers in Email using 4Ps, Sequence of Email Triggers, Email Example - Topic, Intro, Product, Secondary Value, Fear, Regret, Ask for Sales, Reinforcement, Offers Announcements, Urgency, Cross Sales, Re-Engagement, Buyer vs Consumer. Email Software and Tools, Importing Email Lists, Planning Email Campaign, Email Templates and Designs, Sending HTML Email Campaigns, Web Forms Lead Importing, Integrating Landing Page Forms, Campaign Reports and Insights, Segmentation Strategy, Segmentation Lists, Auto-Responder Series, Triggering Auto – Responder Emails, Auto Responder Actions, Case Studies. **(5+1)**

Suggested Text Books:

1. Google Adwords for Beginners: A Do-It-Yourself Guide to PPC Advertising, Cory Rabazinsky,
2. Email Persuasion: Captivate and Engage Your Audience, Build Authority and Generate More Sales With Email Marketing, Ian Brodie
3. Social Media Marketing All-In-One for Dummies, Jan Zimmerman and Deborah

Semester II		221MKT: Marketing of Financial Services - I
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO221MKT.1	REMEMBERING	RECALL and DESCRIBE the key terminology of Financial Services.
CO221MKT.2	UNDERSTANDING	DESCRIBE the various types of financial products and services.
CO221MKT.3	APPLYING	DEVELOP FAQs for each kind of financial products and services from an investment advisor's perspective.
CO221MKT.4	ANALYSING	COMPARE and CONTRAST the various types of financial products and services and ILLUSTRATE their benefits and limitations.
CO221MKT.5	EVALUATING	EVALUATE the financial products and services from an investment perspective for various kinds of investors.

CO221MKT.6	CREATING	COLLECT the application forms for all kinds of investments and DISCUSS each of them.
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1. **Financial Market Fundamentals: Equity Markets:** Capital Markets, Role in the Economy, Brief History of BSE and NSE. Trade lifecycle of a financial instrument, Market Participants in the Equity markets with perspectives on 'Buy' side and 'Sell' side, Key terminologies related to the Equity markets. **Bond Markets:** Introduction to bond markets, how bond markets operate? Key terminologies related to the bond markets. Regulatory aspects of the Bond Markets, Key players in the Bond Markets (such as FII's, Hedge Funds etc.) **Debt Instruments:** Debt instruments and their classification based on type of issuer, and basis characteristics. Money Market Instruments (such as Certificate of Deposit, Re-purchase "Agreements etc.) **(5+1)**
2. **Mutual Funds: Basic Concepts:** Mutual Funds and their importance, Various entities of a Mutual Fund and their respective roles - Basic understanding of NAV and calculation of a Fund - NAV, Types of Loads and Commissions charged on Mutual Funds and their significance. **Types:** Types of Mutual Funds in India, classified on the basis of Structure, Investment Objective, and Investment Plan, Relative risks associated with various Mutual Funds in India. Basic understanding of ETFs and their key features. Differences between a Mutual Fund and an ETF. Basic understanding of a 'Hedge Fund' and its key features, Process of Fund Selection and various related measurement parameters, Various expenses incurred by a Fund. **Investment Advisors:** Guidelines for Investment Advisors while selling Mutual Funds to the clients. **(5+1)**
3. **Insurance: Basics of Insurance:** Basic understanding of insurance products, types of insurance policies – Role of IRDA, Insurance industry in India. **General Insurance:** Types of liabilities covered, extent of insurance value, and conditions. **Life Insurance:** Basic concept of Life Insurance, its beneficiaries and its types, Concept of Term Insurance and its various types, Traditional Life Insurance and its difference from Term Insurance, Whole Life Policy and Endowment Policy and the differences between them. ULIP and its comparison with conventional plans and Mutual Funds. **Marketing Channels in Insurance Markets:** Various channel members in the Industry such as Insurance Agents, Distributors, etc. **Basic Understanding:** Property and casualty/liability insurance, Commercial Insurance, Health Insurance. **(5+1)**
4. **Other Financial Services: Leasing / Hire Purchase:** Definition, meaning, types, process, advantages, limitations, financial implications. **Housing Finance:** Major institutions involved, types, rate of interest, advantages, scenario in India. **Credit Cards:** Meaning, types, growth, advantages and disadvantages, growth in India. **Credit Rating Services:** Origin, definition, advantages, credit rating agencies - global and Indian, symbols, CRISIL, ICRA, equity ratings, CIBIL, scope in India. **Other Services:** Factoring, forfeiting, bill discounting, consumer finance and venture capital. **(5+1)**
5. **Marketing of Financial Services: Importance of Financial Planning:** identification of investment needs for retail investors, studying investment behavior - Household Vs. Institutional Investors. **Alternate Investment Products:** Introduction to Alternate Investments and their various products and services, Portfolio Management Services and their features, Tax regulations from an Investment Advisor point of view. **Career opportunities in Marketing of Financial Services. (5+1)**

Suggested Text Books:

1. Financial Services, M Y Khan, Tata McGraw-Hill
2. Financial Services & Markets, Dr. Punithavathy Pandian, Vikas Publication
3. Marketing of Financial Services, V.A. Avadhani, Himalaya Publishing House
4. Financial Services Marketing, Christine Ennew, Nigel Waite
5. Financial Services, Nalini Prava Tripathy, Prentice Hall of India Private Limited

Semester II		222MKT: Marketing of Luxury Products
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO222MKT.1	REMEMBERING	RECALL and DESCRIBE the key concepts and principles of luxury brand management and marketing.
CO222MKT.2	UNDERSTANDING	DESCRIBE the unique consumer behavior in the context of luxury products .
CO222MKT.3	APPLYING	IDENTIFY potential new luxury products and how they relate to a variety of markets, including emerging markets & India.

CO222MKT.4	ANALYSING	COMPARE and CONTRAST the luxury products , brands and industry with routine products, brands and industry.
CO222MKT.5	EVALUATING	ASSESS internal and external factors impacting the luxury markets, nationally, internationally and globally.
CO222MKT.6	CREATING	Formulate marketing strategy for contemporary luxury products and brand.

1. **Theoretical foundations of luxury management:** Defining brand, luxury and relativity, luxury goods, luxury brand, fashion, difference and similarity between luxury and fashion, Unique properties, opportunities, and challenges of ever-changing markets of design, fashion, and luxury goods. Luxury - historical and contemporary perspectives. Main luxury sectors: definition and trends. Luxury brands in the emerging markets and the Indian context. **(5+1)**
2. **Methodological approaches to understanding luxury:** Identifying a luxury product: basic approaches and main types, Features of consumer behavior, Basic psychological phenomena associated with luxury purchase, Luxury consumption motives, Luxury Brand Identity, Changing marketing dynamics and impact on the marketing, experience and consumption of luxury. **(5+1)**
3. **Luxury Segmentation, Targeting, Positioning & Marketing Mix:** Pursuing long term profitability through sound marketing strategies. **Market segmentation** beyond the socioeconomic. **Positioning** – (a) Identity management - Communication policy, managing creativity, corporate image and volatility, (b) Channel management **Luxury marketing mix:** product policy, price policy, distribution policy, Craftsmanship: How are things made and why it matters, Communicating & Distributing Luxury. **(5+1)**
4. **International luxury markets:** historical leaders and emerging countries, Binary Conventions in Luxury: East vs. West; Masculine vs. Feminine; Seriousness vs. Humor, What does Culture have to do with luxury and how you can use it to market luxury effectively. **(5+1)**
5. **Luxury retail:** The beauty & fragrance industries, Fine Jewelry & timepieces; Accessories; Art, Beauty products, Hospitality, Automotive, Fashion. **(5+1)**

Suggested Text Books:

1. The Luxury Strategy, Kapferer, Jean-Noel and V. Bastien, Kogan Press

Suggested Reference Books:

1. The Luxury Strategy: Break the Rules of Marketing to Build the Luxury Brand, Bastien Vincent, Kapferer Jean-Noël, Kogan Page
2. The idea of prestige: A conceptual and historical investigation, Berry, C.J., Cambridge University Press.
3. Economics and consumer behavior, Deaton, A., & Muellbauer, J., Cambridge University Press.

Subject Core (SC) Courses - Semester II
Specialization: Financial Management

Semester II		205FIN: Financial Markets and Banking Operations
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205FIN.1	REMEMBERING	RECALL the structure and components of Indian financial system through banking operations & Financial Markets.
CO205FIN.2	UNDERSTANDING	UNDERSTAND the concepts of financial markets, their working and importance.
CO205FIN.3	APPLYING	ILLUSTRATE the working and contribution of Banks and NBFCs to the Indian Economy.
CO205FIN.4	ANALYSING	ANALYZE the linkages in the Financial Markets.
CO205FIN.5	EVALUATING	EXPLAIN the various banking and accounting transactions.
CO205FIN.6	CREATING	DEVELOP necessary competencies expected of a finance professional.

1. **Basic Concepts of Indian Financial System:** Structure and Components: Indian financial system in India, Role of financial system in economic development. Introduction to financial Institutions – Banking – Non Banking Institutions. Role and Functions of Banks and their Contribution to Indian Economy. Introduction to Financial Markets, Functions and

Classification. Money Market, Capital markets, Bond markets, Commodity markets, Money markets, Derivatives markets, Futures markets, Foreign exchange markets, Crypto currency market **(7+2)**

2. **Money Market:** Structure and components: Participants in Indian Money Market, Money Market Instruments, Structure of Money Market, Role of central bank in money market; Players in the Indian Money Market, The reforms in Indian Money Market. **(7+2)**

3. **Capital Market:** Components & Functions of Capital Markets, Primary & Secondary Market Operations, Capital Market Instruments - Preference Shares, Equity Shares, Non-voting Shares, Convertible Cumulative Debentures (CCD), Fixed Deposits, Debentures and Bonds, Global Depository receipts, American Depository receipts, Global Debt Instruments, Role of SEBI in Capital Market. **(7+2)**

4. **Banks and NBFCs:** Types of Banks & NBFCs: Central Bank, Nationalized & Co Operative Banks, Regional Rural Banks, Scheduled Banks, Private Banks & Foreign Banks, Mudra Bank, Small Finance Banks, Specialized Banks, NBFCs. Types of Banking: Wholesale and Retail Banking, Investment Banking, Corporate Banking, Private Banking, Development Banking. **(7+2)**

5. **Concepts in Banking and Accounting of transactions:** Accounting in banks, Electronic Banking, RTGS, ATM, MICR, OCR, OMR, and DATANET, Petty Cash, Electronic Clearing Service (ECS), National Electronic Funds Transfer (NEFT) System, Real Time Gross Settlement (RTGS) System, IMPS. **(7+2)**

Suggested Text Books:

1. Indian Financial Services, M Y Khan
2. Marketing of Financial Services, Dr D Guruswamy
3. Financial Services In India, Avadhani, V.A.
4. Risk and Insurance Concepts, P Periasamy, M Veerasevalam
5. Financial services of India, Dr. D Guruswamy
6. Capital Markets & Financial Services, Anil Agashe
7. Financial services, M. Y. Khan

Semester II		206FIN: Personal Financial Planning
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206FIN.1	REMEMBERING	UNDERSTAND the need and aspects of personal financial planning
CO206FIN.2	UNDERSTANDING	Describe the investment options available to an individual
CO206FIN.3	APPLYING	IDENTIFY types of risk and means of managing it
CO206FIN.4	ANALYSING	DETERMINE the ways of personal tax planning
CO206FIN.5	EVALUATING	EXPLAIN retirement and estate planning for an individual and design a financial plan.
CO206FIN.6	CREATING	CREATE a financial plan for a variety of individuals.

1. **Introduction to Financial Planning:** Need for Financial Planning, Assessing personal and financial goals, needs and priorities, attitudes and expectations and risk tolerance level, Personal Financial Planning Process, Preparation of Personal Budget, Personal Financial Statements, Responsibilities of a Financial Planner, Time Value of Money, KYC, PAN & AADHAR **(5+2)**

2. **Investment Planning:** Introduction to Investment Planning, Investment Criteria- liquidity, safety and Profitability, Investment vehicles (Gold, Bonds, Equity, FD, Insurance, MFs, ETFs, Post Office Savings, Real Estate etc.), Risk and Return associated with these investments, Return comparison over a period of time from different asset classes, Investment strategies, Mutual Funds as Investment Vehicle-Special focus on SIP, STP, and SWP, NFOs, Trading in Commodities, Derivatives and F&Os, Crypto currency, Creating an Investment Portfolio, Awareness of mis-selling in investment products. **(10+2)**

3. **Risk Analysis, Insurance Planning and Debt:** Risk analysis, Concept of long term risk, Insurance decisions in personal financial planning, Types of insurance cover- mortality, health, disability, property and liability, ULIPs and Term Plans, Credit Card Financing, Types of Consumer and Home Loans- cost and risk, Credit Score. **(8+2)**

4. **Tax Planning:** What is Tax Deduction? Tax Deductions under the Section and respective Subsections of : 80C, 80D, 80E, 80G, 80 I, Sections 80 JJA, 80QQB, 80RRB, 80TTA, 80U and other relevant sections, Direct Tax Code (DTC), Taxation impact on different investment options, Personal tax planning, Filing IT Returns. **(6+2)**

5. Retirement Planning and Estate Planning: Wealth creation, retirement planning for an individual, Pension Plans, Provident Fund, Gratuity, Life Insurance Plans., General Insurance Plans, Reverse Mortgage Plans, Senior Citizen Schemes, What is Estate? Who needs Estate Planning? Transferring assets during life time, Power of Attorney, Transferring assets post death – e.g., Nominations, Will, and Creating Trusts. **(6+2)**

Note:

1. **The weightage in the question paper shall be as follows:** Numerical problems / Cases: 40% & Theory: 60%
2. **Formats of documents to transfer assets should be discussed**
3. **Numerical problems on the following should be taught :**
 - a) Time Value of Money: Compounding, Discounting, Annuities, Sinking Fund, Perpetuities
 - b) EMI calculation on loans

Suggested Text Books:

1. Basics of Personal Financial Planning Insurance Education Series by NIA, K C Mishra, Steward Doss, Cengage Delmar Learning India Pvt. Ltd.

Suggested Reference Books:

1. Introduction to Financial Planning , Indian Institute of Banking & Finance
2. Personal Financial Planning Theory and Practice, Kaplan Schweser
3. Personal Finance, E. Thomas Gorman and Raymond E. Forgue, Southwest-Western Cengage Learning.
4. Fundamentals of Financial Planning, Michael Dalton, Joesph Gillice, James Dalton and Thomas Langdon, Money Education
5. Personal Financial Planning, Benedict Koh Wai Mun Fong, Pearson
6. Personal Financial Planning, Lawrence J. Gitman , Michael D.Joehnk, Cengage NOW.

Subject Elective (SE) Courses - Semester II
Specialization: Financial Management

Semester II		217FIN: Securities Analysis & Portfolio Management
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217FIN.1	REMEMBERING	REMEMBER various concepts taught in the syllabus.
CO217FIN.2	UNDERSTANDING	EXPLAIN various theories of Investment Analysis and Portfolio Management.
CO217FIN.3	APPLYING	CALCULATE risk and return on investment using various concepts covered in the syllabus.
CO217FIN.4	ANALYSING	ANALYZE and DISCOVER intrinsic value of a security.
CO217FIN.5	EVALUATING	DESIGN/ CREATE optimal portfolio.

1. **Introduction & Concepts: Investment:** Meaning, nature & objectives, Investments Vs. Speculation & Gambling, Investment Process, Investment Environment, Investment avenues: Marketable & Non marketable financial assets. **Portfolio Management:** Meaning, attributes, significance and process of Portfolio Management, Portfolio manager and his role **(3+1)**
2. **Risk & Return Analysis: Risk & Return:** Meaning and Elements of Risk & Return, Measurements of Risk & Return, Relationship between risk and return. **Fundamental Analysis:** Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis. **Technical Analysis:** Meaning, Tools of technical analysis, Technical Analysis vs. Fundamental Analysis. **Efficient Market Theory:** Meaning. Forms of Market Efficiency, Efficient Market Hypothesis vs. Fundamental & Technical Analysis **(7+1)**
3. **Valuation of bonds and shares: Bond Valuation:** Meaning, Types, Bond Prices, Bond Return, Risks in Bonds. **Equity Valuation:** Meaning, Concept of Present Value, Share Valuation Models, Multiplier Approach to Share Valuation **(5+1)**
4. **Portfolio Analysis & Selection: Concept of portfolio and portfolio management:** Meaning, Types of Portfolio Risks, Diversification of Risks, Selection of Optimal Portfolio. **Markowitz Portfolio Selection Model:** Efficient set of portfolios, Optimal Portfolio selection, Limitations of the Model. **Capital Asset Pricing Model (CAPM):** Meaning,

Assumptions & Limitations of CAPM. **Sharpe-The Single Index Model:** Measuring security risk & return, Measuring Portfolio Risk & Return. **Factor Models and Arbitrage Pricing Theory:** Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model **(7+1)**

5. **Portfolio Revision & Evaluation : Portfolio Revision:** Meaning and need of Portfolio Revision, Constraints in Portfolio Revision, Revision Strategies, **Portfolio Evaluation:** Meaning and need of Portfolio Evaluation, Evaluation Perspectives, Measuring Portfolio Returns & Risk Adjusted Returns **(3+1)**

Suggested Text Books:

1. Investment Analysis and Portfolio Management, Chandra, Prasanna (Tata McGraw Hill Publishing Co. Ltd.)
2. Securities Analysis & Portfolio Mgmt., V A Avadhani, Himalaya Publications
3. Security Analysis and Portfolio Management, S. Kevin, PHI Learning Pvt. Ltd.
4. Investment Analysis & Portfolio Management, Ranganathan & Madhumathi, Pearson Education Pvt. Ltd.

Suggested Reference Books:

1. Security Analysis and Portfolio Management, Fischer DE & Jordan R J, Prentice Hall.
2. Portfolio Management, Barua, S. K.; Raghunathan V; Varma, J R, Tata McGraw Hill Publishing Co. Ltd.
3. Investment Analysis and Portfolio Management, Frank K. Reilly and Keith C. Brown, Thomson Learning
4. Modern Investments and Security Analysis, Fuller R J; Farrel JL, McGraw Hill
5. Investment Management, V.K. Bhalla, S.Chand & Co.
6. Security Analysis & Portfolio Management, S.Bhat, Excel Books
7. Security Analysis and Portfolio Management, Punithavathy P., Vikas Publishing
8. Security Analysis and Portfolio Management, A.P. Dash, I.K. International

Semester II		218FIN: Futures & Options
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO218FIN.1	REMEMBERING	DESCRIBE the basic concepts related to Derivatives, Types of Derivative products and Risk Management
CO218FIN.2	UNDERSTANDING	EXPLAIN in detail the terminology used in the Futures and Options segment of finance domain
CO218FIN.3	APPLYING	UNDERSTAND and DIFFERENTIATE between Options and Futures pricing and apply the understanding in the simulated virtual trading platform.
CO218FIN.4	ANALYSING	ANALYZE and offer optimum solutions in the cases of risk management through hedging with futures and options.
CO218FIN.5	EVALUATING	EVALUATE the various derivative strategies for their application in different situations.

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

2. **Market Characteristics:** Futures and Options Contract Specifications, Underlying Asset, Contract Size, and Delivery Specifications. Mark to Market using Margin Accounts, Familiarizing with Market Quotes, Trading Strategies involving Options and Futures, Interest Rate Derivatives, Contractual Specifications - Floating and Fixed Rate, Valuation of Interest Rate Derivatives. **(5+1)**

3. **Derivatives Pricing Theory:** Option Pricing: Option Payoffs, Black-Scholes formula for Option Pricing, Futures Pricing: Pricing by Arbitrage: Relationship between Futures and Spot Price (cost of carry and reverse cost of carry), Difference between Futures and Forward Price. **(5+1)**

4. **Risk Analysis and Management:** Risk Measurement and Management Framework. Delta/Theta/Vega & Gamma risks of options, Hedging with Futures. **(5+1)**

5. **Options and Futures Applications in India:** Structure of Indian Stock Markets and the Operational Efficiency of Options and Futures, Determination of the Fair Value of Futures and Options Prices, Interactions between Spot Equity

Trading and Trading in Derivatives. Index Options and Futures, Constructing an Index, Methodology of Construction, Trading an Index. Conditions necessary to Improve the Market Structure in India and Policy Interventions. **(5+1)**

Suggested Text Books:

1. Futures & Options, A.N.Sridhar
2. Financial Derivatives, S.L.Gupta
3. Financial Derivatives, S.S. Kumar
4. Options, Futures & Other Derivatives, John C. Hull
5. Option Volatility & Pricing, Sheldon Naten Berg
6. The New Options Market, Max Ansbacher

Suggested Reference Books:

1. Futures & Options, ND Vohra, B.R.Bagr
2. Derivatives & Risk Management Basics, Don. M. Chance, Robert Brooks.
3. Derivatives & Risk Management, Jayanth Rama Varma

Semester II		219FIN: Direct Taxation
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO219FIN.1	REMEMBERING	UNDERSTAND various basic concepts/ terminologies related Direct Taxation
CO219FIN.2	UNDERSTANDING	EXPLAIN how tax planning can be done.
CO219FIN.3	UNDERSTANDING	ILLUSTRATE how online filling of various forms and returns can be done.
CO219FIN.4	APPLYING	CALCULATE Gross Total Income and Income Tax Liability of an individual assessee.
CO219FIN.5	ANALYSING	ANALYZE and DISCOVER intrinsic value of a security.
	EVALUATING	DESIGN/ DEVELOP / CREATE tax saving plan.

1. Introduction: Introduction of Income Tax Act, 1961, Basic definitions and concepts – Direct Tax, Indirect Tax, Person, Assessee, Deemed Assessee, Assessment Year, Previous Year, Residential Status of an individual assessee and company, Income exempt from Tax– Gratuity, Leave Travel Concession, Encashment of Unutilized Earned Leave on Retirement, Pension, Voluntary Retirement Receipts, Retrenchment Compensation, Receipts from Life Insurance Corporation, HRA, Payment from NPS Trust to an assessee on closure of his account/ Opting out of the pension scheme and Payment from NPS Trust to an employee on partial withdrawal, Agriculture Income. **(3+2)**

2. Income under the Head “Salaries” & “Income from House Property”: Meaning of salary, Basis of charge of salary income, different forms of salary, different forms of allowances, perquisites, permissible deductions from salary income, tax treatment of provident fund, Basis of charge, property income not charged to tax, computation of income from let out house property and self-occupied property. **(8+2)**

3. Income under the Head “Profits and Gains of Business and Profession”: Computation of profit or gain from business and profession (expenses expressly allowed as deduction; general deductions; expenses specifically disallowed) basis of charge; chargeable incomes; specific deductions; amount not deductible **(8+2)**

4. Income under the Head “Capital Gain” and “Other Sources”: **Capital Gain**- Meaning- Capital Gain, Basis of charge, important definitions like Capital Asset, Short Term Capital Asset, Long Term Capital Asset, Transfer of Capital Asset, Short Term Capital Gain and Long term Capital Gain and their computation. **“Other Sources”** - Incomes Chargeable Under the head “Other Sources” (Section 56), Deductions Allowable (Sec. 57), Deductions Not Allowable (Sec 58), Bond Washing Transactions and Dividend Stripping (Sec 94). **(8+2)**

5. Net Taxable Income and Certain other Points: Computation of net total income based on 5 heads, carry forward and set-off of losses and deductions under Sec. 80, Computation of Income Tax Liability, Advanced Payment of Tax, TDS, Tax Planning & Tax Evasion, Income Tax Returns, E-filing of ITR **(8+2)**

Suggested Text Books:

1. Direct Taxes, Ravi Kishore
2. Direct Taxes, J.P. Jakhotiya

3. Direct Taxes, Dr. Girish Ahuja & Dr. Ravi Gupta
4. Direct Taxation, Dr. Pradip Kumar Sinha

Suggested Reference Books:

1. Students Guide to Income Tax, Dr. Vinod Singhania (Taxmann)
2. Income Tax Law and Practices, V.P. Gaur, D.B. Narang, Puja Ghai & Rajiv Puri (Kalyani Publication)
3. Students' Hand Book on Income Tax, T.N. Manoharan & G.R. Hari

Semester II		220FIN: Financial Reporting
2 Credits	LTP: 2:1:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO219FIN.1	REMEMBERING	Describe the basic concepts related to Financial Reporting taught through the syllabus.
CO219FIN.2	UNDERSTANDING	Explain, in detail, all the theoretical concepts taught through the syllabus.
CO219FIN.3	APPLYING	Do all the necessary calculations pertaining to financial reporting.
CO219FIN.4	ANALYSING	Analyze the situation and decide the key elements of financial reporting through the financial statements.
CO219FIN.5	EVALUATING	Evaluate the compliance and quality of financial reporting.

1. **Financial Statements Preparation Framework:** Purpose and Scope of Financial Statements, Users of Financial Statements, Underlying Assumptions – Going Concern, Consistency and Accrual, Qualitative Aspects of Financial Statements – Understandability, Materiality, Faithful Representation, Substance Over Form, Neutrality, Prudence, Completeness.
2. **Preparation of Corporate Financial Statements:** Division II of Schedule III of the Companies (Amendment) Act, 2015 – Part I: Balance Sheet and Statement of Changes in Equity, Part II – Statement of Profit and Loss and Notes to Financial Statements.
3. **Presentation of Items in Financial Statements and Revenue Recognition using relevant Indian Accounting Standards (AS):** Ind AS 1 “Presentation of Financial Statements”, Ind AS 7 - “Statement of Cash Flows”, Ind AS 8 “Accounting Policies, Changes in Accounting Estimates and Errors” and Ind AS 34 – “Interim Financial Reporting”, Ind AS 115 – “Revenue From Contract With Customers”.
4. **Reporting of Assets, Liabilities and Disclosures in Financial Statements using relevant Indian Accounting Standards (AS):** Ind AS 2 “Inventories”, Ind AS 16 “Property, Plant and Equipment”, Ind AS 23 “Borrowing Costs”, Ind AS 36 “Impairment of Assets”, Ind AS 38 “Intangible Assets”, Ind AS 19 “Employee Benefits”, Ind AS 37 “Provisions, Contingent Liabilities and Contingent Assets”, Ind AS 33 “Earnings Per Share” and Ind AS 108 “Operating Segments”.
5. **Miscellaneous Issues in Financial Reporting:** Reporting of Financial Instruments, Value Added Statements, Corporate Social Responsibility Reporting.

Suggested Text Books:

1. Advanced Accountancy, Shukla Grewal, S. Sultan Chand & Co.
2. Financial Accounting: Reporting and Analysis, Stice
3. Financial Reporting and Management Accounting, Bruns
4. Financial Management, Prasanna Chandra
5. Indian Accounting Standards & GAAP, Dolphy D'Souza, Snow White Publications
6. Financial Management, Khan and Jain
7. Corporation Finance, S.C. Kuchhal

Semester II		221FIN: Securities Analysis & Portfolio Management
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO221FIN.1	REMEMBERING	Remember and describe the key concepts covered in the syllabus.

CO221FIN.2	UNDERSTANDING	Explain in detail the Retail Credit Evaluation, Lending and Recovery Process as well as other relevant concepts covered in the syllabus
CO221FIN.3	APPLYING	Calculate the loan eligibility of the retail borrower and the amount to be classified as NPA.
CO221FIN.4	ANALYSING	Determine the key elements of retail lending and recovery process and documentation therein.
CO221FIN.5	EVALUATING	Design the Retail Lending and Recovery Process for a Bank & NBFC.

1. **Retail Credit:** Introduction, Basic features of retail credit sector, Multiple Products and Multiple channels of Retail sector(**Retail Banking and NBFC**), Credit Information companies in India (CIBIL and others) Credit history and Credit Score, General Guidelines –Processing applications, Terms and Conditions, Disbursement, Banking Codes and Standard Board of India(BCSBI) **(5 +1)**
2. **Banking Retail credit products and Procedures:** Personal Loans, Home loans, Home loans for NRI, Auto loans, Consumer loans for durable goods, Educational loans, Gold loan (Eligibility, Purpose, Maximum Loanable Amount, Margin of Safety, Security Against Loan, Pre-Payment/Foreclosure), Credit cards(Eligibility, Security, Billing Cycles, Credit Points, Credit Transfer), Priority sector Advances(Targets, sub targets, recent developments) **(5 +1)**
3. **Non Banking Financial companies Retail credit products and procedures:** Introduction of NBFC, Role of NBFC in India, Personal finance, Gold loan, consumer durables, two wheeler loans, education loans, Difference between retail credit sector in banking & NBFC. **(5 +1)**
4. **Non-Performing Assets:** Present NPA norms, Features of special accounts, willful defaulters, recovery measures. **(5 +1)**
5. **Debt Recovery Management** -Legal and non-legal measures, Consumer Protection in retail credit, Strategies of banks, OTS Agreement, Critical issues on recovery of bad loan, Insolvency and Bankruptcy Code. **(5 +1)**

Suggested Text Books:

1. Basics of Banking and Finance, Dr.K., Bhattacharya ,O.P.Agarwal
2. Principles & Practices of Banking, Indian Institute of Banking and Finance
3. Banking Theory & Practices, KC Shekhar, Lekshmy Shekhar
4. Banking Reforms and Lead Bank Scheme, Uday Kumar Lal Das
5. Essentials of Banking and Finance, Gautam Majumdar
6. Credit Monitoring, Legal Aspects & Recovery of Bank loan, V.Rajaraman

Suggested Reference Books:

1. Master circulars of RBI
2. The Economic Times

Semester II		222FIN: Banking Laws & Regulations
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO222FIN.1	REMEMBERING	REMEMBER various concepts taught in the syllabus.
CO222FIN.2	UNDERSTANDING	EXPLAIN the Regulatory Framework in the Indian Banking system.
CO222FIN.3	UNDERSTANDING	DESCRIBE the various legal aspects which need to be followed during daily banking operations.
CO222FIN.4	UNDERSTANDING	DISCUSS the various laws related to banking.
CO222FIN.5	APPLYING	APPLY the various commercial laws for the smooth functioning of banking operations.

1. **Regulatory Framework:** Business of Banking, RBI Act 1934, Banking Regulation Act 1949, Role of RBI, Government as a regulator, Control over Organization of banks, Control over co-operative banks, Regulation by other authorities. **(4+1)**
2. **Compliances of Regulations by Banks:** Opening of new banks, Branch Licensing, Board of Directors and their rights, Rights of Banks shareholder, Monetary and Credit policy, Annual statements of accounts, Audit and Inspection, submission of returns to RBI. **(4+1)**

3. Legal Aspects of Banking Operations: Types of borrowers, Types of Credit Facilities (secured, unsecured, fund based, non-fund based), Laws relating to Bill Finance, Securities and Modes of charges (Mortgage, Lien, Pledge, Hypothecation, etc), Creation and satisfaction of charge. **(5+1)**

4. Laws related to Banking: DRT Act 1993, SARFAESI Act, Banking Ombudsman Scheme, Bankers Books Evidence Act 1891, CERSAI, Consumer Protection Act 1986, Negotiable Instruments Act 1881, Payments & Settlement systems Act 2007. **(6+1)**

5. Commercial Laws relating to Banking Operations: The Indian Contract Act 1872, The Sale of Goods Act 1930, The Companies Act 1956, Transfer of Property Act 1882, Foreign Exchange Management Act 1999, The Prevention of Money Laundering Act 2002, Information Technology Act 2000, The Right to Information Act 2005. **(6+1)**

Suggested Text Books:

1. All Publications of IIBF and NIBM
2. All Bare Acts mentioned in the syllabus

Semester II		223FIN: Fundamentals of Life Insurance – Products and Underwriting
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO223FIN.1	REMEMBERING	RECALL all the concepts pertaining to Life Insurance covered in the course syllabus.
CO223FIN.2	UNDERSTANDING	Explain all the concepts pertaining to Life Insurance covered in the course syllabus.
CO223FIN.3	UNDERSTANDING	DETERMINE the key elements of the Life Insurance Products and Services.
CO223FIN.4	UNDERSTANDING	APPLY the life insurance product knowledge to suit to the clients' needs.
CO223FIN.5	APPLYING	DESIGN the life insurance cover strategy for clients.

1. **Life Insurance** - Introduction: History and evolution, Functions of Insurance, Advantages of Life insurance, Terminologies in Life Insurance. (4+2)
2. **Life Insurance Market in India** –Structure of Indian Life Insurance Market, Risks, Types of Risks and Characteristics of Insurable Risks, Perils, Hazards and Life Insurance. (4+2)
3. **Life Insurance Products** –Term Insurance, Endowment Policy, Whole-Life Policy, Child Policy, Unit Linked Insurance Policy and other relevant products. (4+2)
4. **Underwriting** – Meaning of Underwriting, Underwriting Process, Underwriting Considerations, Renewals, Lapse and Claims. (4+2)
5. **Regulatory Aspects and Ethics** –IRDA and its role, Ethics in the Insurance Industry and their importance. (4+2)

Suggested Text Books:

1. Insurance and Risk Management, P.K.Gupta, Himalaya Publishing House
2. Insurance, Principles and Practice, S.N.Mishra, S.B.Mishra, S Chand
3. Principles of Insurance Management, Neelam Gulati, Excel Books
4. Legal & Regulatory Aspects of Insurance by NIA
5. Elements of Actuarial Science by NIA
6. Insurance Business Environment & Insurance Company Operations by NIA
7. Financial Management & Insurance Accounting by NIA

Suggested Reference Books:

1. Principles of Risk Management and Insurance, George Rejda, Pearson Education
2. Risk Management and Insurance by Trieschmann

Semester II		224FIN: General Insurance – Health and Vehicle
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO224FIN.1	REMEMBERING	DESCRIBE the various terms related to General insurance and Health Insurance.
CO224FIN.2	UNDERSTANDING	UNDERSTAND General insurance, Health Insurance (including travel insurance) and Motor / Vehicle Insurance
CO224FIN.3	ANALYSING	COMPARE and CONTRAST insurance plans
CO224FIN.4	ANALYSING	ANALYZE and USE risk management techniques
CO224FIN.5	EVALUATING	FACILITATE the development of an insurance claim.
CO224FIN.6	EVALUATING	FACILITATE the compliance required for acquiring the policy and settlement of claims.

1. **General Insurance:** Introduction: History and evolution, How General insurance works, Advantages of General insurance, Principles of Insurance, Insurable interest, Subrogation and Contribution, Types of General Insurance, General Insurance Products in India, Specialized Insurances i.e. Oil & Energy Risks insurance – Satellite insurance. **Risk Management Techniques:** Risk avoidance - Risk retention - Risk reduction and control - Risk financing, Difference between Insurance and Assurance, Role of the actuary. **Insurance Contract:** Meaning and Fundamental principles of insurance contract, Types of insurance contract, Valid insurance contract, Features of insurance contracts, **Reinsurance:** foundation of reinsurance – forms of reinsurance, (5+1)

2. **Claims Procedure:** Meaning of claim and Importance of settling claims, limitations or notice of loss, Claims Settlement process, Investigation and assessment – Surveyors and loss assessors – Claim forms – Loss assessment and claim settlement - Important Aspects in an insurance claims – categories of claim – Discharge vouchers – Post settlement action – Salvage – Recoveries – Disputes related to claims – Other disputes resolution mechanisms. **Grievance Redressal Mechanism:** Consumer courts, Ombudsman - Integrated Grievance Management System (IGMS) - The Insurance Ombudsman. (5+1)

3. **Introduction to Health Insurance:** Definition of Health and Determinants of Health, Factors affecting the health systems in India, Evolution of health insurance in India, Types of Health Insurance **Schemes / Policies** in India, difference between Health Insurance and Mediclaim Insurance, Health insurance regulations of IRDAI. Health Insurance Products, Classification of health insurance products - IRDA guidelines on standardization in health insurance. Documentation for obtaining Health Insurance Policy. (5+1)

4. **Health Insurance Underwriting:** Underwriting concepts - definition, meaning and need, Basic Principles of Insurance and tools for underwriting - Underwriting process - Underwriting of overseas travel insurance - Underwriting of personal accident insurance. **Management of Health Insurance Claims:** stakeholders in claim process, Challenges in health insurance – claims process in health insurance - Documentation of health insurance claims – Claims reserving, Personal Accident – Overseas Travel Insurance. (5+1)

5. **Motor or Vehicle Insurance:** Meaning and Definition, Types of motor vehicle insurance, Advantages of Motor insurance, what motor insurance covers, Types of Motor Policies, India Motor Tariff – 2018. Third party Insurance, Legal aspects of Third party claims, Frauds in Motor Insurance, No claim Bonus and claim settlement process. Underwriting in motor insurance – Indian Motor Insurance market – Model wise Risk assessment – Motor Underwriting. (5+1)

Suggested Text Books:

1. Principles of Insurance Management, Neelam Gulati, Excel Books.
2. Insurance, Principles and Practice, S.N. Mishra, S.B. Mishra, S Chand Publication.
3. Principles of Risk Management and Insurance, George Rejda, Pearson Publication.

Suggested Reference Books:

1. General Insurance Guide, Dr. L.P. GUPTA.
2. Indian Insurance Industry, Transition and Prospects, D.C. Srivastava, Shashank Srivastava, New Century Publications.
3. Insurance and Risk Management, P.K. Gupta, Himalaya Publishing House.

Subject Core (SC) Courses - Semester II
Specialization: Human Resource Management

Semester II		205HRM: Competency Based Human Resource Management System
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3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Human Resource Management
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Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205HRM.1	REMEMBERING	DEFINE the key terms related to performance management and competency development.
CO205HRM.2	UNDERSTANDING	EXPLAIN various models of competency development.
CO205HRM.3	APPLYING	PRACTICE competency mapping.
CO205HRM.4	ANALYSING	ANALYSE competencies required for present and potential future job roles at various levels and across variety of organizations.
CO205HRM.5	EVALUATING	DESIGN and MAP their own competency and plan better and appropriate career for themselves.
CO205HRM.6	CREATING	DEVELOP a customized competency model in accordance with the corporate requirements.

- Performance Management System:** Introduction of PMS-Definition, Scope, Importance, Performance Planning – Individual Goal Setting, Linking individual goals to Organization goals, Performance Coaching- Identification of Training Needs- Job Specification, Identify the Performance Gap, Training Specification, Choose appropriate training module, Counselling for Better Performance, Feedback Mechanism in Organization. (6+3)
- Introduction to Competency:** Definition and History of Competency, Basic Components of Competency(Knowledge(K),Skill(S), Attitude(A)), Performance Vs Competency, Difference between Competence and Competency, Type of Competency- Generic Vs Key Competency, Functional and Technical Competency, Leadership and managerial Competency, Need for Competency Framework, Limitation and Learning from Competency Framework, Myth about Competency(6+3)
- Competency Development & its Models:** Need and Importance of Competency Development, Stages in developing Competency Model, Types of Competency Model – Core/Generic, Job Specific, Managerial/Leadership, Custom, Development of Personnel Competency Framework – Lancaster Model of Competency.(5+3)
- Competency Mapping:** Procedures/Steps-Determining objectives and Scope, clarifying implementation goals and standards, create an action plan, define competency based performance effectiveness (Key Result Area (KRA) & Key Performance Indicators(KPI)), tools for data collection, data analysis, validating competency model, mapping future jobs and single incumbent jobs, using competency profile in HR decisions, Mapping Competency for Recruitment and Selection, Training and Development, Performance and Compensation. (7+3)
- Competency Driven Career and Culture:** Role of Competency in Career Progression - Transactional Competency, Tradition Competency and Transformational Competency, Evaluation of Career through KSA (Knowledge, Skill and Attitude) Competency based Succession and Career planning, Corporate Competency driven Culture. (6+3)

Suggested Text Books:

- Competency based HRM, Ganesh Shermon, Tata Mc Graw Hill Publishing
- The handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, Seema Sanghi, Sage Publication Inc

Suggested Reference Books:

- Human Capital Measurement: An Introduction, K Sangeetha ICFAI University
- Competency Mapping, R K Sahu
- Competency Study: Mapping the Future, Paul R Bernthal, ASTD Press
- Human resource Management, K Ashwathappa
- Human Resource Management, L M Prasad
- Human Resource Management, Gary Dessler

Semester II		206HRM: Employee Relations and Labour Legislations
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
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CO206HRM.1	REMEMBERING	SHOW awareness of important and critical issues in Employee Relations
CO206HRM.2	UNDERSTANDING	INTERPRET and relate legislations governing employee relations.
CO206HRM.3	APPLYING	DEMONSTRATE an understanding of legislations relating to working environment.
CO206HRM.4	ANALYSING	OUTLINE the role of government, society and trade union in ER.
CO206HRM.5	EVALUATING	EXPLAIN aspects of collective bargaining and grievance handling.
CO206HRM.6	CREATING	DISCUSS the relevant provisions of various Labour Legislations.

1. Introduction: Background of Employee Relations, Concept, definition, scope, objectives, factors, participants & importance of ER, Approaches to employee relations – The Dunlop's approach, The Social Action Approach, The Human Relations Approach and The Gandhian Approach, Labour policies, role of ILO and its influence on legislation in India. **(5+3)**

2. Mechanism for harmonious ER: Collective bargaining - definition, meaning, nature, essential conditions, functions and importance, process and its implementation, Workers participation in management & Problem solving attitude, Grievance, meaning and forms, sources, approaches, procedures, model grievance procedure and grievance handling committees. **(6+3)**

3. Legislations governing Employee Relations: The Industrial Disputes Act 1947 – Definition of industry, workmen and industrial dispute, authorities under the act, procedure, powers and duties of authorities, strikes and lockouts, layoff, retrenchment and closure, The Contract Labour (Regulation and Abolition) Act 1970 – Advisory boards, registration of establishment, Licensing of Contractors, Welfare and health of contract labour, registers and other records to be maintained. **(6+3)**

4. Legislation governing Unions and wages: The Trade Union Act 1926- Formation and registration of Trade Unions, Principle privileges of a registered trade union, rights of recognised trade unions, types and structure of trade unions, impact of globalisation on trade union movement, Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act 1971 – Unfair labour practices on the part of Employers and Employees, authorities and punishments under the act, Minimum Wages Act 1948 – Definition of wages, fixation and revision of minimum wages, advisory boards and committees, fixing hours for a normal working day, wages for worker who works for less than normal working day, maintenance of registers and records. **(6+3)**

5. Legislation governing working environment: The Factories Act 1948 – Definitions of factory, manufacturing process, worker, occupier; provisions under health, safety and welfare, working hours, annual leave with wages, prohibition of employment of young children, Maharashtra Shops & Establishment (Regulation of Employment and Conditions of Service) Act, 2017 – Scope, Registration of establishments, opening and closing hours, hours of work, interval for rest, spread over, wages for overtime and weekly off, leave with pay and payment of wages and welfare provisions, offences and penalties, Maternity benefit Act, 1961 – Entire Act and latest amendment, The Sexual harassment of women at workplace (Prevention, prohibition and Redressal) Act, 2013 – Definitions of sexual harassment, employee, workplace, complaints committee, complaint mechanism, Aggrieved Woman, Chairperson; Constitution of Internal Complaints Committee, Complaint, Inquiry into complaint, duties of employer. **(7+3)**

Suggested Text Books:

1. Personnel Management, C B Mamoria
2. Dynamics of Personnel Administration, Rudrabaswaraj
3. Personnel Management, Edwin Flippo
4. Industrial and Labour Laws, S. P. Jain

Suggested Reference Books:

1. Guide on Labour Management forms and precedents (Law, Practice and Procedure), S D Puri, Snow white publication
2. Introduction of Labour and Industrial Laws, Avatar Singh
3. Elements of Mercantile Law, N. D. Kapoor, Sultan Chand
4. Bare Acts

Subject Elective (SE) Courses - Semester II
Specialization: Human Resource Management

Semester II		217HRM: Labour Welfare
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217HRM.1	REMEMBERING	ENUMERATE the key concepts of the subject matter.
CO217HRM.2	UNDERSTANDING	DESCRIBE the key aspects of the labour policy regulation in the country.
CO217HRM.3	APPLYING	IDENTIFY the applicability of various legislations to variety of real world organizations.
CO217HRM.4	ANALYSING	EXAMINE the traditional concept of labour welfare in the industry.
CO217HRM.5	EVALUATING	EXPLAIN the conditions of labour and their welfare and social security needs in the country.
CO217HRM.6	CREATING	ELABORATE upon the perspective of labour problems and remedial measures in the country.

- 1. Introduction - Evolution of Labor Welfare :** Origin and evolution of Labour Welfare-objectives of Labour Welfare need and importance of L.W, Classification of Labour Welfare, Work agencies of Labour Welfare, Scope of Labour Welfare, Concepts, philosophy and principles of labour welfare, Plans and labour policy in India and Labour Welfare in India. (4+2)
- 2. Labour Legislations in India:** Statutory Welfare Amenities – as per Factories Act, 1948, Plantation Act, 1951, Motor Act 1952, Motor Transport Act. Non-statutory welfare Agencies – Role of Trade Unions, NGOs and Local-self Govt., National Commission on Labour and Labour Welfare, Labour Laws of the Elimination of Child Labour(4+2)
- 3. Agencies of Labour welfare:** Agencies of Labour welfare in India (Central Govt. , State Govt., Employers & Trade-Unions), Labour Welfare Officer: Role, Qualifications, Functions, Duties, Labour Administration in India (4+2)
- 4. Industrial Hygiene & Occupational Health:** Working condition and benefits, Working conditions in the factory-safety and accident prevention, Health and hygiene, Canteen organization and management, Organization of credit and consumer co-operative societies-recreational and educational activities-workers education in India, Functions of Labour welfare officers India. (4+2)
- 5. Problems of Indian labour:** Problems of Women Labour, Problems of Unorganized labour, Problems of Workers education (4+2)

Suggested Text Books:

1. Labour Problem and Social Welfare in India, Memoria, C. B., Kitab Mahal Allahabad
2. Labour Welfare, Trade Unionism and Industrial Relation, Puneekar, S. D. , Himalaya Publishing House, Bombay.
3. Labour Welfare and Social security, Kohli, A. S. and Sarma S. R., Anmol Publications Pvt. Ltd., New Delhi.
4. Child Labour in India, Misra, L., Oxford University Press, New Delhi.
5. Personnel Problems and Labour Welfare, Mathur D. C., Mittal Publication. New Delhi.

Suggested Reference Books:

1. Female Labour in India, Sharma Usha, Mittal Publication New Delhi
2. Aspects of Labour Welfare and Social Security, A.M.Sharma
3. Labour Problems and Social Welfare, R.C. Saxena
4. Labour economics and social welfare, Dr. B.P. Tyag

Semester II		218HRM: Lab in Recruitment and Selection
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO218HRM.1	REMEMBERING	DESCRIBE the key concepts such as Job Specification, Job description, Recruitment and Selection.
CO218HRM.2	UNDERSTANDING	COMPARE and CONTRAST various methods of Recruitment and Selection.
CO218HRM.3	APPLYING	DEVELOP Job Specifications and Job descriptions in a variety of context.

CO218HRM.4	ANALYSING	ANALYZE various Personality types.
CO218HRM.5	EVALUATING	EXPLAIN the profiling techniques used to test Personality, Aptitude, Competency.
CO218HRM.6	CREATING	COMPILE a list of questions for Recruitment and Selection interviews.

1. **Comparative study of 10 recruitment advertisements** (5 from Newspaper & 5 from job portals) & analysis of the same in the light of : Job Specification/ description, Mode of selection, Other details - Documentation for Recruitment
2. **Profiling Techniques** : Personality, Aptitude, Competency
3. **Interviewing**: Study of Interview modes, List of questions for interviewers, Personal, Telephonic.

Suggested Text Books:

1. Human Resource and Personnel Management, K Aswathappa, Tata McGraw Hill
2. Effective Recruitment and Selection Practices, Alan Nankervis, Robert Compton, Bill Morrissey.
3. Recruitment and Selection (Developing Practice), Chartered Institute of Personnel and Development
4. Successful Interviewing and Recruitment, Rob Yeung, Kogan ,Page Publishers

Semester II		219HRM: Learning & Development
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO219HRM.1	REMEMBERING	DESCRIBE the key concepts associated with Learning & Development
CO219HRM.2	UNDERSTANDING	EXPLAIN the training process and the various methods of training for various categories of employees in a variety of organizational contexts.
CO219HRM.3	APPLYING	IDENTIFY training needs of various categories of employees in a variety of organizational contexts.
CO219HRM.4	ANALYSING	EXAMINE the impact of training on various organizational and HR aspects.
CO219HRM.5	EVALUATING	EVALUATE the training process of various categories of employees in a variety of organizational contexts.
CO219HRM.6	CREATING	DESIGN a training programme for various categories of employees in a variety of organizational contexts.

1. **Learning:** Nature of learning, Learning-its influence on employee behavior, Learning Process, Learning and HRD, Learning styles, elements and Profile, Types of Learning, Adult Learning, Androgogy, Implementing Learning/HRD needs. Introduction to Training: Definition, Concept, Meaning, Nature, Need for Training and Development, Types of Training, Effective Learning and Training. **(4+2)**
2. **Process of Training:** Identification of job competencies, Training Need Analysis and Assessment, Training for Performance, Steps in Training, Role and Responsibilities of HRD and Training Specialist. **(4+2)**
3. **Designing and Implementation of Training Plan:** Objectives of Designing Training Plan, Budgeting of Training, Trainer and Trainee Identification, Designing Module, Designing and Conducting Specific Training and Development Programme. Methods of Training: Methods & Technique of Training, On Job Training, and Competency based training, Online Training, E-Learning, Multimedia Training, Management Development Program, New Employee Training. **(4+2)**
4. **Evaluation of Training Program:** Introduction, concept & principles, Evaluating Training and Results- Kirkpatrick Model of Evaluation, CIRO of Training, ROT of Training, Cost-Benefit analysis. **(4+2)**
5. **Management Development:** Training and Coaching, Mentoring, Training Practices, Train the trainer, Training for Diversity, Impact of Training on HRD. **(4+2)**

Suggested Text Books:

1. Employee Training & Development, Raymond Noe
2. Training and Development, S K Bhatia
3. The ASTD Training and Development Handbook: A Guide to Human Resource Development, Robert Craig, McGraw-Hill.

Semester II		220HRM: Public Relations & Corporate Communications
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO220HRM.1	REMEMBERING	DESCRIBE the various forms of Corporate Communications from a HR perspective.
CO220HRM.2	UNDERSTANDING	EXPLAIN the role of Public Relations & Corporate Communications in HRM.
CO220HRM.3	APPLYING	PLAN and EXECUTE a PR activity.
CO220HRM.4	ANALYSING	EXAMINE the PR campaign & strategies of real world organizations.
CO220HRM.5	EVALUATING	DEVELOP a strategic communication plan for a real life Corporate communication issue.
CO220HRM.6	CREATING	COMPLIE an analytical report on the PR activities and communication strategies designed & practiced by the organizations and IMPROVE on it.

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

Suggested Text Books:

1. Public Relations, Phillip Henslowe, Chartered Institute of PR

Suggested Reference Books:

1. Public Affairs in Practice, Stuart Thomson & Stevee John, Chartered Institute of PR
2. Develop your PR Skills, Neil Richardson & Lucy Laville, The Sunday Times,
3. Creativity in PR, Andy Green, Chartered Institute of PR
4. Running a PR Department, Mike Beard, Chartered Institute of PR

Semester II		221HRM: HR Analytics
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO221HRM.1	REMEMBERING	ENUMERATE the key concepts related to the subject matter.
CO221HRM.2	UNDERSTANDING	DEMONSTRATE experimentation and innovation.
CO221HRM.3	APPLYING	USE thinking & decision making ability beyond the existing capabilities and present environment.
CO221HRM.4	ANALYSING	ANALYSE the behavioral Patterns of an individual & Map the competency- the audit Perspective.
CO221HRM.5	EVALUATING	EXPLAIN the innovative and formulate strategies which enhance innovative skills and Promote Innovation.
CO221HRM.6	CREATING	FORMULATE the linkage between HR Analytics and Business Analytics.

1. **Introduction & Concept:** Disruptive Technological Era: Evolution of Industry Revolution 4.0 and aspect of HR, Big data in HR, understanding of Machine Learning, sensors and cloud computing, Business Intelligence in HR. **(4+2)**

2. **Importance of HR Analytics:** Role and Responsibilities of HR Analytics, Framework of contemporary HR Analytics,- Predictive tools and Applications in solving problems using HR analytics. Gartners Analytics Maturity Model.(4+2)
3. **Innovation:** Concept of innovation, Kinds of Innovation, Developing Innovative culture in an organization. HR analytics linkage to business outcomes, Measuring use of HR analytics impact on business outcome (4+2)
4. **Strategy Formulation:** Redefining HR Policies and Practices, Robust competency mapping, understanding future of work and workplace, Decision framework. Use of HR analytics in workforce planning: talent acquisition, talent development, talent compensation, talent engagement and retention (4+2)
5. **Learning from Analysis:** Case studies and best practices in use of HR Analytics in industry (5 cases) (4+2)

Suggested Text Books:

1. Winning on HR analytics: Leveraging data for competitive advantage, Ramesh Soundararajan and Kuldeep Singh, Sage Publication
2. The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions Paperback, Shonna D. Waters , Valerie N. Streets , Lindsay Mcfarlane , Rachael Johnson-murray
3. Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset, Boyce Byerly, Gene Pease, and Jac Fitz-enz
4. Doing HR Analytics: A Practitioner's Handbook with R Examples, Lyndon, Mr. Sundmar, Createspace Independent Pub
5. The Power of People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance, Guenole Nigel, Ferrar Jonathan, Feinzig Sheri, Pearson Publication

Semester II		222HRM: Conflict & Negotiation Management
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO222HRM.1	REMEMBERING	DEFINE the key concepts of the subject matter.
CO222HRM.2	UNDERSTANDING	EXPLAIN the negotiation process, Zone of possible agreement (ZOPA) and Best alternative to a negotiated agreement (BATNA)
CO222HRM.3	APPLYING	APPLY the negotiation process, Zone of possible agreement (ZOPA) and Best alternative to a negotiated agreement (BATNA) for successful negotiations.
CO222HRM.4	ANALYSING	APPRAISE the importance of in business negotiations and managing conflicts.
CO222HRM.5	EVALUATING	DEVELOP the logical thinking, communication skills and other prerequisite for successful business negotiations and handling organizational conflict.
CO222HRM.6	CREATING	COMBINE the theoretical concepts practical methods of managing and resolving organizational conflict and negotiation styles in the organizational context.

1. **Fundamentals of Negotiation:** definition: Introduction to the importance of negotiation, its importance and Nature of negotiation, negotiation Vs other interactions, Dimensions of Negotiation, Structure and the prerequisites of successful negotiation, types of negotiation , Strategy & planning of negotiation, four stage model of negotiation. (4+2)
2. **Negotiation Process:** Perception & Preparation for the negotiations, goal setting for the negotiation , options and criteria for negotiation, role of Communication & Influence in the negotiation process , Identifying BATNA (Best alternative to a negotiated agreement) and ZOPA (zone of possible agreement) in the negotiation process , Ethics in negotiation, Agreement (4+2)
3. **Negotiation styles:** Leigh Thompson's 5 negotiation mental models, importance of establishing trust and building a Relationship in negotiation , Win-Win Negotiation, use of creativity and problem Solving in Negotiations, application of Transactional analysis for negotiations.(4+2)
4. **Conflict Management:** Introducing the concept of conflict management, Definition, importance and Models of conflict (Process & Structural), Sources of conflict, analyze the relationship between conflict & performance in team, Advantages & Disadvantages of Conflict. Creating conducive climate to resolve the conflict, apply the fundamentals of conflict management to build teams in the organizations, design the process for conflict management and create the situations to minimize the conflicts in an organizations. (4+2)

5. **Types of Conflicts:** understanding the importance of developing mechanism to manage conflicts in the organizations, managing interpersonal and intra personal conflict, and conflict resolution, dealing with difficult subordinates, boss & colleagues, evaluate the organization conflict, analyze the techniques to resolve team conflict, creating the strategies to manage organizational conflict, understand the concept of third party conflict resolution (ADR), demonstrate the use of third party conflict resolution (ADR). Simulation: Case study on best business negotiations and conflict management, Role Play. **(4+2)**

Suggested Text Books:

1. Negotiation: Communication For Diverse Settings, Spangle, Michael L. ; Isenhardt, Myra Warren : Sage Publications
2. The Negotiation Field book Simple Strategies to Help you negotiating everything, Grande, Lum. New Delhi : TATA MCGRAW HILL Publishing Company Limited
3. Negotiation / Harvard Business Essentials. U S A, Harvard Business Publishing Corporation
4. How to Conduct Effective Negotiations, Forsyth, Patrick Jaico Publishing House
5. Managing Workplace Conflicts, Subbulakshmi, V., Hyderabad : ICFAI University Press
6. The Power of Positive Confrontation : The Skills You Need To Know To Handle Conflicts At Work, At Home And In Life, Pachter, Barbara . Magna Publishing Co. Ltd.

Suggested Reference Books:

1. Getting to Yes: Negotiating Agreement without Giving In, Roger Fisher, William Ury, Bruce Patton
2. Bargaining for Advantage: Negotiation Strategies for Reasonable People, G. Richard Shell
3. Secrets of Power Negotiating: Inside Secrets from a Master Negotiator, Roger Dawson

Subject Core (SC) Courses - Semester II
Specialization: Operations & Supply Chain Management

Semester II		205OSCM: Service Operations Management – I
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205OSCM.1	REMEMBERING	DESCRIBE the nature and CHARACTERISTICS of services and the services economy.
CO205OSCM .2	UNDERSTANDING	DESCRIBE the service design elements of variety of services.
CO205OSCM .3	APPLYING	USE service blueprinting for mapping variety of real life service processes.
CO205OSCM .4	ANALYSING	ANALYSE alternative locations and sites for variety of service facilities.
CO205OSCM .5	EVALUATING	JUDGE and EXPLAIN the service orientation at variety of service facilities / organizations.
CO205OSCM .6	CREATING	CREATE flow process layouts for variety of services.

1. **Understanding Services:** The Service Economy, Service Definitions, Facilitating Role of Services in an Economy, Economic Evolution, Stages of Economic Development, Nature of the Service Sector, The Experience Economy, Consumer Service Experience, Business Service Experience, Service-Dominant Logic, Distinctive Characteristics of Service Operations - Customer Participation, Simultaneity, Perishability, Intangibility, Heterogeneity, Non-transferrable Ownership. The Service Package, Grouping Services by Delivery Process, Open-Systems View of Service Operations Management. **(7+2)**

2. **Designing the Service Enterprise:** New Service Development, Sources of Service Sector Growth, Information Technology, The Internet as a Service Enabler, Innovation, Changing Demographics, Innovation in Services, New Service Development, Technology in Service Innovation, Challenges of Adopting New Technology in Services, Readiness to Embrace New Technology, Service Design Elements, Customer Value Equation, Strategic Positioning through Process Structure, Service Blueprinting, Taxonomy for Service Process Design, Degree of Divergence, Object of the Service Process, Type of Customer Contact, Generic Approaches to Service System Design, Production-Line Approach, Customer as Co-producer, Customer Contact Approach, Information Empowerment, Intellectual Property. **(7+2)**

3. The Service Encounter: Concept of the Service Encounter, Role of Technology, The Emergence of Self-Service, The Service Encounter Triad, Encounter Dominated by the Service Organization, Contact Personnel-Dominated Encounter, Customer-Dominated Encounter, The Service Organization, Culture, Empowerment, Control Systems, Customer Relationship Management, Contact Personnel - Selection & Training, Creating an Ethical Climate. The Customer Expectations and Attitudes, The Role of Scripts in Coproduction, Creating a Customer Service Orientation, Service Profit Chain. **(7+2)**

4. Service Facility Location: Strategic Location Considerations, Competitive Clustering, Saturation Marketing, Marketing Intermediaries, Substitution of Communication for Travel, Separation of Front from Back Office, Impact of the Internet on Service Location, Site Considerations, Geographic Information Systems, Facility Location Modeling Considerations, Geographic Representation, Number of Facilities, Optimization Criteria, Facility Location Techniques, Cross-Median Approach for a Single Facility, Huff Model for a Retail Outlet, Location Set Covering for Multiple Facilities, Regression Analysis in Location Decisions. **(7+2)**

5. Service Facility and Process Flows: Environmental Psychology and Orientation, Servicescapes, Behaviors in Servicescapes, Environmental Dimensions of Servicescapes, Facility Design, Nature and Objectives of Service Organizations, Land Availability and Space Requirements, Flexibility, Security, Aesthetic Factors, The Community and Environment. Process Analysis, Types of Processes, Flowcharting, Gantt Chart, Process Terminology, Facility Layout, Flow Process Layout and the Work Allocation Problem, Job Shop Process Layout and the Relative Location Problem. **(7+2)**

Suggested Text Books:

1. Successful Service Operations Management, Metter, King-Metters, Pulliman & Walton, Thomson India
2. Service Management, Fitzsimmons and Fitzsimmons, Irwin/McGraw-Hill
3. Services Marketing Operations and Management, Vinnie J Juhari, Kirti Dutta, Oxford University Press
4. Services Sector Management An Indian Perspective, C. Bhattacharjee
5. Services Business Management, Dr. Abhay Kulkarni, Himalaya Publication.

Suggested Reference Books:

1. Service operations management - Improving service delivery, Robert Johnston, Graham Clark, Pearson Publication
2. Baldrige – Just What the Doctor Ordered, Quality Progress, Nelson

Semester II		206OSCM: Supply Chain Management
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206OSCM.1	REMEMBERING	DESCRIBE the key concepts of Supply Chain Management and the – driving forces in contemporary Supply Chain Management.
CO206OSCM.2	UNDERSTANDING	EXPLAIN the structure of modern day supply chains.
CO206OSCM.3	APPLYING	IDENTIFY the various flows in real world supply chains.
CO206OSCM.4	ANALYSING	COMPARE and CONTRAST push and pull strategies in Supply Chain Management.
CO206OSCM.5	EVALUATING	EXPLAIN the key Operational Aspects in Supply Chain Management.
CO206OSCM.6	CREATING	DISCUSS the relationship between Customer Value and Supply Chain Management.

1. **Supply Chain Structure:** Shift from enterprise to network, Structure of a SC, Push based SC, Pull based SC, Tradeoff between Push & Pull, Identifying appropriate Push & Pull Strategy for SC, Commodity & cost centric SC, Agile SC **(7+2)**

2. **Flows in SC:** Forward & Reverse SC, Product, Services, Information, Funds, Demand, Forecast flows in Upstream & Downstream direction **(7+2)**

3. **Total SCM:** Changing business landscape – driving forces: Shift from Operations to Services, Impact of globalization & technological revolution, Shift from linear SC to collaborative networks, power shifts in the SC- demands for flexibility of partnerships, core competencies, growth in outsourcing, Increased complexity of processes **(7+2)**

4. **SCM Building Blocks:** Overview of customer focus & demand, resources & capacity management, procurement & supplier focus, inventory management, operations management, distribution management in SCM. Key Operational Aspects in SC: Creating the Lean SC – JIT Purchasing, JIT Transportation and JIT Production. Kanban, VMI. **(7+2)**
5. **Customer Value:** Empowered consumer, Customer focused Marketing & SC service outputs, customer service – availability, operational performance, reliability. Customer satisfaction – customer expectations, enhancing customer satisfactions, limitations of customer satisfaction. Customer success – achieving customer success, value added services, customer value requirement mapping, CRM. **(7+2)**

Suggested Text Books:

1. Supply Chain & Logistics Management, Bowersox, Closs & Cooper, Tata McGraw Hill
2. Designing & Managing the SC – Concepts, Strategies & Case studies, Levi, Kaminsky et. al., Tata McGraw Hill
3. Supply Chain Management: Strategy Planning & Operations, Sunil Chopra, Peter Meindl, Pearson

Suggested Reference Books:

1. Supply Chain Management Process, System & Practice, N.Chadrasekaran, Oxford
2. Total Supply Chain Management, Basu & Wright, Elsevier
3. Logistics Management & Strategy, Harrison and van Hoek, Prentice Hall
4. Supply Chain Management, Mentzer, Response Books.
5. Logistics Management: The Supply Chain Imperative, Vindo Sople, Pearson Education.

Subject Elective (SE) Courses - Semester II
Specialization: Operations & Supply Chain Management

Semester II		217OSCM: Planning & Control of Operations
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217OSCM.1	REMEMBERING	DESCRIBE the building blocks of Planning & Control of Operations.
CO217OSCM.2	UNDERSTANDING	EXPLAIN the need for aggregate planning and the steps in aggregate planning.
CO217OSCM.3	APPLYING	MAKE USE OF the various forecasting approaches in the context of operations planning process.
CO217OSCM.4	ANALYSING	ILLUSTRATE how capacity planning is done in organizations and its relationship with MRP.
CO217OSCM.5	EVALUATING	EXPLAIN the importance of scheduling in operations management.
CO217OSCM.6	CREATING	CREATE a Bill of Materials.

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

Suggested Text Books:

1. Operations Management: Theory and Practice, B Mahadevan, Pearson.
2. Operations Management, Terry Hill, Palgrave
3. The Fundamentals of Production Planning and Control, Stephen Chapman, Pearson
4. Operations Now, Byron Fitch, TMGH.

Semester II		218OSCM: Productivity Management
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO218OSCM.1	REMEMBERING	DEFINE various types of productivity and measures of productivity.
CO218OSCM.2	UNDERSTANDING	DEMONSTRATE the linkages between various measures of productivity.
CO218OSCM.3	APPLYING	APPLY Value Analysis and Value Engineering principles to simple situations related to operations management.
CO218OSCM.4	ANALYSING	APPLY various types of charts and diagrams to carry out work study and method study.
CO218OSCM.5	EVALUATING	DETERMINE the Standard Time using Techniques of Work Measurement.
CO218OSCM.6	CREATING	ELABORATE upon the concepts of JIT, Lean, 5S, TPM, BPR, Six Sigma, World Class manufacturing.

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

Suggested Text Books:

1. Productivity Measurement for Business Excellence, Prem Vrat, G.D. Sardana, B.S. Sahay, Narosa Publishing House.
2. Operations Management for Competitive Advantage, Richard B Chase, Jacobs, Aquilano, Agarwal,
3. Introduction to Work Study, Editor - Geirge Kanawaty, Universal Publishing
4. Production and Operations Management, S.N.Chary, TMGH

Semester II		219OSCM: Inventory Management
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO219OSCM.1	REMEMBERING	DEFINE the key terms associated with Inventory Management.
CO219OSCM.2	UNDERSTANDING	CLASSIFY various types of inventory, and inventory costs.
CO219OSCM.3	APPLYING	CALCULATE Economic Order Quantity and stock levels under various conditions.
CO219OSCM.4	ANALYSING	COMPARE and CONTRAST various methods of inventory control.
CO219OSCM.5	EVALUATING	ASSESS various factors influencing Make or Buy decisions.

CO219OSCM.6	CREATING	SOLVE problems based on ABC classification of inventory.
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1. **Elements of Inventory Management:** Inventory concepts, Pressures for Low Inventory, Pressures for High Inventory, Role of inventory in Operations, Types of inventory – seasonal, decoupling, cyclic, pipeline, Safety stock. Inventory costs – carrying costs, ordering costs, shortage costs. **(5+1)**
2. **Inventory Control systems:** Continuous Review (Q) systems, Periodic Review (P) systems, ABC Classification system, Issues in the P and Q systems of inventory control. **(5+1)**
3. **Economic Order Quantity Models:** The Basic EOQ Model, Production Quantity Model, Computer Solution of EOQ model with MS Excel, Quantity Discounts, Computer Solution of Quantity Discounts model with MS Excel, Reorder Point, Safety Stocks, Service Level, Reorder point with variable demand, Computer Solution of Reorder point with MS Excel, Order quantity for periodic inventory system, Order quantity with variable demand, Computer Solution of fixed period model with MS Excel. **(5+1)**
4. **Just-In-Time:** Principles of just-in-time, Core logic of JIT, Main features for stocks, Achieving just-in-time operations, Other effects of JIT, Benefits and disadvantages of JIT, Comparison with other methods of inventory management. KANBAN as a control tool. Vendor managed inventory. **(5+1)**
5. **Make Or Buy Decisions:** Factors influencing Make Or Buy Decisions-cost, quality, capacity core v/s noncore, management strategy. Evaluation of performance of Materials function: cost, delivery, quality, methodology of evaluation, Use of ratios - inventory ratios, inventory analysis like ABC, FSN: Fast slow, Nonmoving, HML-High Medium, Low, XYZ. Materials Management In JIT Environment. **(5+1)**

Suggested Text Books:

1. Operations Management: Theory and Practice, B Mahadevan, Pearson.
2. Operations Management-Process and Value Chains, Krajewski, Ritzman, Malhotra, Pearson.
3. Operations Management: Quality and Competitiveness in a Global Environment, Russell and Taylor, Wiley India.

Suggested Reference Books:

1. Introduction to Materials Management, J.R.Tony and Arnold.
2. Inventory Control and Management, Donald Waters, Wiley Student Edition.
3. Just-in-Time Manufacturing, Korgaonker, Macmillan
4. Essentials of Inventory Management, Max Muller, JAICO Publishing

Semester II		220OSCM: Theory of Constraints
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO220OSCM.1	REMEMBERING	DEFINE the key concepts of TOC.
CO220OSCM.2	UNDERSTANDING	DEMONSTRATE knowledge & understanding of the fundamentals of TOC.
CO220OSCM.3	APPLYING	IDENTIFY and mitigate both real constraints and managerial constraints.
CO220OSCM.4	ANALYSING	ILLUSTRATE the tools and techniques that help in managing constraints to improve organizational performance.
CO220OSCM.5	EVALUATING	EXPLAIN the benefits an organization may reap through the successful implementation of the TOC.
CO220OSCM.6	CREATING	DEVELOP solutions to common problems in Project Management, Operations Management and Supply Chain Management using TOC principles and methods.

1. **Thinking Process:** Introduction to Theory of Constraints (TOC), Tools of TOC, Where is TOC applicable? What is a constraint, TOC's thinking process and Human Being, Terminology used in the thinking process, Steps to implement in the thinking process, Current Reality Tree, Conflict Resolution Diagram, Future Reality Tree, Prerequisite Tree, Transition Tree, Three Cloud Method. **(5+1)**
2. **Finance and Measures:** Economic Decisions, TOC and Product Costing, Economic Decisions using TOC Costing. **(5+1)**
3. **Project Management:** Phases of Project Management, Common problems in Project Environment, Critical Chain project Management – A TOC approach. **(5+1)**

4. **Drum-Buffer-Rope Solution:** Introduction, The Drum – The MPS of the Capacity Constraint Resource, Implementing Drum-Buffer-Rope, Implementing Drum-Buffer-Rope on the shop floor, MPS using Drum-Buffer-Rope Scheduling method. **(5+1)**
5. **Theory of Constraints in Supply Chain Management:** Introduction, TOC in distribution Solution, Drum-Buffer-Rope in distribution. **(5+1)**

Suggested Text Books:

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

Suggested Reference Books:

1. What is the thing called Theory of Constraints? by E M Goldratt, Great Barrington, North River
2. It's Not Luck by E M Goldratt, Great Barrington, North River
3. Essays on Theory of Constraints by E M Goldratt, Great Barrington, North River
4. Critical Chain by E M Goldratt, Great Barrington, North River

Semester II		221OSCM: Quality Management Standards
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO221OSCM.1	REMEMBERING	DESCRIBE the concepts of Quality and importance of the Quality Management Principles.
CO221OSCM.2	UNDERSTANDING	INTERPRET the requirements of ISO 9001:2015 standard.
CO221OSCM.3	APPLYING	APPLY process based thinking and risk based thinking for managing and improving the functioning of an organization.
CO221OSCM.4	ANALYSING	TAKE PART IN planning, conducting and follow-up of QMS audits directed towards maintenance and continual improvements of the QMS.
CO221OSCM.5	EVALUATING	DEVELOP skills for Corrective Action Management and Continual Improvement Project management.
CO221OSCM.6	CREATING	BUILD stakeholder confidence by managing processes in line with the latest requirements.

1. **Quality Management Systems:** Quality, Quality Concepts, Concepts and Characteristics of Quality as a Business Imperative, Quality Management Systems Map, Advantages of the Quality Management Systems, Process approach, Seven Quality Management Principles, Organization and it's Context, Needs and Expectations of Interested Parties. Need for Quality Management System, Management System Standards (MSS), High Level Structure (HLS), Integrated Management Systems, Risk Management, How processes affect each other, The Plan – Do – Check (Study) – Act Cycle (PDCA) and terminology; PDCA and its relation in business processes, Quality Policy and Objectives at all functions and levels. **(5+1)**
2. **ISO Standards:** QMS: ISO 9001 Useful Terms, ISO Supporting Standards, Understanding the terms and definitions of the ISO 9001: 2015 standard, Broad overview of the requirements of ISO 9001: 2015, The principles, structure and language of ISO 9000 and ISO 9001, Applying the ISO 9001: 2015 standard when developing and implementing a QMS. **(5+1)**
3. **Documentation and Implementation Planning:** Phased Approach Method and Tools, Executive and Management Overview, Planning, Gap Assessment and Planning, Documentation, Implementation and Training, Internal Assessment and Management Review, 3rd Party Registration Assessment, Sustain and Continual Improvement. **(5+1)**
4. **Risk Assessment:** Concept and principles of Risk Assessment, Risk Based Thinking and Management Responsibility within an effective QMS, Applying the Framework of Risk Assessment, Understand the differences between the different techniques - Root Causal Analysis, Failure Modes and Effects Analysis (FMEA), Hazard Analysis and Critical Control Points (HACCP), Capability Index. **(5+1)**
5. **Internal Audit :** Understanding and application of Internal Audit Process requirements, Planning the Audit, Scheduling the Audit, Preparing the Audit, Conducting the Audit, Documenting Audit Findings, Reporting Audit Findings,

Corrective Action Follow-up, Auditing practices and techniques ,Role plays and/or scenarios to relevant field, The personal and interpersonal skills and competencies required for auditing. **(5+1)**

Suggested Text Books:

1. Mastering ISO 9001:2015: A Step-By-Step Guide To The World's Most Popular Management Standard, Gregory Peckford
2. Understanding ISO 9001: 2015 Quality Management System, Virendra Kumar Gupta
3. ISO 9001: 2015 - A Complete Guide to Quality Management Systems, Itay Abuhav
4. Operations Management: An Integrated Approach, Danny Samson and Prakash Singh, Cambridge University Press.
5. Managing Quality, Barrie G Dale, Ton van der Wiele and Jos van Iwaarden (Editors),Blackwell Publishing
6. ISO 9001:2015 Standard

Semester II		222OSCM: Service Value Management
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO222OSCM.1	REMEMBERING	DEFINE the core concepts related to Service Value Chain, Service Profit Chain, Innovation, CRM, networks.
CO222OSCM.2	UNDERSTANDING	ILLUSTRATE managing the service process through service value chain.
CO222OSCM.3	APPLYING	IDENTIFY factors influencing Innovation and service organizational design.
CO222OSCM.4	ANALYSING	EXAMINE the inter-relationships between the Focal firm, Supplier Networks, Distribution Networks, etc.
CO222OSCM.5	EVALUATING	EVALUATE the role of Business Networks as partners in value creation.
CO222OSCM.6	CREATING	DEVELOP strategies built on Principles of Service Value Chain & Service Profit Chain for various types of organizations.

1. **Basic Concepts, Value, Value Processes,** Creating service value, Defining the benefit part of service value- the service product, Value creation by services marketing, Evaluating internal customer value leading to external customer satisfaction, Costing of Services- Defining the cost part of service value: service pricing, Delivering service value - Managing service delivery. **(5+1)**
2. **Service Value Chain & Service Profit Chain:** Introduction, Definitions, Significance, Managing the service process through service value chain, service value chain and service profit chain, Key elements of service profit chain – customer loyalty and satisfaction, understanding value from customer perspective, dream team cycle. **(5+1)**
3. **Value Chain Service Innovations:** Introduction, Components, Types, Models, Processes of Innovation, Evolution and Characteristics of Innovation Management, Key drivers, Factors influencing Innovation, Organizing for Innovation, Factors influencing service organizational design, Developing Innovation Strategy. **(5+1)**
4. **Managing Networks:** What is a Network? Business Networks, Network Position, Concept of Focal firm, Business Networks and CRM, Supplier Networks, Distribution Networks, Management of Networks, Supplier Relationships, Product Development, Supplier Accreditation Programmes, Process Alignment, E Procurement, Partners in Value Creation, Alliance between non-competing firms, Alliance between competing firms, Benchmarking Partners, Customer Advocacy groups, Sponsors, Partners in Value Delivery. IT Enabled Customer Services - Call Centre Operations and Management, Web-enabled Services, ERP enabled Field and Technical Support Services, Tele marketing and servicing. **(5+1)**
5. Case Studies related to Service Value Chain in Banking & Insurance, Hospital and Health Care, Travel & Tourism, Hotel & Catering, Retail and Contractual Services. **(5+1)**

Suggested Text Books:

1. Service Profit Chain: How Leading Companies Link Profit and Growth to Loyalty, Satisfaction and Value, W. Earl Sasser , Leonard A. Schlesinger, James L. Heskett
2. Competitive Advantage, Porter, Michael E, The Free Press. New York.
3. Strategic Management: a Methodological Approach, Rowe, Mason, Dickel, Mann, Mockler; Addison-Wesley

Semester II		223OSCM: Industry 4.0
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO223OSCM.1	REMEMBERING	DESCRIBE the drivers, enablers and compelling forces for Industry 4.0's advancement.
CO223OSCM.2	UNDERSTANDING	UNDERSTAND the power of Cloud Computing in a networked economy.
CO223OSCM.3	APPLYING	IDENTIFY the opportunities, challenges brought about by Industry 4.0.
CO223OSCM.4	ANALYSING	OUTLINE the various systems used in a manufacturing plant and their role in an Industry 4.0 paradigm.
CO223OSCM.5	EVALUATING	APPRAISE the smartness in Smart Factories, Smart cities, smart products and smart services.
CO223OSCM.6	CREATING	PREDICT how organizations and individuals should prepare to reap the benefits.

1. **Introduction to Industry 4.0:** Overview of the Various Industrial Revolutions, Digitization and the Networked Economy, Industry 4.0 Paradigm, Industry 4.0 characteristics – Interoperability, Virtualization, Decentralization, Real-time capability, Service orientation, Modularity, Convergence, Cost reduction and efficiency, Mass customization. Drivers, Enablers, Compelling Forces and Challenges for Industry 4.0, Evolution in USA, Europe, China and other countries, Comparison of Industry 4.0 Factory and Today's Factory, Trends of Industrial Big Data and Predictive Analytics for Smart Business Transformation. **(7+1)**

2. **Key Building Blocks:** Internet of Things (IoT), Industrial Internet of Things (IIoT), Internet of Services, Smart Manufacturing, Smart Devices and Products, Smart Logistics, Smart Cities, Predictive Analytics. **(4+1)**

3. **Technological Ecosystem:** Technologies for enabling Industry 4.0, Cyberphysical Systems, Robotic Automation and Collaborative Robots, Support System for Industry 4.0, Mobile Computing, Related Disciplines, Issues of Cyber Security. **(4+1)**

4. **Data as a resource:** Role of data, information, knowledge and collaboration in future organizations, Resource-based view of a firm, Data as a new resource for organizations, Harnessing and sharing knowledge in organizations, Cloud Computing Basics, Cloud Computing and Industry 4.0 **(5+1)**

5. **Applications and the way ahead:** Automotive, Agriculture, Retail, Healthcare, Fintech, Manufacturing, Applications and Case Studies: Industry 4.0 laboratories, IIoT case studies, Business issues in Industry 4.0 - Opportunities and Challenges, Future of Works and Skills for Workers in the Industry 4.0 Era, Strategies for competing in an Industry 4.0 world. **(5+1)**

Suggested Text Books:

1. Industry 4.0: Managing The Digital Transformation, Ustundag, Alp, Cevikcan, Emre, Springer.
2. Hands-On Industrial Internet of Things: Create a powerful Industrial IoT infrastructure using Industry 4.0, Giacomo Veneri.
3. Internet of Things: A Hands-On Approach, Arsheep Bahga.
4. Industry 4.0: The Industrial Internet of Things Paperback, Alasdair Gilchrist.

Subject Core (SC) Courses - Semester II
Specialization: Business Analytics

Semester II		205BA: Basic Business Analytics using R
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Business Analytics

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205BA.1	REMEMBERING	IDENTIFY opportunities for creating value using business analytics and DESCRIBE the basic concepts in Business Analytics, DATA Science and Business Intelligence.

CO205BA.2	UNDERSTANDING	EXPLAIN the applications of Business Analytics in multiple business domains and scenarios.
CO205BA.3	APPLYING	DEVELOP a thought process to think like a data scientist/business analyst.
CO205BA.4	ANALYSING	ANALYZE data graphically by creating a variety of plots using the appropriate visualization tools of R.
CO205BA.5	EVALUATING	SELECT the right functions of R for the given analytics task.
CO205BA.6	CREATING	COMBINE various tools and functions of R programming language and use them in live analytical projects in multiple business domains and scenarios.

1. **Business Analytics Basics:** Definition of analytics, Evolution of analytics, Need of Analytics, Business analytics vs business analysis, Business intelligence vs Data Science, Data Analyst Vs Business Analyst, Types of Analytics, Tools for Analytics. Concept of insights. Importance of data in business analytics, Differences between data, information and knowledge, various stages of an organization in terms of data maturity, Options for organizations in the absence of good quality data. **(5+1)**
2. **Analytical decision-making:** Analytical decision-making process, characteristics of the analytical decision-making process. Breaking down a business problem into key questions that can be answered through analytics, Characteristics of good questions, Skills of a good business analyst, Overview of Business analytics applications in - Marketing Analytics, HR Analytics, Supply Chain Analytics, Retail Industry, Sales Analytics, Web & Social Media Analytics, Healthcare Industry, Energy Analytics, Transportation Analytics, Lending Analytics, Sports Analytics. Future of Business Analytics. **(5+1)**
3. **Fundamentals of R:** R environment, Downloading and Installing R, Using command line in R, Help, File operations in R -Reading from and Writing to a file, Writing your first code in R, Importing data from spreadsheets, text files, SAS, SPSS, Connect to RDBMS from R using ODBC, basic SQL queries in R, Exploration and transformation activities, basics of Web Scraping. **(6+1)**
4. **Data types & Data Structures in R:** Data types in R and its appropriate uses, Program Structure in R, Flow Control: For loop, If condition, While conditions and repeat loop, Debugging tools, Concatenation of Data, Combining Vars , cbind, rbind, Sapply, apply, tapply functions, Built-in functions in R like: seq(), cbind (), rbind(), merge(), knowledge on the various subsetting methods, summarize data by using functions like: str(), class(), length(), nrow(), ncol(), use of functions like head(), tail(), for inspecting data, summarize data, SQL join in R. Introduction to Data Structure in R, Vectors, Lists, Scalars, Data Frames, Matrices, Arrays, Factors, Use of data structures in different conditions, Advantage of using a particular approach. **(10+3)**
5. **Data Visualization:** Concept of Data Visualization, Popular Data Visualization tools, Exploratory Data Analysis(EDA), Data Cleaning, Data Inspection, uses of the functions like grepl(), grep(), sub(), summarize(), llist(), Using graphical functions in R for data visualization, Line Plots, Bar Plots, Bar Plots for Population, Pie chart, tableplot, histogram, Plotting with base graphics, Plotting with Lattice graphics, Plotting and coloring in R. Customizing Graphical Parameters to improvise plots, understanding GUIs like Deducer and R Commander, introduction to Spatial Analysis. **(10+3)**

Suggested Text Books:

1. R for Business Analytics, A Ohri
2. Data Analytics using R, Seema Acharya, TMGH
3. Data mining and business analytics with R, Johannes Ledolter. New Jersey: John Wiley & Sons.
4. Data Mining for Business Intelligence, Concepts, Techniques and Applications, Shmueli, Patel, and Bruce: Wiley

Suggested Reference Books:

1. Statistical data analysis explained: applied environmental statistics with R, Clemens Reimann. Chichester: John Wiley and Sons
2. Data science in R: a case studies approach to computational reasoning and problem solving, Deborah Nolan. Boca Raton: CRC Press
3. The analytics revolution: how to improve your business by making analytics operational in the big data era, Bill Franks. Hoboken: Wiley
4. Taming the big data tidal wave: finding opportunities in huge data streams with advanced analytics, Bill Franks. Hoboken: John Wiley & Sons.
5. Big data, big analytics: emerging business intelligence and analytic trends for today's business, Michael Minelli. Hoboken: John Wiley & Sons

Semester II		206BA: Data Mining
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Business Analytics

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206BA.1	REMEMBERING	DEFINE the key terms associated with Data Mining
CO206BA.2	UNDERSTANDING	EXPLAIN the various aspects of Data
CO206BA.3	APPLYING	APPLY classification models
CO206BA.4	ANALYSING	ANALYSE using clustering models
CO206BA.5	EVALUATING	SELECT appropriate association analysis and anomaly detection tools.
CO206BA.6	CREATING	COMBINE various data mining tools and use them in live analytical projects in business scenarios.

- Basic Concepts:** Concept, Definitions and Need of Big Data, Data Mining, Business Intelligence. Data Mining Process, relation to Business Intelligence techniques. Introduction to Data Mining Tasks (Classification, Clustering, Association Analysis, Anomaly Detection). Concept, Definitions of model, descriptive models, predictive modeling, basic terminology. Real-world data mining applications - Big Data Analytics in Mobile Environments, Fraud Detection and Prevention with Data Mining Techniques, Big Data Analytics in Business Environments. **(6+1)**
- Data and Preprocessing:** Understanding of Data, what is data? Types of attributes, properties of attribute values, types of data, data quality, Sampling, Data Normalization, Data Cleaning, Similarity Measures, Feature Selection/Instance Selection, the importance of feature selection/instance selection in various big data scenarios. **(7+1)**
- Classification:** Decision-Tree Based Approach, Rule-based Approach, Instance-based classifiers, Support Vector Machines, Ensemble Learning, Classification Model Selection and Evaluation, Applications: B2B customer buying stage prediction, Recommender Systems. **(9+1)**
- Clustering:** Partitional and Hierarchical Clustering Methods, Graph-based Methods, Density-based Methods, Cluster Validation, Applications: Customer Profiling, Market Segmentation. **(9+1)**
- Association Analysis:** Apriori Algorithm and its Extensions, Association Pattern Evaluation, Sequential Patterns and Frequent Subgraph Mining, Applications: B2B Customer Buying Path Analysis, Medical Informatics, Telecommunication alarm diagnosis. **Anomaly Detection:** Statistical-based and Density-based Methods, Ethics of data mining, privacy, what can/do firms know? **(9+1)**

Suggested Text Books:

- Data Mining: The Textbook by Charu C. Aggarwal
- Data Science for Business by Foster Provost and Tom Fawcett, O'Reilly
- Introduction to Data Mining by Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Addison Wesley
- Data Mining and Analysis: Fundamental Concepts and Algorithms by Mohammed J. Zaki and Wagner Meira

Subject Elective (SE) Courses - Semester II		
Specialization: Business Analytics		

Semester II		217BA: Marketing Analytics
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217BA.1	REMEMBERING	DESCRIBE the use of Voice of the Customer data in making data driven marketing decisions.
CO217BA.2	UNDERSTANDING	DEMONSTRATE an understanding of utility theory to measure customer preferences and choices.
CO217BA.3	APPLYING	IDENTIFY what customers' value in a product, and assess what they are willing to pay for it.
CO217BA.4	ANALYSING	ILLUSTRATE the use of various tools and frameworks to solve strategic marketing problems using marketing data.

CO217BA.5	EVALUATING	DETERMINE the most effective target markets.
CO217BA.6	CREATING	DESIGN a study that incorporates the key tools of Marketing Analytics.

1. **Segmentation Analytics:** Market Segmentation Variables, Market Segmentation Types, Marketing Data Landscape, Data for Segmentation, Analytics for Need Based Segmentation - Voice of the Customer, Managing "Voice of the Customer" Data, Customer Co-Creation, RFM Analysis, Life Cycle Segmentation, Cross Tabulation Segmentation, Regression based segmentation, Clustering, Conjoint Analysis Segmentation, The Cluster Analysis + Discriminant Analysis Approach, **(5+1)**
2. **Approaches to Choosing Target Segment/s:** Rationale for Segment Targeting, Analytics for Perceptual Mapping and Product Positioning, Product Positioning, Multi Dimensional Scaling (MDS) and Factor Analysis, Relevance of Mapping for Product Positioning, Preference Mapping, Incorporating Preferences in Perceptual Mapping. **(5+1)**
3. **Analytics for Product/Service Design:** The Relevance of Trade-off Approaches, Conjoint Analysis, Approaches to Conjoint Analysis, Interpreting Conjoint Results, Optimizing Design using Conjoint Results. **(5+1)**
4. **Analytics for Tracking Customer Growth:** Rationale for Customer Analytics, Customer acquisition cost, Customer Churn, Customer Attrition models, Customer lifetime value, Net promoter score, Calculating the number of new customers, Calculating average customer age & Days to convert, Calculating customer acquisition cost & Average purchases, Calculating touch points & Lead conversion, Analyzing age demographics, First contact with customer, Customer satisfaction, Understanding customer engagement, Diffusion Models - The Bass Model. **(5+1)**
5. **Modeling New Marketing Initiatives:** Introduction to modeling, Evaluating new ad channels, Modeling tips and best practices, Projecting ad revenue, Projecting organic follower revenue, Projecting expenses, Calculating net profit and breakeven, Understanding ROI, Calculating returns, Creating a single-variable sensitivity table, Creating a multi-variable sensitivity table. **(5+1)**

Suggested Text Books:

1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wayne L. Winston
2. Marketing Analytics: Strategic Models and Metrics, Stephan Sorger
3. Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques, Mike Grigsby
4. Cutting-edge Marketing Analytics: Real World Cases and Data Sets for Hands on Learning, Paul Farris, Rajkumar Venkatesan, and Ronald T. Wilcox

Semester II		218BA: Retailing Analytics
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO2018BA.1	REMEMBERING	ENUMERATE the characteristics, opportunities and challenges of New Age Retailing and Digital Consumers.
CO2018BA.2	UNDERSTANDING	UNDERSTAND Consumer Buying Behavior and Trends in new age retailing.
CO2018BA.3	APPLYING	USE various kinds of data for performing Retailing Analytics.
CO2018BA.4	ANALYSING	ILLUSTRATE the use of various tools and frameworks for predictive retail analytics.
CO2018BA.5	EVALUATING	DERIVE a variety of metrics and quantify key outcomes in multiple areas of Retail.
CO2018BA.6	CREATING	BUILD value for Retail and Marketing by deriving Marketing ROI metrics..

1. **Retailing in the Digital Era:** New Age Retailing, Digital Consumers Characteristics – interconnected , involved, interconnected, co-creation, collaboration, Customer Data – Big Data, Business Analytics, Customer Insights, Data Characteristics - Variety, Volume, Velocity, Veracity. Critical issues in Modern day Retail, The Digital organization, Retail analytics for decision making, Informed and Risk-Aware Decisions , Benefits of Retail Analytics – Informed Decisions, Risk mitigation, Gaining visibility , Retail Analytics for Strategic – Tactical and Operational decisions. **(3)**
2. **Marketing in a Consumer-Driven Era:** Understanding Consumer Buying Behavior and Trends , Leveraging customer data, Putting information in context, Clicking with consumer communities, Keeping content in mind, From personalization to commerce. **(3)**
3. **Key Questions:** What they are buying, Who they are, How they are buying, Where else they are buying? **(3)**

4. **Data sources:** Customer, Retailer, Supplier, Market, Web, Mobile, Social, Call Centres.. (3)
5. **Looking at Unstructured Data:** The unstructured data challenge, Recognizing the untapped analytics opportunity, Customer-Driven Decision Making, Content Analytics in Action, Understanding Affinities between Products and Customers, Advanced affinity analysis, Market basket analysis, Understanding customer preferences , Anticipating the customer's next move, Improving Retail Promotions. (3)
6. **Merchandising Analytics:** Assortment planning , GeoSpatial Analytics, Product placement, Space Optimisation, Product adjacency, Aligning store-level assortment with demand, Category Intelligence, Developing dynamic retail assortments, Prioritization of Product categories. (3)
7. **Marketing Analytics:** Marketing Mix ROI, Promotions – Promotional Maturity Curves, Pricing – Price per segment, Margin, Profitability, Personalisation, Campaigns, Marketing Return Curves, Scenario Analysis, Driving better P&L analyses, Managing Incentive Compensation. (3)
8. **Supply Chain Analytics:** Creating a Demand-Driven Supply Chain, Gaining Visibility across the Supply Chain, Resolving Operations Problems Premptively , Logistics, Inventory, Supplier performance, Demand forecasting, Vendor Intelligence, Vendor Rankings, Fulfillment Intelligence, Inventory Diagnostics, Shrinkage, Optimization opportunities. (3)
9. **Store operations analytics :** Using Analytics to Optimize Staffing Plans, Drilling into HR analytics, Customer Traffic, Store Performance Dashboards, Local Market Analytics, Online Offline Analytics, Sales Trends, Brand Performance, Account Performance Forecasts. (3)
10. **Customer View:** Customer Insights, Omni channel insights, Personalization, merchandise Data sources, including operations and supplier. (3)

Suggested Text Books:

1. Retail Analytics – The Secret Weapon, Emmett Cox
2. Behaviour Analytics in Retail, Ronny Max
3. The Little Book on Big Data: Understand Retail Analytics Through Use Cases and Optimize Your Business, Mahogany Beckford
4. The New Science of Retailing: How Analytics are Transforming the Supply Chain and Improving Performance, Fisher and Raman
5. The Strategy and Tactics of Pricing: A Guide to Growing More Profitably, Nagle, Hogan and Zale, Prentice-Hall
6. Competing on Analytics, Davenport, Harris
7. The New Rules of Retail: Competing in the World's Toughest Marketplace, Lewis and Dart
8. Sales Promotions, Neslin, Marketing Science Institute

Semester II		219BA: Workforce Analytics
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO2019BA.1	REMEMBERING	ENUMERATE the use of Workforce Analytics.
CO2019BA.2	UNDERSTANDING	UNDERSTAND the process of creating and using HR analytics
CO2019BA.3	APPLYING	USE dashboards, pivot tables for data driven decision making in HR.
CO2019BA.4	ANALYSING	ILLUSTRATE the use of various tools and frameworks for predictive analytics.
CO2019BA.5	EVALUATING	DERIVE a variety of metrics and quantify key outcomes in multiple areas of HR.
CO2019BA.6	CREATING	BUILD value for HR departments by showing clear links between HR and Business outcomes.

1. **Workforce Analytics – Overview:** Workforce Analytics: definition, evolution, function of Workforce analytics, Use of Workforce / People / HR metrics to measure results in HR - Process vs Outcome , Efficiency vs Effectiveness, Lead vs Lag, challenges in measuring human capital, HR Business Framework, Concept of Balanced Score Card, Identifying key workforce questions, Strategic Case for Workforce Analytics, Data Sources, Power of combining data sources, Good, Important & Key Metrics. (3)
2. **Recruitment Metrics:** Fill-up ratio, Time to hire, Cost per hire, Early turnover, Termination during probation, Channel efficiency mix in terms of Direct hires, Employee referral hires, Agency hires & Lateral hires, Offer reject and renege, Fulfilment ratio, Quality of hire, Recruitment to HR cost. (3)

3. **Diversity Metrics:** Workforce diversity index, Gender mix, Differently abled index, Implementation challenges. **(3)**
4. **Talent Metrics:** Retention index, Voluntary and involuntary turnover, Turnover by department, grades, performance, and service tenure, Internal hired index. **(3)**
5. **Learning & Development Metrics:** Training need identification, Make or Buy Model, Training effectiveness evaluation, Percentage of employee trained, Internally and externally trained, Training hours and cost per employee, ROI calculation. **(3)**
6. **Internal Mobility Metrics:** Career Progression Indices - Promotion index, Rotation index, Career path index, Level wise succession readiness index. **(3)**
7. **People Deployment Metrics:** Employees per manager, Employee service profiling, Workforce age profiling, Workforce service profiling, Churn index, Separation clearance time. **(3)**
8. **HR Cost Metrics:** Revenue per employee, Operating cost per employee, PBT per employee, HR cost per employee, HR to operating cost, Compensation to HR cost, HR budget variance, HR ROI. **(3)**
9. **HR KPI Dashboard:** Calculating HR KPI, Scorecard based on recruitment, training and development, Calculating HR KPI, Scorecard based on employee retention, and turnover. **(3)**
10. **HR Predictive Analytics:** Regional and country level differences in turnover data, Predicting individual and team turnovers, Turnover costs for business implications, Selection decisions from previous performance data, Predictive modelling of individual and team performance, Identifying flight-risk candidates, Report generation. **(3)**

Suggested Text Books:

1. The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions, Shonna D. Waters, Valerie N. Streets, Lindsay Mcfarlane, Rachael Johnson-Murray
2. HR Analytics: Understanding Theories and Applications, Dipak Kumar Bhattacharyya
3. Doing HR Analytics - A Practitioner's Handbook With R Examples Lyndon Sundmark

Semester II		220BA: Tableau
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO221BA.1	REMEMBERING	DEFINE Tableau terminology and SHOW how to Connect to your data, Edit and save a data source.
CO221BA.2	UNDERSTANDING	ILLUSTRATE the use of the Tableau interface to effectively create powerful visualizations and charts.
CO221BA.3	APPLYING	MAKE USE OF statistical techniques to analyze your data, parameters and input controls to give users control over certain values.
CO221BA.4	ANALYSING	INTEGRATE data sources using data blending and Combine data from multiple tables in the same data source using joins.
CO221BA.5	EVALUATING	CREATE basic calculations including basic arithmetic calculations, custom aggregations and ratios, date math, and quick table calculations.
CO221BA.6	CREATING	BUILD spatial visualizations of non-geographic data by using advanced geographic mapping techniques and custom images and geocoding.

1. **Data Connections:** Tableau terminology, Tableau interface/paradigm, Create and save data connections, Create a live connection to a data source, Explain the differences between using live connections versus extracts, Create an extract, Save metadata properties in a .TDS, Modify data connections, Add a join, Add a blend, Add a union, Manage data properties, Rename a data field, Assign an alias to a data value, Assign a geographic role to a data field, Change data type for a data field (number, date, string, boolean, etc.), Change default properties for a data field (number format, aggregation, color, date format, etc.) **(5+1)**
2. **Organizing & Simplifying Data:** Organize data and apply filters, Filter data, Sort data, Build groups, Build hierarchies, Build sets, Add a filter to the view, Add a context filter, Add a date filter, Apply analytics to a worksheet, Add a manual or a computed sort, Add a reference line or trend line, Use a table calculation. **(5+1)**

3. **Field & Chart Types** : discrete v. continuous, Measure Names and Measure Values, Generated Fields, Use bins and histograms, Heat maps, Tree maps, Bullet graphs, bar chart, line chart, stacked bar, Combined Axis Charts, Dual Axis Charts, Scatter Plots, Data Highlighter, Cross tabs, Motion charts, Bar in bar charts, Box plots, Gantt Bar Charts, Paretos, Sparklines, geocoding , spatial visualizations of non-geographic data, Using titles, captions and tooltips, Editing axes, Mark labels and annotations. **(5+1)**

4. **Calculations**: Manipulating string and date calculations, Create quick table calculations, Use LOD calculations; types of LOD calculations, Use Ad-hoc calculations, Work with aggregation options, Build logic statements, Build arithmetic calculations, Build grand totals and sub-totals, Use calculations in join clauses, Create a calculated field (e.g. string, date, simple arithmetic), Add a parameter. **(5+1)**

5. **Sharing Insights**: Format view for presentation, Use color, Use bolding, Use shapes, Change size of marks, Select fonts, Create and modify a dashboard, Create a dashboard layout, Add interactive or explanatory elements, Add dashboard actions, Modify existing dashboard layout for mobile devices, Create a story using dashboards or views, Share a twbx as a PDF, Share a twbx as an image. **(5+1)**

Suggested Text Books:

1. Mastering Tableau, David Baldwin
2. Communicating Data with Tableau: Designing, Developing, and Delivering Data Visualizations, Ben Jones
3. Learning Tableau, Joshua N. Milligan
4. Practical Tableau: 100 Tips, Tutorials, and Strategies from a Tableau Zen Master, Ryan Sleeper

Semester II		221BA: Data Warehousing Project Life Cycle Management
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO221BA.1	REMEMBERING	DESCRIBE various stages in Data Warehouse development process.
CO221BA.2	UNDERSTANDING	EXPLAIN the significance of and Project Management issues to be considered in the Data warehouse and Business Intelligence projects and the practicality of each phase.
CO221BA.3	APPLYING	MAKE USE OF the Data warehouse Lifecycle.
CO221BA.4	ANALYSING	FORMULATE Requirements Definition using requirements gathering methods.
CO221BA.5	EVALUATING	DETERMINE users of information and SELECT appropriate Information Delivery Tools, OLAP models and Data Mining Techniques.
CO221BA.6	CREATING	CREATE an Implementation Plan for a Data warehouse Project.

1. **Data Warehousing Project Life Cycle Management - Planning And Requirements**: Data to Information Lifecycle, Brief History of Accessing, Reporting And Analyzing Data, Business Intelligence (BI) defined, Data Warehousing (DW) defined, Data Mining defined, Data Stores and Data Marts defined, Uses of BI & DW, Business Drivers For BI, Business and IT Drivers For DW, Applications that use BI And DW, Data Shadow Systems, Industry terminology, Planning the Data Warehouse Project, The Project Team, Project Management Considerations, Defining the Business Requirements, Dimensional Analysis, Information Packages, Requirements Gathering Methods, Requirements Definition: Scope and Content, Requirements as the Driving Force for Data Warehousing, Data Design, The Architectural Plan, Data Storage Specifications, Information Delivery Strategy. **(5+1)**

2. **Data Warehousing Project Life Cycle Management - Architecture And Infrastructure**: The Architectural Components, Understanding Data Warehouse Architecture, Distinguishing Characteristics, Architectural Framework, Technical Architecture, Infrastructure as the Foundation for Data Warehousing, Infrastructure Supporting Architecture, Database Software, Collection of Tools, The Significant Role of Metadata, Why Metadata is Important, Metadata Types by Functional Areas, Business Metadata, Technical Metadata, How to Provide Metadata. **(5+1)**

3. **Data Warehousing Project Life Cycle Management - Data Design And Data Preparation**: Principles of Dimensional Modeling, From Requirements to Data Design, The STAR Schema, STAR Schema Keys, Advantages of the STAR Schema, Updates to the Dimension Tables, Miscellaneous Dimensions, The Snowflake, Schema, Aggregate Fact Tables, Families of STARS, Data Extraction, Transformation, and Loading, Data Extraction, Data Transformation, Data

Loading, ETL Summary, Why is Data Quality Critical?, Data Quality Challenges, Data Quality Tools, Data Quality Initiative. **(5+1)**

4. **Data Warehousing Project Life Cycle Management - Information Access And Delivery:** Matching Information to the Classes of Users. Information from the Data Warehouse, Users of the Information, Information Delivery, Information Delivery Tools, Demand for Online Analytical Processing, Major Features and Functions, OLAP Models, OLAP Implementation Considerations, Data Warehousing and the Web, Web-Enabled Data Warehouse, Web-Based Information Delivery, OLAP and the Web, Building a Web-Enabled Data Warehouse, Data Mining, Major Data Mining Techniques, Data Mining Applications. **(5+1)**

5. **Data Warehousing Project Life Cycle Management - Testing , Implementation And Maintenance:** Unit, IT, ST, Data volume, ETL and other test techniques, The Physical Design Process, Physical Design Steps, Physical Design, Considerations, Physical Storage, Indexing the Data Warehouse, Performance Enhancement Techniques, Data Warehouse Deployment, Major Deployment Activities, Considerations for a Pilot, Security, Backup and Recovery, Growth and Maintenance, Monitoring the Data Warehouse, User Training and Support, Managing the Data Warehouse, Scoping, Estimation, proposal writing and Risk planning. **(5+1)**

Suggested Text Books:

1. The Data Warehouse Lifecycle Toolkit, Ralph Kimball
2. Data Warehouse Project Management , Sid Adelman, Larissa T. Moss
3. The Data Warehouse Lab: A step-by-step guide using SSIS and SSAS, Amin Jalali
4. Data Warehouse for Project Managers, Laura Reeves
5. The Profit Impact of Business Intelligence, Steve Williams , Nancy Williams

University of Pune
Revised Syllabus
Master of Business Administration
(MBA)
Incorporating
Choice Based Credit System and Grading System
TWO YEAR FULL TIME FOUR SEMESTER
POST GRADUATE DEGREE PROGRAMME
MBA I Year Curriculum Applicable w.e.f. AY 2013-14
MBA II Year Curriculum Applicable w.e.f. AY 2014-15

1. Title

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

Nature of the Programme: MBA is TWO YEAR FULL TIME post-graduate degree programme.

2. Preamble: The revised curriculum for MBA is developed keeping in mind the *national priorities* and *international practices*. It also attempts to align the programme structure and course contents with student aspirations & recruiter expectations.

2.1 Need for Revision of the Curriculum: The MBA programme curriculum of the University of Pune was last revised in the AY 2008 and there was a need for revision of the curriculum in view of the global aspects of businesses and economies, dynamism in the industry practices, evolution of technology, emergence of new business and organizational forms and the evolving expectations of key stakeholders viz. students, the industry and faculty members at large.

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

- a) **New Skills & Competencies desired due to dynamic business environment:** Jobs of today were perhaps not created about 5 years ago. This aspect has a direct linkage with contents and structure of syllabus across the *Knowledge, Skills and Attitude (KSA) dimensions*, which calls for frequent and meaningful updating of the curriculum.
- b) **Concerns expressed by the Industry:** The industry has expressed concerns about the need for improvement in the *communication skills, inter-personal skills, basic domain knowledge, awareness of business environment, technology proficiency, and attitude* of the MBA graduates. *Newer and innovative evaluation methods* are necessary to address these concerns of the industry.
- c) **Application Orientation:** There is a pressing need to *imbibe application oriented thinking*, based on sound knowledge of management theories, principles and concepts. Management education needs to move out of the classrooms and instead focus on *group activity, field work, experiential learning, etc.* This can be achieved only through a radical change in the evaluation pattern and course delivery methodology.
- d) **Changing mindset of the Learner:** The profile of the students for the management programme, their learning styles and the outlook towards higher education has undergone a gradual transformation. The expectations of the students from the MBA programme have changed over the last decade.
- e) **Integrate a basket of skill sets:** B-Schools are expected to imbibe varied aspects of 'learning beyond the syllabus' through innovative curriculum design, contemporary syllabus, effective delivery and comprehensive evaluation.

Specifically the following skill sets are in focus:

- i. Reading & Listening Skills
- ii. Problem Definition & Problem Solving Skills
- iii. Application of Technology Tools
- iv. Mastery of Analytics - Quantitative Aspects
- v. Cross-Functional perspectives
- vi. Sensitization to Cross-Cultural skills
- vii. Orientation to Global perspectives
- viii. Peer-based Learning – Ability to Work in groups
- ix. Learning by application and doing – Experiential learning

2.2 MBA Programme Objectives: The MBA programme prepares a student for a domestic and global careers in diverse sectors of the industry. The MBA programme facilitates learning in theory and practice of different functional areas of management and equips the students with an integrated approach to various functions of management. However, the demand for managerial skills is not limited to the industry. Managerial talent is much sought by the Government Sector, NGOs, non-corporate sector as well. Institutes, Faculty and Students need to move away from the excessive focus on industry and look at needs and demands of broader sections of the society. Likewise entrepreneurial perspective of job and wealth creation with a social context also needs to be integrated into various aspects of the programme.

Specifically the objectives of the MBA Programme are:

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

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

1. Adoption of Choice Based Credit System (CBCS) and Grading System in line with National policies and International practices.
2. Enhancing *the brand value of the MBA programme of the University of Pune*.
3. Providing the much needed flexibility to individual Institutes to carve a niche for themselves.
4. Emphasizing the *centrality of the student and teacher-student relationship* in the learning process.
5. Focusing on '*Concurrent Evaluation*' i.e. continuous evaluation throughout the programme.
6. Empowering the Institutes through *cafeteria approach – by providing Generic Core, Subject Core, Generic Elective, and Subject Elective Courses*. This shall provide in-built flexibility in the curriculum to help the institutes to offer tailor made courses preferred by students, from a wider basket of courses.
7. Evaluating *all Half Credit Courses completely on Concurrent Evaluation* pattern.
8. Emphasizing *Experiential Learning* aspect through Half Credit Courses.
9. Supplementing traditional classroom teaching/learning with focus on *group activity, field work, experiential learning, self-study, projects, etc.*
10. Incorporating new specializations viz. Supply Chain Management (SCM), Rural & Agribusiness Management (RABM), Family Business Management (FBM), Technology Management (TM) – thereby providing wider choice to the students.
11. A thorough revamp of Systems & Operations Specializations to make them more meaningful and attractive to BCA, BCS, BE students.
12. Providing opportunity to students to choose courses from other electives to explore *cross-functional issues*.
13. Emphasizing on *Research, Inter-personal, Analytical, Cross-Cultural, Global aspects* of managerial careers throughout the curriculum.

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

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

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

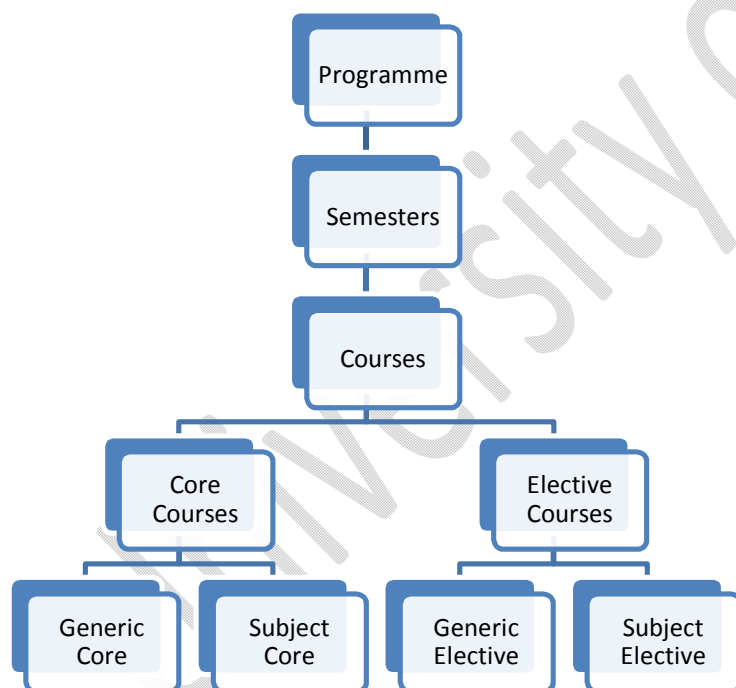
3.1.1 Key features of CBCS:

1. **Enriching Learning Environment:** A student is provided with an academically rich, highly flexible learning system blended with abundant provision for skill development and a practical orientation that he/she could imbibe without sacrificing his/her creativity. There is a definite movement away from the traditional lectures and written examination.
2. **Learn at your own pace:** A student can exercise the option to decide his/her own pace of

learning- *slow, normal or accelerated plan*. Students can select courses according to their aptitude, tastes and preferences.

3. **Continuous Learning & Student Centric Concurrent Evaluation:** CBCS makes the learning process continuous. Likewise the evaluation process is not only made continuous but also made learner-centric. The evaluation is designed to recognize the capability and talent of a student.
4. **Active Student-Teacher Participation:** CBCS leads to quality education with active teacher-student participation. This provides avenues to meet student's scholastic needs and aspirations.
5. **Industry Institute Collaboration:** CBCS provides opportunities for meaningful collaboration with industry and foreign partners to foster innovation, by introduction of electives and half credit courses through the cafeteria approach. This will go a long way in capacity building of students and faculty.
6. **Interdisciplinary Curriculum:** Cutting edge developments generally occur at the interface of two or more disciplines. The interdisciplinary approach enables integration of concepts, theories, techniques, and perspectives from two or more disciplines to advance fundamental understanding or to solve problems whose solutions are beyond the scope of a single discipline.
7. **Employability Enhancement:** CBCS shall ensure that students enhance their skill/employability by taking up project work, entrepreneurship and vocational training.
8. **Faculty Expertise:** CBCS shall give the Institutes the much needed flexibility to make best use of the available faculty expertise.

3.1.2 Programme Structure in Choice Based Credit System:



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

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

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

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

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

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

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

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

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

Following Specializations shall be offered:

1. Marketing Management (MKT)
2. Financial Management (FIN)
3. Information Technology Management (IT)
4. Operations Management (OPE)
5. Human Resources Management (HR)
6. International Business Management (IB)
7. Supply Chain Management (SCM)
8. Rural & Agribusiness Management (RABM)
9. Family Business Management (FBM)
10. Technology Management (TM)

Students shall study 2 Full Credit Courses & 4 Half Credit Courses in Semester III and IV each for specialization courses i.e. a total of 12 specialization courses.

- Generic Core courses in Semester I provide *foundations of management*.
- Generic Core courses in Semester II focus on *functional areas*.
- Generic Core courses in the Semester III and IV are *integrative* in nature along with the Subject Core subjects.

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

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

Generic Elective: An elective course which is common across disciplines / subjects is called a generic elective. 'Generic Elective' courses develop generic proficiencies amongst the students.

Subject Elective: A 'Discipline centric' elective is called 'Subject Elective.'

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

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

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

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

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

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

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

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

3.5 Credits

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

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

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

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

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

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

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

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

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

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

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

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

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

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

If a course is of 3 credits then the different credit distribution patterns in L: T: P format could be 3: 0: 0, 1: 2: 2, 2: 0: 2, 2: 2: 0, etc. The credits of a course cannot be greater than the number of hours (per week for 15 weeks) allotted to it.

Full Credit Course: A course with weightage of 3 credits is considered as a full credit course. (Except for Summer Internship Project which is a full credit course with 6 Credits.)

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

The MBA programme is a combination of:

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

3.6 Adoption of Credit and Grading System

As per national policy and international practices, it is proposed to adopt the Credit and Grading System for the MBA programme w.e.f. AY 2013-14.

3.6.1 Rationale for adoption of the Credit and Grading System:

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

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

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

3.6.2 Salient features of the grading system:

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

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

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

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

- a) **Direct grading:** When the performance exhibited by the examinees is assessed in qualitative terms and the impressions so obtained by the examiners are directly expressed in terms of letter grades, it is called, '*Direct Grading*'.
- b) **Indirect grading:** When the performance displayed by the examinees is first assessed in terms of marks and subsequently transformed into letter grades by using different modes, it is called, '*Indirect Grading*'.

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

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

Absolute grading has several advantages such as:

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

The few limitations of Absolute Grading method are:

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

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

3.7 Session Duration: Each teaching-learning, evaluation session shall be of 60 minutes. However, institutes shall have the flexibility to define their time slots in a manner as to use their faculty and infrastructure resources in the best possible way.

3.8 Courses Offered: Institutes are free to offer only a *select number of specializations* from amongst the list provided by the University. Likewise, institutes may provide only a *sub-set of the generic electives, subject electives* as prescribed semester-wise in the Programme structure. It is envisaged that Institutes offer only those specializations/electives for which they have the required faculty competencies and relevant resources.

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

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

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

3.9.1 Registration Process:

- i. Each student, on admission shall be assigned to a **Faculty Advisor** who shall advise her/him about the academic programs and counsel on the choice of courses considering the student's profile and career objectives.
- ii. With the advice and consent of the Faculty Advisor the student shall register for a set of courses he/she plans to take up for the Semester.
- iii. The student should meet the criteria for prerequisites, if defined for a course, to become eligible to register for that course.
- iv. The Institute shall follow a selection procedure on a first come first served basis, determining the maximum number of students and counseling the students if required to avoid overcrowding to particular course(s) at the expense of some other courses.
- v. It is expected that a student registers for 26 credits in Semester I, II, 29 Credits in Semester III each and balance 19 credits in Semester IV.

- vi. However fast learners (under accelerated plan), may be permitted to register for 2 full credit / 3 half credit courses in excess of the normal credits defined for a semester. However, registration for Repeat courses (backlogs) is allowed in excess of this limit.
- vii. Likewise, slow learners, may be permitted to register for 2 full credit / 3 half credit courses less than the normal credits defined for a semester.
- viii. A candidate may register for a minimum of say, 20 credits per semester, but it is possible that he/she may earn less than 20 credits in a semester. It may be theoretically possible that he/she may just earn ZERO credits in a semester. However, he/she should register for credits less than or equal to permissible maximum and more than or equal to permissible minimum per semester, excluding the courses of earlier semester(s), for which he/she has not earned the credits (uncleared courses) if any.
- ix. Students shall have to register for the courses for the semester **within first week of Semester I** and immediately after conclusion of the preceding term for subsequent Semesters - II, III and IV. i.e. The fresh inducted batch shall register for various courses at the end of the first week of their Semester I after their induction. They will register for Semester II courses immediately at the end of Semester I and likewise for subsequent semesters. In Semester I the registration window shall be open for sufficiently long duration to take care of late admissions.
- x. The maximum number of students to be registered in each elective course shall depend upon the physical facilities available. Every effort shall be made by the Institute to accommodate as many students as possible.
- xi. Students who do not earn credits for an elective course (generic / subject / open) are permitted to opt for another elective course (generic / subject / open) in case they feel to do so. In such a case they shall be said to have **dropped the original course and opted for a new one**. Alternatively, they are permitted to continue with the same elective course (generic / subject / open) i.e. If a student secures a F Grade in say course no 111 for which he has opted in Semester I, during the successive attempt he may drop course 111 and take up another course from 107 to 115, or continue with 111.
- xii. The Institute may not offer a course if a minimum of 20% of students are not registered for that course.

4. Eligibility: The eligibility for admissions shall be defined by the Competent Authority viz. AICTE / DTE Maharashtra State for the relevant academic year.

5. Examination:

Pattern of Examination: The evaluation scheme comprises of:

- a) University Evaluation
- b) Concurrent Evaluation

For each full credit course –

- a) 70 marks shall be evaluated by the University and
- b) 30 marks shall be evaluated by the respective Institute.

For each half credit course –

- a) 50 marks shall be evaluated by the respective Institute.

There shall not be any University evaluation for half credit courses.

(Evaluation Scheme for Summer Internship Project is detailed separately.)

5.1 University Evaluation

There shall be University evaluation for each full credit course as per the time table announced by the University. The evaluation by the University for Full Credit Courses shall comprise of two parts:

- a) Online Examination for 20 marks.
- b) Written Examination (subjective – concept plus case study / application oriented type) for 50 marks.

5.1.1 Online Examination

The University of Pune shall conduct an online examination for each full credit course. This examination shall be *objective* in nature and shall carry a *weightage of 20 marks per full credit course*. Students will appear for the online examinations in their respective institutes. Online examination shall constitute a **separate head of passing** for the full credit courses. Passing shall be at 40%, i.e. Grade E. The student does NOT have a facility of Grade Improvement, in online examination, if he/she has secured any grade other than F.

The Controller of Examinations of the University of Pune shall announce the *online examination window of 3 days per semester* i.e. a window of 3 days for Sem I and another window of 3 days for Sem III (in term I and likewise for term II) for the examination, *in consultation with the Dean – Faculty of Management*. The online test shall be conducted for all 4 semesters during each term. A similar window of 3 days for Sem II (backlog) and another window of 3 days for Sem IV backlog shall be announced in term I and vice-versa for Sem I backlog and Sem III backlog in term II for students who score Grade F in the online exam.

There shall NOT be any retest for those students who is absent for the online exam during the declared examination window period. Any student, who *is absent* for the online test during the regular term, can take the online test for the specific course in the next term and his grades evaluation shall be updated accordingly in the revised **Grade Card**.

Generally the schedule for online examination will be as follows:

- a) Semester I: In the 8th/9th week after the commencement of semester I.
- b) Semester II, III and IV: In the 7th/ 8th week after the commencement of respective semester.

The date declared by DTE for commencement of classes as per CAP process shall be the reference date for Semester I. Only for Semester I, in case of unforeseen circumstances the Controller of Examinations (CoE), University of Pune, in consultation with the Dean of the Faculty of Management may postpone the examinations for Semester I. However the online examinations shall not be postponed beyond 10th week after commencement of the classes / course for Semester I.

For Sem II, III and IV the reference date shall be the term commencement date declared by the UoP.

The syllabus for the online examination shall be the first two units in each full credit course (2 out of total 5 units, i.e. 40% of the syllabus). The duration of online examination for each course shall be of 25 minutes.

There shall be **one mark for each correct response and 0.25 negative marks for each incorrect response. There shall be 20 questions – each carrying one mark. ALL THE QUESTIONS SHALL BE COMPULSORY.** The questions shall be of different variety within the objective format. In the extreme event of a student answering all the questions incorrectly, the final score of such a student for that course for the online examination shall be 0 (ZERO) and not -5 (MINUS FIVE).

The Faculty of Management shall devise objective question bank comprising questions of varying degree of difficulty, and of different types, in sufficiently large number for each course for the exclusive purpose of the online examination. *The objective question paper shall be developed in real time, randomly using an ERP / Learning Management System.*

The Institutes shall ensure the provision of necessary IT infrastructure and internet bandwidth, backup power supply, for the smooth conduct of such online examination.

The score of each candidate for each course shall be known immediately after the conclusion of the online test and the Institute shall display the scores of all students for the online test within 3 days of the completion of the test.

5.1.2 Instructions to External Paper Setters / Chairman/ Examiners: The syllabus for each course is organized in 5 units. The end-semester University evaluation shall cover the entire syllabus prescribed for the course. For University evaluation (Written Examination – subjective type of 50 marks) of each full credit course, the question pattern shall be as follows:

Pattern of Question Paper:

- 1) There shall be five questions each of 10 marks.
- 2) All questions shall be compulsory with internal choice within the questions. i.e. There shall be 2 questions from each unit of the curriculum with an internal option.
- 3) A Question may be subdivided into sub-questions a, b, c... and the allocation of marks depend on the weightage of the topic.

ILLUSTRATIVE PATTERN OF QUESTION PAPER	
Q. 1 (A).....	based on Unit 1
OR	
Q.1 (B)	based on Unit 1
Q.2. (A)	based on Unit 2
OR	
Q.2 (B)	based on Unit 2
Q.3 (A)	based on Unit 3
OR	
Q.3 (B)	based on Unit 3
Q.4 (A)	based on Unit 4
OR	
Q.4 (B)	based on Unit 4
Q.5 (A)	based on Unit 5
OR	
Q.5 (B)	based on Unit 5

Questions shall assess knowledge, application of knowledge, and the ability to synthesize knowledge. The paper setter shall ensure that questions covering all skills and all units are set. She/he shall also *mandatorily submit* a detailed scheme of evaluation along with the question paper. Questions shall be of three categories of difficulty level – low difficulty, average difficulty and high difficulty.

The duration of written examination shall be 2 hours. Students shall be provided a single answer sheet of 16 pages. They must ensure that their responses fit within the provided answer sheet. Additional supplements shall NOT be provided.

5.2 Concurrent Evaluation: A continuous assessment system in semester system (also known as internal assessment/comprehensive assessment) is spread through the duration of course and is done by the teacher teaching the course.

The continuous assessment provides a feedback on teaching learning process. The feedback after being analyzed is passed on to the concerned student for implementation and subsequent improvement. As a part of concurrent evaluation, the learners shall be *evaluated on a continuous basis* by the Institute to ensure that student learning takes place in a graded manner.

Concurrent evaluation components should be designed in such a way that the faculty can *monitor the student learning & development and intervene wherever required*. The faculty *must share the outcome* of each concurrent evaluation component with the students, soon after the evaluation, and guide the students for betterment.

Individual faculty member shall have the flexibility to design the concurrent evaluation components in a manner so as to give a balanced assessment of student capabilities across Knowledge, Skills & Attitude (KSA) dimensions based on variety of assessment tools.

Suggested components for Concurrent Evaluation (CE) are:

1. Case Study / Caselet / Situation Analysis – (Group Activity or Individual Activity)
2. Class Test
3. Open Book Test
4. Field Visit / Study tour and report of the same
5. Small Group Project & Internal Viva-Voce
6. Learning Diary
7. Scrap Book
8. Group Discussion
9. Role Play / Story Telling
10. Individual Term Paper / Thematic Presentation
11. Written Home Assignment
12. Industry Analysis – (Group Activity or Individual Activity)
13. Literature Review / Book Review
14. Model Development / Simulation Exercises – (Group Activity or Individual Activity)
15. In-depth Viva
16. Quiz

There shall be a *minimum of three concurrent evaluation components per full credit course and five concurrent evaluation components for each half credit course*. The faculty shall announce in advance the units based on which each concurrent evaluation shall be conducted. Each component shall ordinarily be of 10 marks. The Institute shall however have the liberty to conduct additional components (beyond three/five). However the total outcome shall be scaled down to 30/50 marks for full credit and half credit courses respectively. Marks for the concurrent evaluation must be communicated by the Institute to the University as per the schedule declared by the University. Detailed record of the Concurrent Evaluation shall be maintained by the Institute. The same shall be made available to the University, on demand.

At the end of Concurrent Evaluation (out of 30/50 marks) the student does NOT have a facility of Grade Improvement, if he/she has secured any grade other than F.

5.2.1 Safeguards for Credibility of Concurrent Evaluation: The following practices are encouraged to enhance transparency and authenticity of concurrent evaluation:

- a) Involving faculty members from other management institutes.
- b) Setting multiple question paper sets and choosing the final question paper in a random manner.
- c) One of the internal faculty members (other than the course teacher) acting as jury during activity based evaluations.
- d) Involvement of Industry personnel in evaluating projects / field based assignments.
- e) Involvement of alumni in evaluating presentations, role plays, etc.
- f) 100% moderation of answer sheets, in exceptional cases.

5.3 Summer Internship Project: At the end of Second Semester each student shall undertake a **Summer Internship Project (SIP) for 8 weeks. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic and organization before commencing the SIP.** The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. Ideally the SIP should exhibit a **cross-functional orientation**. The student shall submit a written structured report based on work done during this period.

SIP can be carried out in:

- a) Corporate Entity
- b) NGO

- c) SME
- d) Government Undertaking
- e) Cooperative Sector

SIP may be a research project – based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace. *The learning outcomes and utility to the organization must be specifically highlighted.*

The report should be well documented and supported by –

1. Executive Summary
2. Organization profile
3. Outline of the problem/task undertaken
4. Research methodology & data analysis (in case of research projects only)
5. Relevant activity charts, tables, graphs, diagrams, etc.
6. Learning of the student through the project
7. Contribution to the host organization
8. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

It should reflect the nature and quantum of work undertaken by the student. The report must reflect 8 weeks of work and justify the same.

The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ Government Entity/ Cooperative/ etc.) shall also certify the SIP work.

The student shall submit **TWO hard copies & one soft copy (CD)** of the project report before 30th September in Sem III. One hard copy is to be returned to the student by the Institute after the External Viva-Voce.

In the interest of environmental considerations, students are encouraged to print their project reports on both faces of the paper.

SIP shall have a weightage of 6 credits. The Institute shall conduct an internal viva-voce for evaluation of the SIP for 50 marks. The Panel shall comprise of the Internal Faculty Guide & One additional faculty nominated by the Director.

There shall be an external viva-voce for the SIP for 100 marks. The examiner's panel for the same shall include one external faculty member nominated by the University and one internal faculty member nominated by the Director. **The external viva-voce shall be conducted for 15 minutes at least per student.**

The Internal & the External viva-voce shall evaluate the project based on:

1. Actual work undertaken by the student
2. Student's understanding of the organization and business environment
3. Outcome of the project
4. Utility of the project to the organization
5. Basic analytical capabilities

Copies of SIP report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

5.4 Dissertation: In Sem IV the student shall work under the supervision of the Faculty and carry out a dissertation and submit a structured report in TWO hard copies & one soft copy (CD). *In the interest of environmental considerations, students are encouraged to print their dissertation reports on both faces of*

the paper.

The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in management. The topic is chosen in consultation with the student's supervisor. The student will prepare and present a detailed research proposal prior to starting the work. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic before commencing the dissertation work. A dissertation outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed dissertation and make an oral presentation of the same. Through the dissertation, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the dissertation / project shall be certified by the Faculty Guide & approved by the Director of the Institute.

Dissertation shall have a weightage of 2 credits. The Institute shall conduct a viva-voce for evaluation of the dissertation, for 50 marks. The panel shall comprise of 2 internal Faculty members (One who has supervised the student and the other one as Jury) nominated by the Director. The Institute may invite an additional external examiner from the industry. Copies of Dissertation report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

5.5 Standard of Passing: Every candidate must secure at least Grade E in Concurrent Evaluation , University Examination & Online Evaluation (as applicable) as separate heads of passing for each course.

Degree Requirements:

- a) **Earned Credits:** A candidate who has successfully completed all the Core courses and accumulated, through elective courses, not less than minimum number of Credits prescribed shall be eligible to receive the Degree. The degree requirements for the MBA programme is completion of 100 earned credits.
- b) **Final Grade Point Requirement:** A student must obtain the Final Grade Point of a minimum of 00.50 to be eligible for award of the MBA degree.

5.5.1 Conversion of Marks to Grade Points & Grades: The marks shall be converted to grade points and grades using Table I below.

Table I: Points Grading System

Sr. No.	Marks	Grade	Grade Point
1	100 – 75	O – Outstanding	06
2	74 – 65	A – Very Good	05
3	64 -55	B – Good	04
4	54 – 50	C – Average	03
5	49 – 45	D – Satisfactory	02
6	44 – 40	E – Pass	01
7	39 – 0	F – Fail	00

The description of the final grades shall be as follows:

O: Outstanding (Excellent Analysis of the topic - 75% and above)

Accurate knowledge of the primary material, wide range of reading, logical development of ideas, originality in approaching the subject. Neat and systematic organization of content, elegant and lucid style.

A: Very Good (Excellent Analysis of the topic - 65 to 74 %)

Accurate knowledge of the primary material, acquaintance with seminal publications, logical development of ideas. Neat and systematic organization of content, effective and clear expression.

B : Good (Good Analysis and treatment of the topic - 55 to 64 %)

Basic knowledge of the primary material, logical development of ideas. Neat and systematic organization

of content, effective and clear expression.

C : Average (Some important points covered – 50 to 54%)

Basic knowledge of the primary material, logical development of ideas. Neat and systematic organization of content, good language or clear expression.

D: Satisfactory (Some points discussed – 45 to 49%)

Basic knowledge of the primary material, some organization of content, acceptable language or expression.

E: Pass (Any two of the above – 40 to 44%)

F: Fail (None of the above – 0 to 39%)

The performance of a student will be evaluated in terms of two indices, viz.

- Semester Grade Point Average (SGPA)* which is the Grade Point Average for a semester
- Cumulative Grade Point Average (CGPA)* which is the Grade Point Average for all the completed semesters at any point in time.

Semester Grade Point Average (SGPA): At the end of each semester, SGPA is calculated as the weighted average of GPI of all courses in the current semester in which the student has passed, the weights being the credit values of respective courses.

SGPA = Grade Points divided by the summation of Credits of all Courses.

$$SGPA = \frac{\sum \{C * GPI\}}{\sum C} \text{ for a semester.}$$

Where GPI is the Grade and C is credit for the respective Course.

Cumulative Grade Point Average (CGPA): Cumulative Grade Point Average (CGPA) is the grade point average for all completed semesters. CGPA is calculated as the weighted average of all GPI of all courses in which the student has passed up to the current semester.

Cumulative Grade Point Average (CGPA) for the Entire Course

$$CGPA = \frac{\sum \{C * GPI\}}{\sum C} \text{ for all semesters taken together.}$$

Where GPI is the Grade and C is credit for the respective Course.

Note: If a student secures F grade in either or both of Concurrent Evaluation or University Evaluation for a particular course his /her credits earned for that course shall be ZERO.

5.5.2 Scaling Down of Concurrent Evaluation Scores: The marks obtained by the student for the Concurrent Evaluation components conducted by the Institute (i.e. out of 30 marks), in the Full Credit Courses, in Semester I to Semester IV, shall be scaled down, to the required extent, if percentage of the marks of Concurrent Evaluation exceeds the percentage of marks scored in the end semester University Examination by 25% for the respective course. Scores of Online Examination are not part of the scaling down formula. i.e. (percentage of marks scored out of 30 in concurrent evaluation) – (percentage of marks scored out of 50 in university evaluation) should not exceed 25%.

The marks obtained by the student in Half Credit Courses are **not subject to** scaling down. Likewise, the marks obtained by the student in Concurrent Evaluation for the Summer Internship Project (Course 304) shall **not be** subjected to scaling down.

5.5.3 Attendance: The student must meet the requirement of **75% attendance per semester per course** for grant of the term. The Director shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

Since the emphasis is on continuous learning and concurrent evaluation, it is expected that the students study all-round the semester. *Therefore, there shall not be any preparatory leave before the University examinations.*

5.6 ATKT Rules: A student shall earn the credits for a given course in **MAXIMUM FOUR ATTEMPTS**. If a student drops a course (generic elective / subject elective) and opts for another course in lieu of the dropped course the attempts utilized for the dropped course shall be included in the maximum 4 attempts available to earn the credits for a course. The facility of dropping a course and opting for a new course in lieu of the dropped course shall be availed by the student only once during these four attempts available to him. A student may drop at the most 2 courses out of the 16 elective courses and select other courses in lieu of dropped courses. i.e. Dropping a course can be done only twice.

Maximum Duration for completion of the Programme: The candidates shall complete the MBA Programme **WITHIN 4 YEARS** from the date of admission, by earning the requisite credits. The student will be finally declared as failed if she/he does not pass in all credits within a total period of four years. After that, such students will have to seek fresh admission as per the admission rules prevailing at that time.

5.7 Award of Grade Cards: The University of Pune under its seal shall issue to the student a grade card on completion of each semester. The final Grade Card issued at the end of the final semester shall contain the details of all courses taken during the entire programme for obtaining the degree.

Final Grades: After calculating the SGPA for an individual semester and the CGPA for entire programme, the value shall be matched with the grade in the Final Grade Points Table (as per Table II) and expressed as a single designated GRADE such as O, A, B, C, D, E, F.

Table II: Final Grade Points

Sr. No.	Grade Points	Grade
1	05.00 to 6.00	O – Outstanding
2	04.50 to 04.99	A – Very Good
3	03.50 to 04.49	B – Good
4	02.50 to 03.49	C – Average
5	01.50 to 02.49	D – Satisfactory
6	00.50 to 01.49	E – Pass
7	00.00 to 00.49	F – Fail

A student who secures grade E or above in a course is said to have completed /earned the credits assigned to the course. A student who completed the minimum credits required for the MBA programme shall be declared to have completed the programme.

NOTE:

The Grade Card for the final semester shall indicate the following, amongst other details:

- Grades for concurrent evaluation (out of 30 for Full Credit Courses & out of 50 for Half Credit Courses) , Online evaluation (out of 20 for Full Credit Courses only) and University evaluation (out of 50 for Full Credit Courses only), separately, for all courses offered by the student during the entire programme along with the grade for the total score.
- SGPA for each semester.
- CGPA for final semester.
- Total Marks Scored out of Maximum Marks for the entire programme, with break-up of Marks Scored in Concurrent Evaluation and University Evaluation (Semester Wise).
- Marks scored shall **not be** recorded on the Grade Card for intermediate semesters.
- The grade card shall also show the 7 point scale and the formula to convert GPI, SGPA, and/or CGPA to percent marks.
- The final GPA shall not be printed unless the student earns the minimum 100 credits required for

- earning the MBA Degree.
- h) B Grade is equivalent to atleast 55% marks.
 - i) If the GPA is higher than the indicated upper limit in the three decimal digit, then the student may be awarded higher final grade e.g. a student getting a GPA of 4.492 may be awarded grade A. The grade card shall also provide, on the reverse, the 7-point scale and the formula to convert GPI, SGPA, and/or CGPA to percent marks.

5.8 Grade Improvement: A Candidate who has secured any grade other than F (i.e. passed the MBA programme) and desires to avail the Grade Improvement facility, may apply under Grade Improvement Scheme within five years from passing that Examination. He/she can avail not more than three attempts, according to the syllabus in existence, for grade improvement. He /she shall appear for University Evaluation of **at least 1/3rd** Generic / Subject Core Courses (except SIP) for the purpose of Grade Improvement. Generic or Subject Electives (Half Credit Courses) cannot be selected for Grade Improvement.

5.9 External Students: MBA being a full time programme, there is no provision of external students.

5.10 Verification / Revaluation: Students can avail the verification / revaluation facility as per the prevailing policy, guidelines and norms of the University of Pune. There shall be Revaluation of the answer scripts of Semester-End examination for Full Credit Courses but not of online examination , half credit courses / SIP / Dissertation as per Ordinance no.134 A & B.

5.11 Additional Specialization: A student may enroll for additional specialization *after passing out the regular MBA programme*. Such students will get exemption from all the generic core and generic elective courses in First Year (Sem I and II) and generic core courses in Second Year (Sem III and IV). Such students shall have to appear for the subject core and subject elective courses i.e. 2 Full Credit Courses & 4 Half Credit Courses in Sem III and IV each. i.e. a total of 12 subject electives (specialization) courses of which 4 are full credits and 8 are half credits.

6. **Structure of the Programme:** The programme is a combination of:

- a) Full Credit Courses (100 Marks each) : 3 Credits each
- b) Half Credit Courses (50 Marks each) : 2 Credits each

Total Credits: 100 Credits (3000 Marks), Total Courses = 38.

- a) 20 Full Credit Courses * 3 credits per course = 60 Credits (2000 Marks)
- b) 1 Full Credit Course - SIP = 6 Credits (150 Marks)
- c) 16 Half Credit Courses *2 credits per course = 32 Credits (800 Marks)
- d) 1 Dissertation (Half Credit) = 2 Credits (50 Marks)

The spread of courses across the 4 semesters for a normal learner is given below.

Table III: Break Up & Spread of Courses

Spread of Full & Half Credit Courses:

Semester	Full Credit Courses (100 Marks) (A)	Half Credit Courses (50 Marks) (B)
I	6	4
II	6	4
III	5	4
III	1 (SIP for 6 Credits)	-
IV	3	4
IV	-	1 (Dissertation for 2 Credits)
Total	21	17

Break Up of Full Credit Courses:

Semester	Number of Generic Core Courses (A)	Number of Subject (Specialization) Core Courses (B)	Total Number of Full Credit Courses (100 Marks) (C = A + B)
I	6	0	6
II	6	0	6
III	4**	2	6**
IV	1	2	3
Total	17	4	21

** includes SIP for 6 Credits & for 150 Marks

Break Up of Half Credit Courses:

Semester	Number of Generic Elective Courses (A)	Number of Subject Elective (Specialization) Courses (B)	Total Number of Half Credit Courses (50 Marks) (C = A + B)
I	4	0	4
II	4	0	4
III	0	4	4
IV	1#	4	5 #
Total	9	8	17

Dissertation for 2 Credits

Detailed Programme Structure is provided in Annexure I.

6.1 Pedagogy: It is expected that the faculty members adopt a variety of teaching methodologies, such as case studies, role-play, problem solving exercises, group discussion, computer simulation games, etc. during the programme delivery. Use of technology and innovative techniques beyond the lecture method is desirable.

MBA being a post-graduate professional Programme, students are also expected to assimilate certain topics through self-study.

6.2 Medium of Instruction: The medium of Instruction & Evaluation shall be English.

7. Equivalence of previous syllabus with the proposed syllabus: The equivalence of the previous syllabus with the proposed syllabus shall be announced separately.

8. University Terms: The dates for the commencement and conclusion of the first and the second terms shall be as determined by the University Authorities. The terms can be kept only by duly admitted students. The present relevant ordinances pertaining to grant of terms will be applicable.

9. Course wise detailed syllabus: Course wise detailed syllabus along with recommended text books, reference books, websites, journals, etc. is provided in Annexure II.

10. Qualifications of Teacher: The qualifications of the full-time teacher for the MBA Programme shall be as per AICTE norms prescribed from time to time.

10.1 Teacher Capacity Building: The faculty of management shall organize suitable programmes for capacity building of teachers.

Annexure I - Detailed Programme Structure

Table IV – A: Generic Core Courses

	Generic Core Courses	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
101	Accounting for Business Decisions	3	I	30	20	50	100
102	Economic Analysis for Business Decisions	3	I	30	20	50	100
103	Legal Aspects of Business	3	I	30	20	50	100
104	Business Research Methods	3	I	30	20	50	100
105	Organizational Behaviour	3	I	30	20	50	100
106	Basics of Marketing	3	I	30	20	50	100
201	Marketing Management	3	II	30	20	50	100
202	Financial Management	3	II	30	20	50	100
203	Human Resource Management	3	II	30	20	50	100
204	Decision Science	3	II	30	20	50	100
205	Operations & Supply Chain Management	3	II	30	20	50	100
206	Management Information Systems	3	II	30	20	50	100
301	Strategic Management	3	III	30	20	50	100
302	Enterprise Performance Management	3	III	30	20	50	100
303	Startup and New Venture Management	3	III	30	20	50	100
304	Summer Internship Project	6	III	50	00	100	150
401	Managing for Sustainability	3	IV	30	20	50	100
402	Dissertation	2	IV	50	00	00	50

Note: Each Generic Core Course is a Full Credit course of 45 hours. Out of 45 hours, 35 hours shall be devoted to teaching – learning sessions and 10 hours for evaluation/projects.

30 marks shall be reserved for concurrent evaluation to be carried out by the Institute, 20 marks shall be reserved for online mid-term evaluation to be conducted by the University and 50 marks shall be reserved for term end written examination to be conducted by the University.

Course 304 - SIP shall have 6 Credits and 150 marks. (50 Marks for Concurrent Evaluation & 100 Marks for University Evaluation)

Course 402 – Dissertation shall have 2 Credits and 50 marks Concurrent Evaluation.

Table IV – B: Generic Elective Courses

	Generic Elective Courses	Credits	Semester	Concurrent Evaluation	Total Marks
107	Management Fundamentals	2	I	50	50
108	Business Communication Lab	2	I	50	50
109	MS Excel & Advanced Excel Lab	2	I	50	50
110	Selling & Negotiation Skills Lab	2	I	50	50
111	Business, Government & Society	2	I	50	50
112	Leadership Lab	2	I	50	50
113	Personality Development Lab	2	I	50	50
114	Foreign Language - I Lab	2	I	50	50
115	Enterprise Analysis - Desk Research	2	I	50	50
207	Emotional Intelligence and Managerial Effectiveness Lab	2	II	50	50
208	Statistical Software Lab	2	II	50	50
209	MS Project Lab	2	II	50	50
210	Life Skills Lab	2	II	50	50
211	Geopolitics & the World Economic System	2	II	50	50
212	Business Systems & Procedures	2	II	50	50
213	Computer Aided Personal Productivity Tools Lab	2	II	50	50
214	Foreign Language - II Lab	2	II	50	50
215	Industry Analysis - Desk Research	2	II	50	50

Note: Each Generic Elective Course is a Half Credit course of 30 hours. Out of 30 hours 25 hours shall be devoted to teaching – learning sessions and 5 hours for evaluation/projects.

50 marks shall be devoted for concurrent evaluation to be carried out by the Institute.

There shall not be any evaluation by the University (online / subjective) for all Half Credit Courses.

Table IV – C: Subject Core Courses

	Subject Core Courses (Marketing)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305MKT	Contemporary Marketing Research	3	III	30	20	50	100
306MKT	Consumer Behaviour	3	III	30	20	50	100
403MKT	Services Marketing	3	IV	30	20	50	100
404MKT	Sales and Distribution Management	3	IV	30	20	50	100
	Subject Core Courses (Finance)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305 FIN	Financial Regulatory Framework	3	III	30	20	50	100
306 FIN	Merchant Banking and Financial Services	3	III	30	20	50	100
403 FIN	International Finance	3	IV	30	20	50	100
404 FIN	Corporate Finance	3	IV	30	20	50	100
	Subject Core Courses (Information Technology)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305 IT	I T Management	3	III	30	20	50	100
306 IT	E-Business	3	III	30	20	50	100
403 IT	Software Project Management	3	IV	30	20	50	100
404 IT	Enterprise Resource Planning (ERP)	3	IV	30	20	50	100
	Subject Core Courses (Operations Management)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305 OPE	Planning & Control of Operations	3	III	30	20	50	100
306 OPE	Inventory Management	3	III	30	20	50	100
403 OPE	Operations Strategy	3	IV	30	20	50	100
404 OPE	Total Quality Management	3	IV	30	20	50	100
	Subject Core Courses (Human Resources Management)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305 HR	Labour Laws	3	III	30	20	50	100
306 HR	Performance Management	3	III	30	20	50	100
403 HR	Industrial Relations	3	IV	30	20	50	100
404 HR	Strategic Human Resource Management	3	IV	30	20	50	100

	Subject Core Courses (International Business Management)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305 IB	International Business Economics	3	III	30	20	50	100
306 IB	Export Documentation and Procedures	3	III	30	20	50	100
403 IB	International Business Environment	3	IV	30	20	50	100
404 IB	Indian Economy and Trade Dependencies	3	IV	30	20	50	100
	Subject Core Courses (Supply Chain Management)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305 SCM	Essentials of Supply Chain Management	3	III	30	20	50	100
306 SCM	Logistics Management	3	III	30	20	50	100
403 SCM	Strategic Supply Chain Management	3	IV	30	20	50	100
404 SCM	Knowledge Management in Supply Chains	3	IV	30	20	50	100
	Subject Core Courses (Rural & Agribusiness Management)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305RABM	Agriculture and Indian Economy	3	III	30	20	50	100
306RABM	Rural Marketing I	3	III	30	20	50	100
403RABM	Rural Credit and Finance	3	IV	30	20	50	100
404RABM	Rural Marketing II	3	IV	30	20	50	100

	Subject Core Courses (Family Business Management)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305FBM	Essentials of Family Business Management – I	3	III	30	20	50	100
306 FBM	Managing Innovation - I	3	III	30	20	50	100
403 FBM	Essentials of Family Business Management – II	3	IV	30	20	50	100
404 FBM	Managing Innovation – II	3	IV	30	20	50	100
	Subject Core Courses (Technology Management)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305TM	Fundamentals of Technology Management	3	III	30	20	50	100
306TM	Managing Innovation – I	3	III	30	20	50	100
403TM	Technology Competition and Strategy	3	IV	30	20	50	100
404TM	Managing Innovation – II	3	IV	30	20	50	100

Note: Each Subject Core Course is a Full Credit course of 45 hours. Out of 45 hours, 35 hours shall be devoted to teaching – learning sessions and 10 hours for evaluation/projects.

30 marks shall be reserved for concurrent evaluation to be carried out by the Institute, 20 marks shall be reserved for online mid-term evaluation to be conducted by the University and 50 marks shall be reserved for term end written examination to be conducted by the University.

Table IV – D: Subject Elective Courses

	Subject Elective Courses (Marketing Management)	Credits	Semester	Concurrent Evaluation	Total Marks
307MKT	Integrated Marketing Communications	2	III	50	50
308MKT	Product Management	2	III	50	50
309MKT	Strategic Brand Management	2	III	50	50
310MKT	Personal Selling Lab	2	III	50	50
311MKT	Qualitative Marketing Research	2	III	50	50
312MKT	Customer Relationship Management	2	III	50	50
313MKT	Marketing and the Law	2	III	50	50
314MKT	Finance for Marketing Professionals	2	III	50	50
315MKT	Marketing of Financial Services - I	2	III	50	50
316MKT	Tourism Marketing	2	IV	50	50
317MKT	Agricultural Marketing	2	IV	50	50
318MKT	Business to Business Marketing	2	IV	50	50
405MKT	Retail Marketing	2	IV	50	50
406MKT	Rural Marketing	2	IV	50	50
407MKT	Service Operations Management	2	IV	50	50
408MKT	International Marketing	2	IV	50	50
409MKT	Export Documentation & Procedures	2	IV	50	50
410MKT	Marketing Strategy	2	IV	50	50
411MKT	Marketing Decision Models	2	IV	50	50
412MKT	Marketing of High Technology Products	2	IV	50	50
413MKT	E-Marketing	2	IV	50	50
414MKT	Marketing to Emerging Markets & Bottom of the Pyramid	2	IV	50	50
415MKT	Marketing of Financial Services - II	2	IV	50	50
416MKT	Cross Cultural Relationship Marketing	2	IV	50	50

	Subject Elective Courses (Financial Management)	Credits	Semester	Concurrent Evaluation	Total Marks
307 FIN	Income Tax – I	2	III	50	50
308 FIN	Project Finance	2	III	50	50
309 FIN	Strategic Cost Management	2	III	50	50
310 FIN	Corporate Financial Reporting	2	III	50	50
311 FIN	International Financial Reporting Standards	2	III	50	50
312 FIN	Corporate Financial Restructuring	2	III	50	50
313 FIN	Equity Research	2	III	50	50
314 FIN	Credit Analysis and Appraisal	2	III	50	50
315 FIN	Banking Operations - I	2	III	50	50

316 FIN	Treasury Management	2	III	50	50
317 FIN	Financial Instruments and Derivatives	2	III	50	50
318 FIN	Financial Statement Analysis	2	III	50	50
319 FIN	Futures & Options	2	III	50	50
320 FIN	Back Office Operations	2	III	50	50
321 FIN	Principles of Insurance	2	III	50	50
322 FIN	Rural Financial Institutions	2	III	50	50
323 FIN	Social finance for Inclusive Growth - I	2	III	50	50
405 FIN	Income Tax – II	2	IV	50	50
406 FIN	Infrastructure Finance	2	IV	50	50
407 FIN	Behavioral Finance	2	IV	50	50
408 FIN	Financial Modeling Using Excel	2	IV	50	50
409 FIN	Indirect Taxation	2	IV	50	50
410 FIN	Financial Risk Management	2	IV	50	50
411 FIN	Online Trading of Financial Assets	2	IV	50	50
412 FIN	Banking Operations – II	2	IV	50	50
413 FIN	Wealth & Portfolio Management	2	IV	50	50
414 FIN	Fixed Income Securities	2	IV	50	50
415 FIN	Technical Analysis	2	IV	50	50
416 FIN	Commodity Markets and Derivatives	2	IV	50	50
417 FIN	Practice of Life Insurance	2	IV	50	50
418 FIN	Information Systems Audit	2	IV	50	50
419 FIN	Practice of General Insurance	2	IV	50	50
420 FIN	Financing Rural Development	2	IV	50	50
421 FIN	Social finance for Inclusive Growth - II	2	IV	50	50

	Subject Elective Courses (Information Technology Management)	Credits	Semester	Concurrent Evaluation	Total Marks
307 IT	Software Engineering	2	III	50	50
308 IT	Mobile Computing with Android	2	III	50	50
309 IT	RDBMS with Oracle	2	III	50	50
310 IT	Software Quality Assurance	2	III	50	50
311 IT	E-Learning	2	III	50	50
312 IT	Software Marketing	2	III	50	50
313 IT	Business Intelligence and Analytics	2	III	50	50
314 IT	Cyber Laws	2	III	50	50
315 IT	IT for Retailing	2	III	50	50
316 IT	Technical Writing	2	III	50	50
405 IT	Web Designing and Multimedia	2	IV	50	50
406 IT	Network Technologies and Security	2	IV	50	50

407 IT	Data Base Administration	2	IV	50	50
408 IT	Software Testing	2	IV	50	50
409 IT	Information Security and Audit	2	IV	50	50
410 IT	Data Warehousing and Data Mining	2	IV	50	50
411 IT	Geographical Information Systems	2	IV	50	50
412 IT	E-Governance	2	IV	50	50
413 IT	Internet Marketing	2	IV	50	50
414 IT	Microsoft Office 2010 Lab	2	IV	50	50

	Subject Elective Courses (Operations Management)	Credits	Semester	Concurrent Evaluation	Total Marks
307 OPE	Productivity Management	2	III	50	50
308 OPE	Maintenance Management	2	III	50	50
309 OPE	Facilities Planning	2	III	50	50
310 OPE	Manufacturing Resource Planning	2	III	50	50
311 OPE	Technology Management	2	III	50	50
312 OPE	Six Sigma	2	III	50	50
313 OPE	Designing Operations Systems	2	III	50	50
314 OPE	Toyota Production System	2	III	50	50
315 OPE	Project Management	2	III	50	50
316 OPE	Theory of Constraints	2	III	50	50
405 OPE	Quality Management Standards	2	IV	50	50
406 OPE	World Class Manufacturing	2	IV	50	50
407 OPE	Business Process reengineering	2	IV	50	50
408 OPE	Enterprise Resource Planning	2	IV	50	50
409 OPE	Financial Perspectives in Operations Management	2	IV	50	50
410 OPE	Service Operations Management	2	IV	50	50
411 OPE	Modeling Techniques for Operations	2	IV	50	50
412 OPE	Business Process Management	2	IV	50	50
413 OPE	Challenges and Opportunities in Operations Management	2	IV	50	50
414 OPE	Lean Manufacturing	2	IV	50	50

	Subject Elective Courses (Human Resources Management)	Credits	Semester	Concurrent Evaluation	Total Marks
307 HR	Employee Health & Safety	2	III	50	50
308 HR	Employee Welfare	2	III	50	50
309 HR	HR Audit	2	III	50	50
310 HR	Human Resource Information System	2	III	50	50
311 HR	Outsourcing of HR	2	III	50	50

312 HR	Public Relations & Corporate Communication	2	III	50	50
313 HR	Quality Management System	2	III	50	50
314 HR	Lab in Recruitment and Selection	2	III	50	50
315 HR	Lab in Job Design and Analysis	2	III	50	50
316 HR	Lab in Training	2	III	50	50
317 HR	Lab in Labour Laws – I	2	III	50	50
405 HR	Organizational Design and Development	2	IV	50	50
406 HR	Global HR	2	IV	50	50
407 HR	Employee Reward Management	2	IV	50	50
408 HR	Change Management	2	IV	50	50
409 HR	Conflict & Negotiation Management	2	IV	50	50
410 HR	Lab in CSR	2	IV	50	50
411 HR	Lab in Industrial Relations	2	IV	50	50
412 HR	Lab in Legal Compliances	2	IV	50	50
413HR	Lab in Mentoring and Coaching	2	IV	50	50
414 HR	Best Practices in HR	2	IV	50	50
415 HR	Designing HR Policies	2	IV	50	50
416 HR	Competency Mapping	2	IV	50	50

	Subject Elective Courses (International Business Management)	Credits	Semester	Concurrent Evaluation	Total Marks
307 IB	International Management	2	III	50	50
308 IB	International Marketing	2	III	50	50
309 IB	International Marketing Research	2	III	50	50
310 IB	International Financial Management	2	III	50	50
311 IB	Global IT Management	2	III	50	50
312 IB	Global Logistics & Supply Chains	2	III	50	50
313 IB	Designing Organizations for Uncertain Environment	2	III	50	50
314 IB	Legal Dimensions of International Business	2	III	50	50
315 IB	Global Strategic Management	2	III	50	50
316 IB	International Relations & Management	2	III	50	50
317 IB	Foreign Language for International Business – I	2	III	50	50
405 IB	Environment & Global Competitiveness	2	IV	50	50
406 IB	Marketing to Emerging Markets & Bottom of the Pyramid	2	IV	50	50
407 IB	Cross-Cultural Relationship Marketing	2	IV	50	50
408 IB	Foreign Exchange Management	2	IV	50	50
409 IB	E Commerce	2	IV	50	50
410 IB	Enterprise Resource Planning	2	IV	50	50

411 IB	Global HR	2	IV	50	50
412 IB	WTO and Intellectual Property Rights	2	IV	50	50
413 IB	Global Competitiveness and Strategic Alliances	2	IV	50	50
414 IB	International Diversity Management	2	IV	50	50
415 IB	Foreign Language for International Business – II	2	IV	50	50

	Subject Elective Courses (Supply Chain Management)	Credits	Semester	Concurrent Evaluation	Total Marks
307 SCM	Managing Material Flow in Supply Chains	2	III	50	50
308 SCM	Inventory Management	2	III	50	50
309 SCM	Purchasing & Supplier Relationship Management – I	2	III	50	50
310 SCM	Six Sigma	2	III	50	50
311 SCM	Supply Chain Planning	2	III	50	50
312 SCM	Supply Chain Coordination	2	III	50	50
313 SCM	Decision Modeling for Supply Chains	2	III	50	50
314 SCM	Theory of Constraints	2	III	50	50
315 SCM	Supply Chain Practices – I	2	III	50	50
405 SCM	Green Logistics & Supply Chains	2	IV	50	50
406 SCM	Enterprise Resource Planning	2	IV	50	50
407 SCM	Purchasing & Supplier Relationship Management – II	2	IV	50	50
408 SCM	Supply Chain Risk Management	2	IV	50	50
409 SCM	Project Management	2	IV	50	50
410 SCM	Supply Chain Performance Measurement	2	IV	50	50
411 SCM	Supply Chain Management - Financial Perspectives	2	IV	50	50
412 SCM	Global Logistics	2	IV	50	50
413 SCM	Supply Chain Practices– II	2	IV	50	50

	Subject Elective Courses (Rural & Agribusiness Management)	Credits	Semester	Concurrent Evaluation	Total Marks
307RABM	Rural Development I	2	III	50	50
308RABM	Special Areas in Rural Marketing	2	III	50	50
309RABM	Commodity Markets – I	2	III	50	50
310RABM	Agricultural Marketing & Price Analysis – I	2	III	50	50
311RABM	Microfinance	2	III	50	50
312RABM	Agricultural Marketing	2	III	50	50
313RABM	Rural Research Methods	2	III	50	50
314RABM	Rural Banking	2	III	50	50
315RABM	AgriSupply Chains Management	2	III	50	50

316RABM	ICT for Agriculture Management	2	III	50	50
317RABM	Tourism Marketing – I	2	III	50	50
318RABM	Millennium Development Goals	2	III	50	50
405RABM	Rural Development II	2	IV	50	50
406RABM	Special Areas in Agro produce Management	2	IV	50	50
407RABM	Commodity Markets – II	2	IV	50	50
408RABM	Agricultural Marketing and Price Analysis – II	2	IV	50	50
409RABM	Agricultural Finance and Project Management	2	IV	50	50
410RABM	Management of Agricultural Input Marketing	2	IV	50	50
411RABM	Intellectual Property Management	2	IV	50	50
412RABM	Food Retail Management	2	IV	50	50
413RABM	Agri-Entrepreneurship	2	IV	50	50
414RABM	Management of Agribusiness Cooperatives	2	IV	50	50
415RABM	Tourism Marketing – II	2	IV	50	50
416RABM	Agriculture & WTO	2	IV	50	50

	Subject Elective Courses (Family Business Management)	Credits	Semester	Concurrent Evaluation	Total Marks
307 FBM	Business Plan	2	III	50	50
308 FBM	Private Equity	2	III	50	50
309 FBM	Franchising	2	III	50	50
310 FBM	Social Entrepreneurship	2	III	50	50
311 FBM	Intrapreneurship	2	III	50	50
312 FBM	Trends in Entrepreneurship	2	III	50	50
313 FBM	Small Scale Industries Management	2	III	50	50
314 FBM	Entrepreneurial Case Study	2	III	50	50
405 FBM	Creativity and Change in Organizations	2	IV	50	50
406 FBM	Accounting for Small Business	2	IV	50	50
407 FBM	Management of Intellectual Property Rights	2	IV	50	50
408 FBM	Managing , Growing and Exiting the new Venture	2	IV	50	50
409 FBM	Project Management	2	IV	50	50
410 FBM	Environment and Laws	2	IV	50	50
411 FBM	Information, Disaster and Health Management	2	IV	50	50
412 FBM	Business Incubation	2	IV	50	50

	Subject Elective Courses (Technology Management)	Credits	Semester	Concurrent Evaluation	Total Marks
307TM	Technology Forecasting	2	III	50	50
308TM	Strategies for information goods and network economies – I	2	III	50	50
309TM	Advanced Manufacturing Technology	2	III	50	50

310TM	Product Strategies for High Technology Companies – I	2	III	50	50
311TM	Foundations of Knowledge Management	2	III	50	50
312TM	Business Intelligence and Analytics	2	III	50	50
313TM	Designing Organizations for Uncertain Environment	2	III	50	50
314TM	Technology Transfer and Commercialization	2	III	50	50
315TM	Digital Marketing	2	III	50	50
405TM	Innovation, Product Development and Commercialization	2	IV	50	50
406TM	Strategies for information goods and network economies – II	2	IV	50	50
407TM	Technology Use and Assessment	2	IV	50	50
408TM	Product Strategies for High Technology Companies – II	2	IV	50	50
409TM	Systems & Technologies for Knowledge Management	2	IV	50	50
410TM	Strategic Management of Intellectual Property Rights	2	IV	50	50
411TM	Change , Creativity & Innovation	2	IV	50	50
412TM	Seminar on Managing Emerging technologies	2	IV	50	50
413TM	Marketing of High Technology Products	2	IV	50	50

Note: Each Subject Elective Course is a Half Credit course of 30 hours. Out of 30 hours 25 hours shall be devoted to teaching – learning sessions and 5 hours for evaluation/projects. 50 marks shall be devoted for concurrent evaluation to be carried out by the Institute.

Note: Number of Sessions provided in the detailed syllabus in Annexure II for each course are **indicative and not prescriptive** in nature. They indicate the clock hours allocated for teaching and evaluation/project. However under the CBCS - LTP pattern , the faculty has the liberty to modify the same in the best interest of the learners.

Note:

- a) In the detailed syllabus, Number of Sessions indicated are as follows: 7 + 2 indicates 7 teaching sessions and 2 evaluation /project sessions. Kindly note that the numbers provided are indicative and not prescriptive.
- b) Faculty members and students should refer to the latest edition of the relevant books, wherever such latest editions are available.

ANNEXURE II - Detailed Syllabus

MBA SYLLABUS: SEMESTER I

Semester	I	Specialization	NA
Course Code	101	Type	Generic - Core
Course Title	Accounting For Business Decisions		

Course Objectives:

1	To understand the basic concepts of financial accounting, cost accounting and management accounting
2	To know various tools from accounting and cost accounting which would facilitate the decision making
3	To develop analytical abilities to face the business situations

Syllabus:

Unit Number	Contents	Number of Sessions
1	Basic Concepts: Overview of Financial Accounting, Cost Accounting and Management Accounting, Role of each in a business organization, Relationship between financial, cost and management accounting, Various concepts and conventions of financial accounting, Basics of cost accounting, Role of management accounting in the global business environment.	7+2
2	Understanding of Financial Statements: Financial statements of proprietary and partnership organizations, Financial statements of limited companies, schedule VIth of Companies Act, Objectives of financial statements.	6+2
3	Cost Accounting: Basic concepts of Cost Accounting, Classification and analysis of Costs, Relevant and irrelevant costs, differential costs, sunk costs, objectives of Cost Accounting, preparation of Cost Sheets.	6+2
4	Cost Control: Elements of costs, Material cost control, Procurement, Pricing of issues, Inventory control techniques, fixation of various levels, Economic Order Quantity, material losses, labour cost control, time keeping and time booking, labour turnover, overheads, collection, classification, absorption of overheads.	8+2
5	Decision making tools: Marginal costing, Make or buy, Optimizing product mix, Break-even point, Cost Volume Profit Analysis, Pricing decisions, budgeting – Cash, flexible and functional budgets.	8+2

Note:

1	Numerical Problems will be asked on the following topics: Pricing of issues – FIFO, LIFO, Simple Average and Weighted Average methods Allocation, Apportionment and Absorption of overheads. Decision Making tools – optimizing product mix, make or buy, acceptance of export order and other Decision Making areas. Computation of breakeven point and related areas. Budgeting – cash and flexible. Computation of material and labour variances
2	Weightage of Theory Questions will be 40% and numerical problems will carry 60% marks in the final question paper.

Learning Resources:		
1	Text Books	Management Accounting – Dr. Mahesh Kulkarni Accounting For Business Decisions by Dr. E B Khedkar and D B Bharati
2	Reference Books	Financial Cost and Management Accounting - P Periasamy Management Accounting- Madhu Vij Fundamentals of Management Accounting – H. V Jhamb Cost and Management Accounting – M N Arora Financial Accounting for Managers – Mr. Sanjay Dhmiya, Pearson Publications Management Accounting – Mr. Anthony Atkinson, Robert Kaplan, Pearson Management Accounting – Mr. Khan and Mr. Jain, Tata McGraw Hill Financial Accounting part I – Mr. S. N. Maheshwari Accounting For Management-Jawarhar Lal
3	Supplementary Reading Material	Management Accounting - Mr. Ravi Kishore Accounting for Managers – Dearden and Bhattacharya
4	Websites	Institute of Cost Accountants, Institute of Chartered Accountants
5	Journals	Indian Journal of Finance

Semester	I	Specialization	NA
Course Code	102	Type	Generic - Core
Course Title	Economic Analysis for Business Decisions		

Course Objectives:

1	To equip the students of management with time tested tools and techniques of managerial economics to enable them to appreciate its relevance in decision making.
2	To explore the economics of information and network industries and to equip students with an understanding of how economics affect the business strategy of companies in these industries.
3	To develop economic way of thinking in dealing with practical business problems and challenges.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Basic Concepts of Economics: Introduction to Economics , Basic Economic Problem, Circular Flow of Economic Activity , Nature of the firm - rationale, objective of maximizing firm value as present value of all future profits, maximizing, satisficing, optimizing, principal agent problem, Accounting Profit and Economic Profit , Role of profit in Market System , Adam Smith and Invisible Hand.	7 + 2
2	Demand Analysis and Forecasting: Determinants of Market Demand at Firm and Industry level – Elasticity of Demand - Market Demand Equation – Use of Multiple Regression for estimating demand – Case study on estimating industry demand (formulating equation and solving with the aid of software expected) Demand and Supply: Market Equilibrium – Pricing under perfect competition, monopolistic competition, Case study on pricing under monopolistic competition , Oligopoly - product differentiation and price discrimination; price- output decision in multi-plant and multi-product firms.	7 + 2
3	Cost Concepts: Cost Concept, Opportunity Cost, Marginal, Incremental and Sunk Costs, Cost Volume Profit Analysis, Breakeven Point, Case Study on marginal costs. Risk Analysis and Decision Making: Concept of risk, Expected value computation, Risk management through Insurance, diversification, Hedging, Decision Tree Analysis, Case Study on Decision tree Technique.	7 + 2
4	Money and Capital Markets in India: Role and Functions of Money Markets, Composition of Money Market, Money Market Instruments , Reserve Bank of India – Functions , Regulatory Role of RBI w.r.t. Currency, Credit and Balance of Payment, Open Market Operations. Role and Functions of Capital Markets, Composition of Capital market, Stock Exchanges in India, Role of SEBI, understanding of stock market quotations in financial press expected.	7 + 2
5	Public Finance Infrastructure: Familiarity with important terms/agencies/approaches/practices related to National Income (such as GDP, PPP, Growth Rate), Foreign Trade (such as GATT, WTO) and union budget (such as Revenue Account, Capital Account, Revenue Deficit, Fiscal Deficit, Plan and Non-plan expenditure) is expected. Understanding of Summarized budget for the current financial year is required (knowledge of detailed budget provisions not required).	7 + 2

Learning Resources:		
1	Text Books	Managerial Economics by Peterson, Lewis, Sudhir Jain, Pearson, Prentice Hall Indian Economy by Datt & Sundaram, 61 st Edition, S Chand Managerial Economics by D. Salvatore, McGraw Hill, New Delhi. Managerial Economics by Pearson and Lewis, Prentice Hall, New Delhi Managerial Economics by G.S. Gupta, T M H, New Delhi. Managerial Economics by Mote, Paul and Gupta, T M H, New Delhi.
2	Reference Books	Managerial Economics by Homas and Maurice, Tata McGraw Hill, 8th Edition Indian Economy by Mishra and Puri, 24th Edition, Himalaya Publishing House Managerial Economics by Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi. Managerial Economics by Varshney and Maheshwari, Sultan Chand and Sons, New Delhi. Managerial Economics-D.M.Mithani Managerial Economics by Joel Dean, Prentice Hall, USA. Managerial Economics by H L Ahuja, S Chand & Co. New Delhi.
3	Supplementary Reading Material	Economic Times Daily Business Standard Daily Business Today Business India Latest Monetary Policy Latest Fiscal Policy
4	Websites	www.rbi.org.in/home.aspx www.macrosan.org www.finmin.nic.in www.indiabudget.nic.in
5	Journals	Economic and Political Weekly

Semester	I	Specialization	NA
Course Code	103	Type	Generic - Core
Course Title	Legal Aspects of Business		

Course Objectives:

1	To acquaint students with general business law issues to help become more informed, sensitive and effective business leaders.
2	To provide the students with an understanding of fundamental legal issues pertaining to the business world to enhance their ability to manage businesses effectively.

Syllabus:

Unit Number	Contents	Number of Sessions
1	The Indian Contract Act 1871 Essential elements of valid contract Performance and discharge of contract Breach of contract - meaning and remedies Contracts of indemnity - meaning, nature-right of indemnity holder and indemnifier Contract of guarantee – meaning, nature and features – types of guarantee – provisions relating to various types of guarantee. Surety and co-surety – rights and liabilities – discharge of surety Agency – agent and principal, creation of agency – classification of agents – relationship between principal and agent – agent's authority – revocation and renunciation – rights duties and liabilities of agents and principal – termination of agency.	7 + 2
2	Sale of Goods Act 1930 Contract of sale of goods – meaning – essentials of contract of sale – formalities of contract of sale Conditions and warranties Transfer of property or ownership Performance of contract of sale Rights of unpaid seller – rules as to delivery of goods	7 + 2
3	Negotiable Instruments Act, 1881 Negotiable Instruments – meaning – characteristics – types – parties – holder and holder in due course Negotiation and types of endorsements Dishonour of negotiable instruments - noting and protesting Liability of parties on Negotiable Instruments	7 + 2
4	Companies Act 1956 Company – definition – meaning – features and types of companies. Incorporation of a company – memorandum of association, articles of association and prospectus Share Capital- types of share capital – increase/decrease of share capital – buy-back of shares.	7 + 2
5	Other Laws: Consumer Protection Act 1986 – definitions of consumer, consumer dispute-complaint – goods – service – unfair trade practice – consumer dispute redressal agencies Information Technology Act – Digital Signature – Electronic Governance Intellectual Property Laws – Understanding of concepts of patents, copyrights, trademarks and designs	7 + 2

Learning Resources:		
1	Text Books	Elements of Mercantile Law by N.D. Kapoor, Sultan Chand, 32 nd Edition
2	Reference Books	Legal Aspects of Business, Akhileshwar Pathak, Tata McGraw Hill, 4 th Edition Business Law, S.S.Gulshan, Excel Books, 4 th Edition. Business Law for Management, K.R.Bulchandani, Himalaya Publications, revised 6 th Edition. Bare Acts
3	Supplementary Reading Material	Corporate Law Advisor LawZ Legal News & views
4	Websites	www.vakilno1.com www.indiankanoon.org www.sebi.gov.in/ www.companylawonline.com www.claonline.in
5	Journals	Management & Labour studies International Labour Review.

Semester	I	Specialization	NA
Course Code	104	Type	Generic - Core
Course Title	Business Research Methods		

Course Objectives:

1	To understand the concept and process of business research in business environment.
2	To know the use of tools and techniques for exploratory, conclusive and causal research.
3	To understand the concept of measurement in empirical systems.
4	To use statistical techniques for analysis of research data.

Syllabus:

Unit Number	Contents	Number of Sessions
1	1. Foundations of Research: 1.1 Research: – Definition, Why study Business Research? What is good research? Decision Support, Business Intelligence, Research applications in functional areas of Business, Emerging trends in Business research. 1.2 Research & the Scientific Method: Characteristics of scientific method. 1.3 Steps in Research Process 1.4 Concept of Scientific Enquiry: - Formulation of Research Problem – Management Question – Research Question – Investigation Question 1.5 Research Proposal: – Elements of a Research Proposal, Drafting a Research Proposal, Evaluating a research proposal (Students are expected to draft and evaluate a real life research proposal)	5 + 1
2	2. Research Design: 2.1 Concept, Features of a good research design, Use of a good research design 2.2 Qualitative research and Quantitative research approaches, Comparison - Pros and Cons of both approaches. 2.3 Exploratory Research Design: Concept, Types: Qualitative techniques - Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation. 2.4 Descriptive Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research 2.5 Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group. (Elementary conceptual treatment expected) 2.6 Hypothesis: Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing - Logic & Importance	7 + 2

3	<p>3. Measurement & Data:</p> <p>3.1 Concept of Measurement: what is measured? Problems in measurement in management research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio.</p> <p>3.2 Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking - Concept and Application.</p> <p>3.3 Types of Data - Secondary Data: Definition, Sources, Characteristics, Searching world wide web for data, Issues to be considered for secondary data, sufficiency, adequacy, reliability, consistency.</p> <p>3.4 Types of Data - Primary Data: Definition, Advantages and disadvantages over secondary data,</p> <p>3.5 Questionnaire Method: Questionnaire Construction - Personal Interviews, Telephonic survey Interviewing, Email/Internet survey, online survey sites, their utility, constraints</p>	7 + 3
4	<p>4. Sampling:</p> <p>4.1 Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response.</p> <p>4.2 Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling.</p> <p>4.3 Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample - Practical considerations in sampling and sample size, (sample size determination formulae and numerical not expected)</p>	6 + 2

5	<p>5. Data Analysis & Report Writing:</p> <p>5.1 Data Analysis : Editing, Coding, Univariate analysis - Tabular representation of data, frequency tables, Construction of frequency distributions and their analysis in the form of measures of central tendency – Mean, Median and Mode; their relative merits and demerits,</p> <p>5.2 Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram, Leaf and stem, Candle stick, Box plots. (Use of MS Excel)</p> <p>5.3 Bivariate Analysis: Cross tabulations, Use of percentages, Bivariate Correlation Analysis - meaning & types of correlation, Karl Person's coefficient of correlation and spearman's rank correlation; Scatter plots, Chi-square test including testing hypothesis of association, association of attributes. (Formulae and calculation are not expected. Interpretation of the given data and scenario analysis is expected for appropriate managerial decision inferences to be drawn.)</p> <p>5.4 Linear Regression Analysis: Meaning and two lines of regression; relationship between correlation and regression co-efficient (Formulae and calculation are not expected. Interpretation of the given data and scenario analysis is expected for appropriate managerial decision inferences to be drawn.)</p> <p>5.5 Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test, Non-parametric tests: Binomial test of proportion, Randomness test; Analysis of Variance: One way and two-way Classifications (Formulae and calculation are not expected. Interpretation of the given data and scenario analysis is expected for appropriate managerial decision inferences to be drawn.)</p> <p>5.6 Research Reports: Structure of Research report, Report writing and Presentation.</p> <p><i>Note: Extensive use of MS Excel is expected in learning unit no. 5</i></p>	10 + 2
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Learning Resources:		
1	Text Books	<p>Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition.</p> <p>Business Research Methods by Alan Bryman & Emma Bell, Oxford University Press, 2nd Edition</p> <p>Research Methodology by C.R.Kothari, New Age International Publication, 2nd Edition</p> <p>Research Methods for Social Work by Allen, Earl R. Babbie, Cengage, 7th Edition</p> <p>Research Methods in Business Studies: A Practical Guide by Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall</p> <p>Business communication by Dipak Chawala, Vikas Publication. by Dipak Chawala, Vikas Publication</p>
2	Reference Books	<p>The Practice of Social Research by Earl R. Babbie, Wadsworth, 13th Edition</p> <p>Business Research Methods by William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning, 8th Edition</p> <p>Approaches to social research by Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press, 2nd Edition</p> <p>Handbook of Research Design and Social Measurement by Delbert Charles Miller, Neil J. Salkind, Sage Publication, 6th Edition</p> <p>Research Methods: The Basics by Nicholas S. R. Walliman, Nicholas Walliman, Routledge, 1st Edition</p> <p>Business Research Methodology-Sachdeva</p> <p>Research Methodology In Management-Dr.V.P.Michael</p>
3	Supplementary Reading Material	Business Research Methods by Naval Bajpai, Pearson, 1 st Edition
4	Websites	<p>http://www.socialresearchmethods.net</p> <p>http://www.oup.com/uk/orc/bin/9780199202959</p>
5	Journals	<p>The Nature, Social Organization and Promotion of Management Research: Towards Policy by David Tranfield and Ken Starkey, British Journal of Management, Vol. 9, 341–353 (1998)</p> <p>The Case for Qualitative Research by Gareth Morgan & Linda Smircich, Academy of Management Review 1980, Vol. 5, No. 4, 491-500</p> <p>Beyond the Qualitative Interview: Data Preparation and Transcription by Eleanor McLellan, Kathleen M. Macqueen & Judith L. Neidig, Field Methods, Vol. 15, No. 1, February 2003, 63–84</p> <p>The Coming of Age for Qualitative Research: Embracing the Diversity of Qualitative Methods by Bansal, Pratima (Tima); Corley, Kevin. Academy of Management Journal. Apr 2011, Vol. 54 Issue 2, p233-237</p> <p>Social Science Research Methods in Internet Time by Karpf, David. Information, Communication & Society. Jun 2012, Vol. 15 Issue 5, p639-661</p> <p>A Review of Research Methods in Online and Blended Business Education: 2000-2009 by Arbaugh, J. B.; Hwang, Alvin; Pollack, Birgit Leisen., Academy of Management Annual Meeting Proceedings. 2010, p1-6</p> <p>Research Methods in Economics and Business by Roberts, Harry V. Journal of Marketing Research Aug 1964, Vol. 1 Issue 3, p88-90</p> <p>Counterfactuals and Hypothesis Testing in Political Science Author(s): James D. Fearon, The Johns Hopkins University Press Vol. 43, No. 2 (Jan., 1991), pp. 169-195</p> <p>Statistical Sampling Techniques and Marketing Research by Cassady Jr., Ralph. Journal of Marketing. Apr 1945, Vol. 9 Issue 4, p317-341</p> <p>A Study of Selected Opinion Measurement Techniques by Kassarian, Harold H.; Nakanishi, Masao. Journal of Marketing Research, May 67, Vol. 4 Issue 2, p148-153</p>

Semester	I	Specialization	NA
Course Code	105	Type	Generic - Core
Course Title	Organizational Behaviour		

Course Objectives:	
1	To develop an understanding of the behavior of individuals and groups inside organizations
2	To enhance skills in understanding and appreciating individuals, interpersonal, and group process for increased effectiveness both within and outside of organizations.
3	To develop theoretical and practical insights and problem-solving capabilities for effectively managing the organizational processes.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Fundamentals of OB Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Theoretical framework (cognitive, behavioristic and social cognitive), Limitations of OB.	7 + 2
2	Individual Process And Behavior: 2.1 Attitude: Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude, Developing Emotional intelligence at the workplace, Job attitude, Barriers to changing attitudes 2.2 Personality and values: Definition and importance of Personality for performance, The Myers-Briggs Type Indicator and The Big Five personality model, Significant personality traits suitable to the workplace (personality & job – fit theory), Personality Tests and their practical applications. 2.3 Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect). 2.4 Motivation: Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation	8 + 2
3	Interpersonal Processes And Behavior, Team And Leadership Development 3.1 Foundations of Group Behavior: The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development 3.2 Managing Teams: Why Work Teams, Work Teams in Organization, Developing Work Teams, Team Effectiveness & Team Building 3.3 Leadership: Concept of Leadership, Styles of Leadership, Trait Approach, Contingency Leadership Approach, Contemporary leadership, Meaning and significance of contemporary leadership, Concept of transformational leadership, Contemporary issues in leadership, Contemporary theories of leadership, Success stories of today's Global and Indian leaders.	8 + 2

4	Organization System: Organizational Culture: Meaning & Definition of Organizational Culture, Creating & Sustaining Organizational Culture, Types of Culture (Strong vs. Weak Culture, Soft vs. Hard Culture & formal vs. Informal Culture) , Creating Positive Organizational Culture, Concept of Workplace Spirituality.	5 + 2
5	Managing Change : 5.1 Organizational Change: Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to change. 5.2 Implementing Organizational Change: How to overcome the Resistance to Change, Approaches to managing Organizational Change, Kurt Lewin's- Three step model, Seven Stage model of Change & Kotter's Eight-Step plan for Implementing Change, Leading the Change Process, Facilitating Change, Dealing with Individual & Group Resistance, Intervention Strategies for Facilitating Organizational Change, Methods of Implementing Organizational Change, Developing a Learning Organization.	7 + 2

Learning Resources:		
1	Text Books	Organizational Behaviour by Robins Organizational Behaviour by Nelson & Quick Organizational Behaviour by Fred Luthans Organizational Behaviour by Stephen Robins, Timothy Judge, Neharika Vohra Organizational Behaviour by M N Mishra Organizational Behaviour by K Ashwathappa
2	Reference Books	Understanding OB by Uday Pareek Change & Knowledge Management by Janakiram, Ravindra and Shubha Murlidhar Organization Behaviour-Niraj Kumar
3	Supplementary Reading Material	Contemporary Leadership Theories: Enhancing the Understanding of the complexity, subjectivity and dynamic of leadership by Ingo Winkler Organizational Performance in a Nutshell by Daniel M. Wentland
4	Websites	http://papers.ssrn.com http://www.nwlink.com/~donclark/leader/leadob.html
5	Journals	Organizational Behavior and Human Decision processes Journal of Organizational Behavior Journal of Human Values International Studies of Management & Organization

Semester	I	Specialization	NA
Course Code	106	Type	Generic - Core
Course Title	Basics of Marketing		

Course Objectives:	
1	To introduce marketing as a business function and a philosophy
2	To emphasize importance of understanding external environment in marketing decision making
3	To expose students to a systematic frame work of marketing & implementations and to highlight need for different marketing approaches for services, goods, and for household consumers, organizational buyers.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Marketing 1.1 Definition & Functions of Marketing: Scope of Marketing, Core concepts of marketing such as Need, Want, Demand, Customer Value, Exchange, Customer & Consumer, Customer Satisfaction, Customer Delight, Customer Loyalty, Marketing v/s Market 1.2 Markets: Definition of Market, Competition, Key customer markets, Marketplaces, Market spaces, Metamarkets 1.3 Company Orientation towards Market Place: Product, Production, Sales, Marketing, Societal, Transactional, Relational, Holistic Marketing Orientation. Selling versus Marketing. Concept of Marketing Myopia. 1.4 Introduction to the Concept of Marketing Mix: Origin & Concept of Marketing Mix and Definitions of 7Ps. People, Processes & Physical Evidence 1.5 New Marketing Realities: Major Societal Forces, New Consumer Capabilities & New Company Capabilities.	10 + 2
2	Consumer Behavior: 2.1 Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, 2.2 Five steps buyer decision process	6 + 2
3	Marketing Environment: 3.1 Concept of Environment: Macro and Micro, Need for analyzing the Marketing Environment 3.2 Macro Environment: Analyzing the Economic, Socio-cultural, Demographic, Political – Legal - Regulatory, Technical, Environmental environments. 3.3 Linkage of Marketing Function with all functions in the organization. 3.4 Concept of Market Potential & Market Share	6 + 2
4	Segmentation, Target Marketing & Positioning: 4.1 Marketing as Value Delivery Process: Traditional & modern approaches 4.2 Segmentation: Definition, Need for segmentation, Benefits of segmentation to marketers, Bases for market segmentation of consumer goods & industrial goods, Criteria for effective segmentation. 4.3 Levels of Market Segmentation: Segment Marketing, Niche Marketing, Local Marketing, Mass Marketing. 4.4 Target Market : Concept of Target Market and criteria for selection of target market 4.5 Positioning: Concept of Differentiation & Positioning, Introduction to the concepts of Value Proposition & USP.	8 + 2

5	Product – The First Element of Marketing Mix: 5.1 Product : Meaning of product, Goods & Services Continuum, Classification of consumer products – Convenience, Shopping, Specialty, Unsought, classification of industrial products – material & parts, capital items, supplies & services 5.2Product Levels: The customer value hierarchy 5.3 Product Mix: Width, Depth, Consistency & Product line.	5 + 2
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Learning Resources:		
1	Text Books	Marketing Management - Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson , 13 th Edition Marketing Management, Rajan Saxena, TMGH, 4 th Edition Marketing by Lamb Hair Sharma, Mc Daniel Cengage Learning 2012
2	Reference Books	Principles of Marketing – Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson, 13 th Edition Marketing Management- Text and Cases, Tapan K Panda, 2 nd Edition, Excel Books Marketing Management, Ramaswamy & Namakumari, Macmillan, 4 th Edition. Marketing Management Concept & Cases - S.A.Sherlekar Marketing Management - Karunakaran Marketing Management - Bose
3	Supplementary Reading Material	Marketing Whitebook (Latest Edition) Brand Equity Supplement of The Economic Times Brand Wagon Supplement of The Financial Express Strategist Supplement of Business Standard
4	Websites	NCAER - http://www.ncaer.org/ 2011 Census of India Reports - http://www.censusindia.gov.in/ http://www.marketingpower.com/Pages/default.aspx (American Marketing Association)
5	Journals	IIMB Management Review Vikalpa

Semester	I	Specialization	NA
Course Code	107	Type	Generic – Elective
Course Title	Management Fundamentals		

Course Objectives:	
1	To explain the various concepts of management
2	To make the students understand the contemporary management practices
3	To highlight professional challenges that managers face in various organization
4	To enable the students to appreciate the emerging ideas and practices in the field of management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Principles of Management: 1.1 Basic Concepts: Definition of Management, Contribution of F.W.Taylor, Henri Fayol, Elton Mayo, Mary Parker Follet, Rensis Likert, Chestard Bernard, Douglas McGregor, Peter Drucker, Michael Porter and C.K. Prahlad 1.2 Approaches to Management: Scientific Approach, Systems Approach and Contingency Approach. 1.3 Managerial Competencies: Communication, team work, planning and administrative, strategic and global competencies;	6 + 1
2	2.1 Organization: Formal and Informal, Line and staff relationship, Centralization Vs. Decentralization, Basic issues in organizing, work specialization, chain of command delegation, span of management, Organization Structure - bases for departmentation. 2.2 Organizational Culture: Cultural Diversity, Multi Ethnic Workforce, Organizing Knowledge resource.	6 + 1
3	3.1 Planning: Nature & elements of planning, planning types and models, planning in learning organizations; Types, Steps, MBO, MBE, Planning Premises. 3.2 Decision Making: Risk and Uncertainty, Decision Trees, Decision making process, models of decision making, increasing participation in decision-making, decision-making creativity.	5 + 1
4	4.1 Controlling: Process, Standards and Bench Marking - Co-ordination- Principles of Co-ordination-Inter-dependence.	4 + 1
5	5.1 Challenges in Management: Change Management -Timing of Change-Reaction to change-Planning organizational Change-Technological Change-Effective use of Communication Devices and IT.	4 + 1

Learning Resources:		
1	Text Books	Fundamentals of Management by Robbins, S.P. and Decenzo, D.A., Pearson Education Asia, New Delhi. Management by Koontz and Wechrich, TMGH Management by Stoner, et. al., Prentice Hall of India, New Delhi.
2	Reference Books	Management by Hellregel, Thomson Learning, Bombay Management by Robbins & Coulter, Prentice Hall of Hall of India, New Delhi. Management - Text & Cases by Satya Raju, PHI, New Delhi. Management by Richard L. Draft, Thomson South-Western
3	Supplementary Reading Material	The Frontiers of Management by Peter Drucker, Harvard Business Review Press. The Definitive Drucker by Elizabeth Haas Edersheim, TMGH. Technology, Management and Society by Peter Drucker, Harvard Business Review Press. The Drucker Lectures: Essential Lessons on Management, Society and Economy Edited by Rick Wartzman, TMGH.
4	Websites	http://www.druckerinstitute.com/link/about-peter-drucker/
5	Journals	The Five Minds of a Manager by Gosling, Jonathan; Mintzberg, Henry. Harvard Business Review, Nov2003, Vol. 81 Issue 11

Semester	I	Specialization	NA
Course Code	108	Type	Generic - Elective
Course Title	Business Communication Lab		

Course Objectives:	
1	To acquaint the students with fundamentals of communication and help them to transform their communication abilities.
2	To help the students to acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as - making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports and advertising, and maintaining one's poise in private and in public.
3	To build the students' confidence and to enhance competitiveness by projecting a positive image of themselves and of their future.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Introduction to Managerial Communication: Principles of effective communication, Target group profile, Barriers of Communication, Reading Skills, Listening, Feedback.</p> <p>1.2 Principles of Nonverbal Communication: Professional dressing and body language. Role Playing, Debates and Quiz. Types of managerial speeches - Presentations and Extempore - speech of introduction, speech of thanks, occasional speech, theme speech.</p> <p>1.3 Group communication: Meetings, group discussions.</p> <p>1.4 Other Aspects of Communication: Cross Cultural Dimensions of Business Communication Technology and Communication, Ethical & Legal Issues in Business Communication.</p>	3 + 7
2	<p>Managerial Writing: Business letters, Routine letters, Bad news and persuasion letters, sales letters, collection letters, Maintaining a Diary, Resume/CV, job application letters, proposals. Internal communication through - notices, circulars, memos, agenda and minutes, reports. Case Studies. Exercises on Corporate Writing, Executive Summary of Documents, Creative Writing, Poster Making, Framing Advertisements, Slogans, Captions, Preparing Press Release and Press Notes</p>	2 + 5
3	<p>Effective Presentations: Principles of Effective Presentations, Principles governing the use of audiovisual media.</p>	1 + 1
4	<p>Interview Skills: Mastering the art of giving interviews in - selection or placement interviews, discipline interviews, appraisal interviews, exit interviews, web /video conferencing, tele-meeting.</p>	2 + 3
5	<p>Report Writing: Objectives of report, types of report, Report Planning, Types of Reports, Developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing.</p>	2 + 4

Note:

The emphasis of the entire subject should be on practical aspects.

Learning Resources:		
1	Text Books	Essentials of Business Communication by Rajendra Pal & J.S. Korlahalli, Sultan Chand & Sons, 8th Edition Business Communication by Meenakshi Raman & Prakash Singh, Oxford, 2006 Basic Business Communication Skills for Empowering the Internet Generation by Lesikar, R.V. & Flatley, M.E., TMGH, New Delhi. The Essence of Effective Communications by Ludlow, R. & Panton, F., Prentice Hall of India Pvt. Ltd.
2	Reference Books	Communication by C. S. Rayadu, HPH, 8th Revised Edition, 2007 Business Correspondence & Report Writing by R. C. Sharma & Krishna Mohan, Tata McGraw Hill, 4th Edition, 2011 Developing Communication Skills by Macmillan, 2nd Edition Professional Presentations by Malcolm Goodale, Cambridge University Press, South Asian Edition Business Communication - Urmila Rai Business Communication - Vishwanathan
3	Supplementary Reading Material	Business Communication - Harvard Business Essentials Series, HBS Press Effective Communication by Adair, J., Pan Macmillan Excellence in Business Communication by Thill, J. V. & Bovee, G. L., McGraw Hill, New York. Business Communications: From Process to Product by Bowman, J.P. & Branchaw, P.P., Dryden Press, Chicago.
4	Websites	www.businesscommunicationskills.com www.kcittraining.com www.mindtools.com www.busesstrainingworks.com www.businesscmmunication.org
5	Journals	Journal of Business Communication

Semester	I	Specialization	NA
Course Code	109	Type	Generic - Elective
Course Title	MS Excel and Advanced Excel Lab		

Course Objectives:	
1	To familiarize Students with basic to intermediate skills for using Excel in the classroom vis-à-vis Business Applications
2	To provide students hands on experience on MS Excel Utilities
3	To gain proficiency in creating solutions for Data Management and Reporting

Syllabus:

Unit Number	Contents	Number of Sessions
1	1.1 Understanding Excel's Files, Ribbon and Shortcut: Create a workbook , Enter data in a worksheet , Format a worksheet , Format numbers in a worksheet , Create an Excel table , Filter data by using an AutoFilter , Sort data by using an AutoFilter	1
	1.2 Essential Worksheet Operations: Using Help (F1), Key Board Shortcuts	1
	1.3 Working with Cells and Ranges: Formatting Cells, Name Manager	1
	1.4 Visualizing Data Using Conditional Formatting: Apply conditional formatting	1
	1.5 Printing Your Work: Print a worksheet , Using Print Preview & Other Utilities	1
	Lab based Evaluation	1
2	2.1 Working with Dates and Times & Text: Working with Dates & Time, Creating Formulas that Manipulate Text – Upper, Proper, Lower, Concatenate, Text to column	1
	2.2 Creating Formulas That Count, Sum, Subtotal: Create a formula, Use a function in a formula	2
	2.3 Creating Formulas That Look Up Values: VLookup, HLookup, Match & Index	2
	Lab based Evaluation	1
3	3.1 Creating Formulas for Financial Applications: Introduction to formulas e.g. PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation calculations	3
	3.2 Creating Charts and Graphics: Chart your data, Creating Sparkline Graphics, Using Insert Tab Utilities	2
	Lab based Evaluation	1
4	4.1 Using Custom Number Formats: Right click, Format Cells window	1
	4.2 Using Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply data validation & using utilities from Data Tab	1
	4.3 Protecting Your Work: Using Review Tab Utilities	1
	4.4 Performing Spreadsheet What-If Analysis: Create a macro, Activate and use an add-in	2
	Lab based Evaluation	1
	5.1 Analyzing Data with the Analysis Tool Pak: Anova,Correlation, Covariance, Descriptive Statistics, Histogram, Random Number Generation, Rank and Percentile, Regression, t-Test, Z Test	2
	5.2 Using Pivot Tables for Data Analysis: Create Data Base for Pivot, Analysing Data with Pivot Tables, Producing Report with a Pivot Table	3
	Lab based Evaluation	1

Learning Resources:		
1	Text Books	Excel 2010 Bible [With CDROM]by John Walkenbach, John Wiley & Sons, 2010 Edition
2	Reference Books	Excel 2007 for Dummies by Greg Harvey New Perspectives on Microsoft Office Excel 2007
3	Supplementary Reading Material	www.hrapi.gov.in/Downloads/04.MS%20Excel.pdf www.stern.nyu.edu/~jsimonof/classes/1305/pdf/excelreg.pdf www.goodwin.edu/computer_resources/pdfs/excel_2010_tutorial.pdf www.microagecs.com/apps/training/courseware/excel.pdf www.lfpl.org/jobshop/docs/Intermediate-Excel.pdf
4	Websites	http://office.microsoft.com/en-us/ http://office.microsoft.com/en-us/excel-help/excel-help-and-how-to-FX102693827.aspx http://office.microsoft.com/en-us/excel/ http://office.microsoft.com/en-us/excel-help/excel-functions-by-category-HP005204211.aspx http://www.baycongroup.com/el0.htm http://spreadsheets.about.com/od/tipsandfaqs/f/excel_use.htm http://www.computerhope.com/shortcut/excel.htm http://www.techonthenet.com/excel/formulas/ http://www.functionx.com/excel/ http://people.usd.edu/~bwjames/tut/excel/ http://spreadsheets.about.com/od/excelfunctions/Using_Excel_Functions_in_Spreadsheets.htm http://www.computergaga.com/excel/functions/
5	Journals	http://www.elijournals.com/products/showproduct.asp?prodID=24&catID=1 http://www.spyjournal.biz/views/excel

Semester	I	Specialization	NA
Course Code	110	Type	Generic - Elective
Course Title	Selling and Negotiating SkillsLab		

Course Objectives:	
1	To imbibe in the students , critical sales competencies that drive buying decisions.
2	To give insights into how to boost individual and organizational productivity through effective sales lead management.
3	To introduce basic theoretical principles and practical steps in the negotiating process.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Nature & Role of Selling : Importance of Selling. Role in the context of organization – survival and growth.</p> <p>Types of Selling : Differences in selling situations, New business versus service selling, Newton's classification of sales types, McMurtry & Arnold's classification of selling types, Consumer indirect selling, Industrial selling, Missionary, Sales Team/group selling Merchandising, Telesales, Franchise selling, International selling.</p>	3 + 1
2	<p>Attributes of a Good Salesperson : Personality & physical characteristics, Enthusiasm, Confidence, Intelligence, Self-worth, Knowledge-product , Competition, organization, market, customer, territory; Communication skills, Persuasive skills. <i>(To be supplemented by live exercises on personal selling)</i></p>	4 + 1
3	<p>Personal Selling Skills : The opening - Need & problem identification - The presentation & demonstration - Dealing with objections – Negotiations - Closing the sale - Follow up <i>(To be supplemented by live exercises on personal selling)</i></p>	7 + 1
4	<p>Negotiation Skills : Goal , Collaborative / Win –Win not compromise, Pyramid of success: Power, Time, and Information. Opponent : Visceral or Idea, <i>(To be supplemented by live exercises on personal selling)</i></p>	7 + 1
5	<p>Different Phases of Negotiation: Pre-negotiation – opening – information sharing – problem solving – agreement. Breakdown in negotiation – barriers that create impasse – overcoming barriers – people problem – mediation – arbitration – ethics.</p>	4 + 1

Learning Resources:		
1	Text Books	Selling & Sales Management by Geoffrey Lancaster & David Jobber, Macmillan India Ltd. Negotiation: Communication for diverse settings by Michael L Spangle and Myra Isenhardt, Sage South Asia Edition. The Sales Bible: The Ultimate Sales Resource by Jeffrey Gitomer, Wiley India.
2	Reference Books	Sales Management by Bill Donaldson, Palgrave Publications You can negotiate anything by Herb Cohen Managing Sales Leads by Crocker and Obermayer, American Marketing Association
3	Supplementary Reading Material	How to win friends and influence People – Dale Carnegie The Art of Closing the Sale by Brian Tracy, Pearson Education.
4	Websites	www.professionalsalestips.com www.eyonsales.com www.semi.org www.salescareersonline.com
5	Journals	Journal of Personal Selling & Sales Management Sales and Marketing by Nielsen Business Media

Semester	I	Specialization	NA
Course Code	111	Type	Generic - Elective
Course Title	Business Government and Society		

Course Objectives:	
1	To provide insights to the students about the Business – Government relations
2	To help students understand the Government's role in the regulatory domain.
3	To assist students in appreciating the social aspects of business.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Roles of Business, Government, and Society: Interdependence and Conflict, Regulation of Business, Functions of State; Economic roles of government; Government and legal environment; Economic roles of Government in India; Indian experience with overall and sectoral growth, Inter-sectoral linkages and role of foreign direct investment, The Constitutional environment, Macroeconomic crises: explaining the experiences around the world.	5 + 1
2	Poverty, Inequality and Economic Growth: Industrial Development, Rural-Urban Dynamics, Population and Development, Finance for Development, Trade and Development, State and the Market, Privatization and Regulation, Institutions and Growth	5 + 1
3	Public Private Partnerships: The Rationale for Public Private Partnerships, Different Kinds of Public Private Partnerships with a special emphasis on the Build Operate and Transfer Model (BOT), Issues in Regulation that come about with privatization, Pricing mechanisms available to a regulator to ensure universal access and efficiency, Discussion of the privatization experience in different sectors, water, electricity, telecommunication, and railways with a special emphasis on India.	5 + 1
4	Multinational Corporations: Perspectives on Globalization, Globalization: The MNC and TNC Organizations, Globalization of Brands, Globalization of the Indian Business and Firms, Coping with Global Competition, Conflict with Nation States. Business in a Global Environment: Business as Blending of People Technology and Ethical Behaviour, Achieving Business Success through Social Responsibilities.	5 + 1
5	Changing Workplace: Influence of demography, influence of technology, gender issues, social justice and affirmative action, Industrial Relations.	5 + 1

Learning Resources:		
1	Text Books	Business, Government and Society: A Managerial Perspective by John Steiner, George Steiner, Tata McGraw Hill Business, Government, and Society by Douglas E. Greer, Prentice Hall , 3 rd Edition
2	Reference Books	Business and Its Environment by David P., International Edition, 7 th Edition
3	Supplementary Reading Material	Milton Friedman "The Social Responsibility of Business is to Increase its Profits", New York Times Magazine, September 13, 1970. Economic Times Daily Business Standard Daily
4	Websites	www.epw.in www.business.gov.in
5	Journals	Economic and Political Weekly Corporate Governance Academy of Management Journal Harvard Business Review

Semester	I	Specialization	NA
Course Code	112	Type	Generic - Elective
Course Title	Leadership Lab		

Course Objectives:

1	To give students understanding of good Leadership Behaviours and gaining insight into their Patterns, Beliefs and Attitude
2	To give students hands on experience in Empowering, Motivating and Inspiring Others and Leading by Example

Syllabus:

Unit Number	Contents	Number of Sessions
1	Students are divided in group of 5 students each. Students identify 12 Leaders at different levels from industry, contact them in person, prepare their profiles by interviews and observations and present it to the class	6
2	With the help of games and activities bring out observations on Leadership qualities and traits. The games and activities shall focus on students; Developing leadership skills Raising awareness of group and people skills Developing empowering style of leadership Compile reflections of the students on Leadership qualities such as ; Enthusiasm, Integrity, Toughness, Fairness, Warmth, Humility, Confidence&Fostering Collaboration, Managing Conflict, Using Diversity, Risking Innovation etc.	20
3	Write reviews on articles / books written by or on leaders from various fields and debate and discuss the same in the class (Bring out the leadership traits, styles and strengths) e.g. Mahatma Gandhi, APJ Abdul Kalam, Jack Welch, Steve Jobs, JRD Tata, Ratan Tata, Baba Amte, etc.	5

Learning Resources:		
1	Text Books	Leadership Development Activities, John Adair, 2 nd Edition Jaico Publication Leadership Games, Stephen S Kogan, Response Books
2	Reference Books	Mastering Leadership, 2 nd Edition, Michael Williams, Viva Books Positive Leadership, Mike Pegg, Management Books 2000 Cases in Leadership, W Glenn Rowe, Sage Publications Introducing Leadership, David Pardey, Butterworth-Heinemann Leading Change, John P Kotter, HBP Leadership Research Findings, Practice & Skills, Andrew J DuBrin, BIZTantra Leadership Project & Human Capital Management, John McManus, Butterworth-Heinemann Innovative Leader, Paul Sloane, Kogan Page Leadership Coaching, Edited By Jonathan Passmore, Kogan Page EQ & Leadership, P T Joseph, SJ TMG Making Sense of Leadership, Esther Cameron & Mike Green, Kogan Page Case Studies on Leadership, Edited By Menaka Rao & Sanghamitra Bhattacharya, ICFAI Books
3	Supplementary Reading Material	The New Leaders, Daniel Goleman, Sphere Publications The DNA of Leadership, Judith E Glaser, Platinum Press The New Art of the Leader, William A Cohen, Viva Books Strategic Leadership, John Adair, Kogan Page Authentic Leadership, Warren Bennis, Wiley India Pvt. Ltd. Leadership in the Era of Economic Uncertainty, Ram Charan, TMGH 21 Leaders for the 21 st Century, Fons Trompenaars & Charles Hampden – Turner, TMGH
4	Websites	http://www.nsba.org/sbot/toolkit/LeadQual.html http://psychology.about.com/od/leadership/a/leadstyles.htm http://en.wikipedia.org/wiki/Leadership_styles http://psychology.about.com/od/leadership/p/leadtheories.htm http://en.wikipedia.org/wiki/Leadership http://www.inspirational-quotes.info/leadership.html http://www.savingfreak.com/funny-leadership-quotes/ http://wiki.answers.com/Q/What_are_the_biggest_problems_facing_the_world_in_21st_century http://smallbusiness.chron.com/leadership-problems-business-2977.html http://www.jimclemmer.com/management-vs.-leadership.php http://www.management-issues.com/2006/5/25/opinion/the-difference-between-management-leadership.asp http://www.businessballs.com/leadership.htm
5	Journals	www.ppc.sas.upenn.edu/leadershipreadingsschachar.pdf www.oxfordleadership.com/journal/vol1_issue2/brown_hurley.pdf www.ccl.org/leadership/pdf/research/cclLeadershipDevelopment.pdf www.innovation.cc/scholarly-style/fairholm3.pdf www.fhsu.edu/jole/issues/JOLE_3_3.pdf www.valuesbasedleadershipjournal.com/assets/docs/Vol1Issue2.pdf www.leadershipeducators.org/.../JOLE_10_1_Winter_2011.pdf www.leadershipeducators.org/Resources/Documents/.../JOLE_9_1.pdf www.eastwestcenter.org/download/3492/.../transformations00103.pdf www.regent.edu/jsl www.alliedacademies.org/public/journals/journaldetails.aspx?jid=5 http://jlo.sagepub.com/content/by/year

Semester	I	Specialization	NA
Course Code	113	Type	Generic - Elective
Course Title	Personality Development Lab		

Course Objectives:

1	To develop an orientation towards business etiquettes and the proper etiquette practices for different business scenarios.
2	To learn the etiquette requirements for meetings, entertaining, telephone, and Internet business interaction scenarios.
3	To minimize nervousness while in social situations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Personality: Physical Appearance; Body Language; Voice; Communication Style; Content of Communication; Enriched Communication Through Sensory Specific Language.</p> <p>Business Style and Professional Image: Dress Codes, Guidelines for Appropriate Business Attire - Differentiate among the dressy casual, semi-formal, formal and black tie dress code, Grooming for Success, Multi-cultural Dressing.</p>	5 + 1
2	<p>Impression Management: Impression Formation, Tactics, The Self-presentational Motive, The Compass Qualities; First and Lasting Impressions; Magic Pills; Toxic Traits , The Social Context: Norms and Roles , The Target's Values, Actions; The Environment; Success; Changing from the Outside-in , Current Social Image , Instrumental Complementarity , The Private Self , Worrying about Impressions. Creating Rapport, Powerful Persuasion Strategies.</p>	5 + 1
3	<p>Assertiveness Training: Concept of Assertiveness, Components of Assertive behavior, Rational-emotive Assertiveness Training, Handling Fear, Handling Anger, Handling Depression, Assertive Behaviour Skills, How to Handle Put-downs, Assertiveness on the Job, Assertiveness in Interpersonal Relations, Assertiveness in Everyday Commercial Situations, Assertiveness and Others.</p> <p>Interpersonal Relations : Introduction to Interpersonal Relations, Analysis Relations of different ego states, Analysis of Transactions, Analysis of Strokes, Analysis of Life position</p>	5 + 1
4	<p>Business Etiquette: The ABC's of Etiquette, Developing a Culture of Excellence, The Principles of Exceptional Work Behavior, The Role of Good Manners in Business, Enduring Words</p> <p>Making Introductions and Greeting People: Greeting Components, The Protocol of Shaking Hands, Introductions, Introductory Scenarios, Addressing Individuals</p> <p>Meeting and Board Room Protocol: Guidelines for Planning a Meeting, Before the Meeting, On the Day of the Meeting, Guidelines for Attending a Meeting - For the Chairperson, For Attendees, For Presenters</p> <p>Multi-cultural Etiquette: Examples of Cultural Insensitivity, Cultural Differences and their Effects on Business Etiquette</p>	5 + 1

5	<p>Stress Management: Introduction to Stress, Causes of Stress, Impact Management Stress, Managing Stress</p> <p>Conflict Management: Introduction to Conflict, Causes of Conflict, Management Managing Conflict</p> <p>Time Management: Time as a Resource, Identify Important Time Management Wasters, Individual Time Management Styles, Techniques for better Time Management.</p>	5 + 1
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Note:

The entire course must be taught using a hands-on approach.

Learning Resources:

1	Text Books	Business Etiquette in Brief by Ann Marie Sabath, Adams Media Corporation, South Asian Edition Basic Managerial Skills for All by E. H. McGrath, S. J., PHI Personality Development and Soft Skill, Mitra, Barun, Oxford University Press.
2	Reference Books	Business Etiquette by David Robinson, Kogan Page Develop your Assertiveness by Sue Bishop, Kogan Page
3	Supplementary Reading Material	How to deal with Stress by Stephen Palmer & Cary Cooper, Kogan Page India Pvt. Ltd., South Asian Edition Successful Time Management by Patrick Forsyth, Kogan Page How to manage meetings by Alan Barker, Kogan Page
4	Websites	www.mindtools.com www.e-learningcenter.com www.stevepavlina.com www.personalitydevelopment-leidenuniversity.in
5	Journals	Leadership Excellence

Semester	I	Specialization	NA
Course Code	114	Type	Generic - Elective
Course Title	Foreign Language – I Lab		

Course Objectives:	
1	To provide the student with a Foreign Language Skill to manage basic oral and written communication.
2	To build a basic vocabulary in the selected Foreign Language.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Salutations: 1. To greet the people and say Good afternoon, Good Evening, Goodbye, ask name and say your name, seek clarification and help, numbers from 1 to 10 2. To say where you live. Describe your house and members of your family. Weights and Measures, length & breadth, use of decimal system, area and volume. Cardinal numbers & Ordinal Numbers. 3. Ask and give personal information, Nationality, profession and language, Numbers from 11 to 50. To ask time by clock and by span, days of the week, months of the year.	2 + 4
2	Conversation Skills: 1. To ask and express interests, Preferences; likes and dislikes; to invite, to accept the invitation or to politely decline the invitation; hobbies and how to spend your leisure. 2. To talk about the weather; to talk about the daily personal routine and related activities. Seasons & holidays in France/Germany/Japan. Introduction to letter writing and email writing. 3. To talk about clothing - size, colour, material. Purchase at a super market, modes of payment. To name and explain human body to express common bodily ailments (fever, headache etc.)	2 + 4
3	Geographical Description: 1. Country, location on the world map, borders and neighboring countries, ports and industrial towns. 2. Information and clarification of places. Asking for directions to the public places. Modes of Transport. Numbers 51 to 100 and 1000, 10,00,000 etc.	2 + 4
4	Business: 1. Visit to a restaurant, to express agreement/disagreement; to ask for price/quantity 2. To ask about personal past events, to narrate personal experience, to comprehend difference between letters like Personal/Business Letters, telegram & e- mail; formats of Letter head and e mail. 3. To talk about/express future actions, to plan a business trip with related requirements: hotel, tickets, car, Rent a car, places to visit, traffic signs etc. Documents required like Passport, International Driving license, Insurance cover etc. 4. Vocabulary relating to the Transactions at the Post office, Bank, Insurance Company – personal, health, accident, marine... equivalent terms of transaction – FOB, C.I.F, F.A.S, payment through Letter of credit.	2 + 4
5	Practical Assignments on Unit I to IV.	6

Note:

Institute may offer any one of the following foreign languages to the students: SPANISH / FRENCH/ GERMAN/ JAPANESE / CHINESE

The emphasis of the course shall be on practical aspects.

Learning Resources:

1	Text Books	Relevant Standard Text Books, Videos, Audio CDs for the language offered to the students.
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	I	Specialization	NA
Course Code	115	Type	Generic - Elective
Course Title	Enterprise Analysis - Desk Research		

Course Objectives:	
1	To acquaint students with basic aspects of an Enterprise.
2	To guide the students in analyzing an Enterprise w.r.t a set of basic parameters.
3	To help the students assimilate basic jargon and its meaning w.r.t. Enterprise Analysis.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Enterprise History & Background: Establishment, Original & Current Promoters, Business Group or Business Family to which it belongs, Vision-Mission-Philosophy -Values, Name of the Chairman, CEO, MD, Members of Board of Directors, CSR Initiatives, Technical and other collaborations if any, Recent Mergers and Acquisitions, if any.	2 + 4
2	Organization : Organization Structure, Geographical (domestic and global) foot print – at the time of inception and spread over the years, company's current head quarter worldwide as well as head quarter / corporate office in India, Manufacturing /Service locations Indian and major worldwide, Certifications if any - ISO / EMS / FDA / CMMI , etc.	2 + 4
3	Markets: Major Customers, customer segments, Products, Product lines, Major Brands, Market Share – nationally, region wise, product wise, Advertising Agency, Advertising Punch Line/Slogan, Logo,	2 + 4
4	Financials: Data to be studied, tabulated, graphically depicted, analyzed and presented for last 5 years for the Revenues, Profitability, Market Capitalization, Segmented Revenues, Auditors. Listing status & Scrip Codes – BSE and NSE, Global Listings on International Stock Markets, Share Price Face Value, Current Market Value, Annual High Low Figures, P/E Ratio, Shareholding Pattern.	2 + 4
5	Governance: Philosophy, Action taken by SEBI if any, Involvement in Scams, Insider Trading Issues, Standard & Poor's Corporate Governance Scores, CRISIL Rating. Awards won if any.	6

Note:

Students should work in groups of 3 to 5 each under the guidance of a faculty. Students shall study various aspects of any TWO corporate entities (companies) of their choice. Focus shall be on analyzing the information collected and gaining insights. Students shall submit a structured detailed report.

The evaluation shall be made by a panel of two examiners. One of the examiners shall be the Internal Faculty. The other examiner may be an external faculty or a person from the relevant industry. The evaluation shall be based on the following criteria:

Report – 20 Marks , Presentation – 15 Marks, Question & Answer – 15 Marks

Learning Resources:		
1	Text Books	Students shall use secondary data sources such as – Annual Reports, Corporate Websites, Stock Market Websites, Business Newspapers, etc. to collect maximum information – facts and figures about the enterprise and its functioning
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

MBA SYLLABUS: SEMESTER II

Semester	II	Specialization	NA
Course Code	201	Type	Generic - Core
Course Title	Marketing Management		

Course Objectives:	
1	To introduce the concept of Marketing Mix as a framework for Marketing Decision making.
2	To emphasize the need, importance and process of Marketing Planning and Control.
3	To sensitize the students to the dynamic nature of Marketing Function.

Syllabus:

Unit Number	Contents	Number of Sessions
1	New Product Development & Product Life Cycle: 1.1 New Product Development : Need for new product development, Booz Allen &Hamilton Classification Scheme for New Products 1.2 New Product Development Process: Idea Generation to commercialization. 1.3 Branding: Introduction to Branding, Product Vs. Brand, Meaning of a brand, brand equity & brand elements. 1.4 Packaging & Labeling: Meaning & role of Packaging & Labeling, Primary, Secondary & Shipment packages 1.5 Product Life Cycle: Concept & characteristics of Product Life Cycle, Relevance of PLC, Types of PLC and Strategies across stages of the PLC.	7 + 2
2	Price: 2.1Pricing Basics: Meaning, Importance and Factors influencing pricing decisions 2.2Setting the Price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors' pricing, Selecting pricing method, Selecting final price. 2.3Adapting the Price: Geographical pricing, Price discounts & allowances, Promotional pricing, Differentiated pricing, 2.4Price Change: Initiating & responding to price changes.	6 + 2
3	Place: 3.1 The Role of Marketing Channels: Channel functions & flows, channel levels. 3.2 Channel Design Decisions: Analyzing customers' desired service output levels, establishing objectives &constraints, Identifying & evaluating major channel alternatives 3.3 Channel Options: Introduction to Wholesaling, Retailing, Franchising, Direct marketing , E- Commerce Marketing Practices 3.4 Market Logistics Decisions: Order processing, Warehousing, Inventory, and Transportation.	6 + 2
4	Promotion: 4.1Introduction: The role of marketing communications in marketing effort. 4.2Communication Mix Elements: Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing. Concept of Integrated Marketing Communications (IMC) 4.3Developing Effective Communication: Identifying target audience, determining communication objectives, designing the communications, selecting communication channels 4.4Deciding Marketing Communications Mix: Factors in setting marketing communication mix, measuring communication results	10 + 2

5	Marketing Planning & Control: 5.1 Product Level Planning: Preparation & evaluation of a product level marketing plan, Nature & contents of Marketing Plans- Executive Summary, Situation Analysis, Marketing Strategy, Financials, Control. 5.2 Marketing Evaluation & Control: Concept, Process & types of control - Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control, Marketing audit	6 + 2
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Learning Resources:		
1	Text Books	Marketing Management by Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson, 13 th Edition Marketing Management by Rajan Saxena, TMGH, 4 th Edition
2	Reference Books	Principles of Marketing by Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson, 13 th Edition Marketing Management- Text and Cases, Tapan K Panda, 2 nd Edition, Excel Books Marketing Management by Ramaswamy & Namakumari, Macmillan, 4 th Edition.
3	Supplementary Reading Material	Marketing Whitebook (Latest Edition) Brand Equity Supplement of The Economic Times Brand Wagon Supplement of The Financial Express Strategist Supplement of Business Standard Legends in Marketing by Jagdish N. Sheth
4	Websites	NCAER - http://www.ncaer.org/ 2011 Census of India Reports - http://www.censusindia.gov.in/ ASCI - www.ascionline.org/ http://www.marketingpower.com/Pages/default.aspx (American Marketing Association)
5	Journals	IIMB Management Review Vikalpa

Semester	II	Specialization	NA
Course Code	202	Type	Generic - Core
Course Title	Financial Management		

Course Objectives:	
1	To understand various concepts related to financial management
2	To study in detail, various tools and techniques in the area of finance
3	To develop the analytical skills which would facilitate the decision making in Business situations

Syllabus:

Unit Number	Contents	Number of Sessions
1	Environment of Business Finance: Introduction, Definition of Financial Management, Goals of Financial Management, Modern approaches to Financial Management, Finance and other related disciplines, Functions of finance manager, Key strategies of financial management.	3+2
2	Techniques of Financial Analysis: Meaning, Nature, Objectives and limitations of financial analysis. Tools of analysis and interpretation,, fund flow statement analysis (Working capital basis) Cash flow statement analysis – (Cash basis) Ratio analysis (Interpretations of ratios only)	8+2
3	Capital Budgeting: Meaning, Definition and types of evaluating the project on the basis of payback period, NPV, IRR, PI, ARR	8+2
4	Working Capital Management: Nature and Scope, Components of working capital, operating cycle, types of working capital, determination of working capital, Assessment of working capital requirement, Working Capital Financing.	8+2
5	Capital Structure and Firm Valuation: Meaning, Factors affecting the capital structure, Concept and measurement in cost of capital, measurement of specific costs: WACC. Assumptions of capital structure theories, NI, NOI and MM Approach.	8+2

Note:
Numerical problems will be asked on the following topics only – Simple problem on Fund flow statement, Ratio analysis (Interpretations of ratios only) Capital budgeting: Payback period, NPV, IRR, PI, ARR Estimation of Working Capital, Cost of Capital: WACC The weightage of theory questions will be 40% and numerical problems 60%

Learning Resources:		
1	Text Books	Financial Management by Khan & Jain (TATA McGraw Hill) Contemporary Financial Management by Rajesh Kothari (Macmillan Publication) Financial Management by I. M. Pandey (Vikas Publication) Corporate Finance, Theory and Practice, Aswath Damodaran (Wiley Publication) Financial Management Principle and Practices by S. Sudarsana Reddy (Himalaya Publication) Fundamentals of Financial Management by Sheeba Kapil (Pearson Publications)
2	Reference Books	Financial Management by Jonathan Berk, Peter DeMarzo and Ashok Thampy (Pearson Publication) Financial Management: Theory & Practice by Brigham Financial Management: Principles & Practice by Lasher Financial Management by Sudarshan Reddy
3	Supplementary Reading Material	Fundamentals of Financial Management by Brigham and Houston (Cengage Learning)
4	Websites	NSE, BSE
5	Journals	Indian Journal of Finance

Semester	II	Specialization	NA
Course Code	203	Type	Generic - Core
Course Title	Human Resource Management		

Course Objectives:	
1	To understand the role of HRM in an organization
2	To learn to gain competitive advantage through people
3	To learn to study and design HRM system

Syllabus:

Unit Number	Contents	Number of Sessions
1	Framework of Human Resource Management: Introduction to HRM and framework - Nature of HRM, Scope of HRM, HRM: Functions and Objectives, HRM: Policies and practices HRM and SHRM - Nature of SHRM, The strategic functions of HRM understood and implemented in the company, Global competitiveness and Strategic HR, Linkage of organizational and HR strategies Models of SHRM - The Integrated system model, Devanna et. al - strategic human resource management "matching model"	2+2
2	HR Procurement: Job Analysis and Design - Job Analysis: introduction, Importance of job analysis, purpose of job analysis, benefits of job analysis, competency based job analysis, Job Design: Writing job description, introduction, and factors affecting job design. Job characteristics model (Hackman and Oldham, 1976) of effective job and job satisfaction. Human Resource Planning - The need of man power planning , What is Human Resource Planning, Definition, objectives, importance, benefits, the process of Human resource planning, Preparing manpower inventory.(supply Forecasting) Recruitment - Strategic approach to recruitment, Labour markets and recruitment, Geographic labour markets, Global labour markets, Industry and occupational labour markets, Educational and technical labour markets, Unemployment rate and labour markets, Recruiting and diversity considerations, Employment advertising, Recruiting Diverse workers, Recruiting Source choices: internal vs. external - Internal: Organizational Database, Job postings, Promotions and Transfers, Current Employee Reference and Re-recruiting of former employees and applicants, External: College and University recruiting, school recruiting, Labour Unions, Employment agencies and headhunters, competitive sources, media sources, E-Recruiting methods - Internet job boards, Professional / career websites, Employer websites Selection - Introduction to selection process, Selection procedure,	7+2
3	Training and Development - Employee Training and Development Nature of training, Training process, Training needs assessment, Training evaluation, Training design, Implementing Training programs(Training methods), Implementing management development programs	7+2
4	Employee Appraisal & Compensation - Performance- Definition, Why to measure performance, Use of performance data, measurement process, Performance feedback, Compensation- concept, Traditional approach, current trends in compensation, Linking compensation with performance- Advantages & Problems, Team based Incentives	11+2

5	Managing Employee Relations - Concept, Importance, Organizational Entry, employee Status, Flexible Work arrangement, Employee Surveys, Handbooks, Violations of Policy/ Discipline, Organizational Exit, Termination, Resignation, downsizing, Lay off Retirement	8+2
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Learning Resources:		
1	Text Books	Personnel/ Human Resource Management by David DeCenzo, Stephen Robbins, Prentice Hall of India, 2008, 3 rd Edition Human Resource Management by J. John Bernardin, Tata McGraw Hill Publishing, 4 th Edition
2	Reference Books	Human Resource Management, A case study approach, Muller Camen, Croucher Leigh, Jaico Publishing House HRM Ethics & Employment Ashly Pinnnington, Rob Macklin, Tom Campbell, 2 nd Edition Human Resources Management by Gary Dessler Managing Human Resources by R.S. Dwiwedi Human Resources Management by V.P. Michael Human Resources Management by Mirza & Zaiyadin Human Resources Management by L.M. Prasad Human Resources Management by Ashwathappa Managing Human Resources by Arun Monappa Human Resource Management by Sharma Personnel Management by Mamoria
3	Supplementary Reading Material	Case studies in Human Asset Management, Vol. I by Doris John, ICFAI Books, 1 st Edition HRM in Organizations by Izabela Robinson, Jaico Publishing House, 1 st Edition Armstrong's Essential Human Resource Management Practice- A guide to people management by Michael Armstrong, Koganpage, 1 st Edition Applied Psychology in HRM by Cascio & Aguins, PHI, 6 th Edition.
4	Websites	www.shrmindia.org www.peoplematters.com www.hrmguide.net
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management Journal of Human Values Journal of Human Resources

Semester	II	Specialization	NA
Course Code	204	Type	Generic - Core
Course Title	Decision Science		

Course Objectives:

1	To understand role of quantitative techniques in managerial decision making.
2	To understand process of decision problem formulation.
3	To understand applications of various quantitative techniques in managerial settings.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Decision Sciences & Role of quantitative techniques Linear Programming: Concept, Formulation & Graphical Solution Assignment Models: Concept, Flood's Technique/ Hungarian Method, applications including restricted & multiple assignments Transportation Models: Concept, Formulation, Problem types: Balanced, unbalanced, Minimization, Maximization Basic initial solution using North West Corner, Least Cost & VAM, Optimal Solution using MODI	9+2
2	Queuing Theory: Concept, Single Server (M/M/I , Infinite, FIFO) and Multi Server (M/M/C , Infinite, FIFO) Markov Chains & Simulation Techniques: Markov chains: Applications related to management functional areas, Implications of Steady state Probabilities, Decision making based on the inferences Monte Carlo Simulation, scope and limitations.	8+2
3	Decision Theory: Concept, Decision under risk (EMV)& uncertainty Game Theory: Concept, 2 by 2 zero sum game with dominance, Pure & Mixed Strategy	6+2
4	CPM & PERT: Concept, Drawing network, identifying critical path Network Calculations: Calculating EST, LST, EFT, LFT, Slack & probability of project completion	6+2
5	5.1 Probability: Concept, Addition, Conditional Probability theorem based decision making, (Numerical based on functional areas of business expected). 5.2 Probability Distributions: Normal, Binomial. Interval estimation, standard errors of estimation.	6+2

Learning Resources:		
1	Text Books	Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill Publications, 4 th Edition Quantitative Approaches to Management by Levin, Rubin, Stinson & Gardner Operations Research Theory & Applications by J K Sharma- MacMillan Publishers India Ltd., 4 th Edition
2	Reference Books	Introduction to Operations Research by Billey E. Gilett, TMGH Operations Research by Nita Shah, Ravi Gor, Hardik Soni, PHI Managerial Decisions Modeling with Spreadsheets by Bal Krishnan, Render, Stair, Jr., Pearson Education. Operations Research by R. Pannarselvam, Prentice Hall India, 2 nd Edition.
3	Supplementary Reading Material	Operations Research by Hamdy A. Taha, Pearson Publication
4	Websites	www.orsi.in
5	Journals	International Journal of Operations and Quantitative Management International Journals of Operations Research and Management Science Journal of Operation Management Research Indian Journal of Advanced Operations Management

Semester	II	Specialization	NA
Course Code	205	Type	Generic - Core
Course Title	Operations and Supply Chain Management		

Course Objectives:	
1	To develop an understanding of the strategic importance of Operations & SCM and how it can provide a competitive advantage in the marketplace
2	To understand the relationship between Operations & SCM and other business functions, such as Marketing, Finance, Accounting, and Human Resources.
3	To develop knowledge of the issues related to designing and managing Operations & SCM and the techniques to do so.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Introduction to Operations and Supply Chain Management: Definition, Concept, Significance and Functions of Operations and SCM. Evolution from manufacturing to operations management , Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives</p> <p>1.2 Quality: Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions.</p>	5 + 2
2	<p>Operations Processes</p> <p>2.1 Process Characteristics in Operations: Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems</p> <p>2.2 Process Product Matrix: Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout</p> <p>2.3 Service System Design Matrix :Design of Service Systems, Service Blueprinting</p>	7 + 2
3	<p>3.1 Production Planning & Control (PPC): Role and Functions</p> <p>3.2 Demand Forecasting: Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning</p> <p>3.3 Production Planning: Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP , MRP II</p> <p>3.4 Production Control: Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts</p>	8 + 2

4	<p>4.1 Inventory Planning and Control: Continuous and Intermittent demand System, concept of inventory, need for inventory, types of inventory - seasonal, decoupling, cyclic, pipeline, safety - Implications for Inventory Control Methods.</p> <p>4.2 Inventory Costs: Concept and behavior of ordering cost, carrying cost, shortage cost.</p> <p>4.3 EOQ: Basic EOQ Model - EOQ with discounts</p> <p>4.4 Inventory control: Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS.</p> <p>(Numericals expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order quantity Model - Periodic Review and Re-order Point</p>	8 + 2
5	<p>5.1 Supply Chain Management: Generalized Supply Chain Management Model - Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash to Cash Conversion,</p> <p>5.2 Customer Service: Supply Chain Management and customer service linkages, Availability service reliability perfect order, customer satisfaction Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing</p>	7 + 2

Learning Resources:		
1	Text Books	<p>Operations Management Theory & Practice by B.Mahadevan , Pearson, 2nd Edition.</p> <p>Operations Now - Supply Chain Profitability & Performance by Byron J. Finch, McGraw Hill, 3rd Edition.</p> <p>Production and Operations Management by R B Khanna, PHI, New Delhi, 2011 Edition.</p>
2	Reference Books	<p>Supply Chain Logistics Management by Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill, 2nd Edition.</p> <p>Operations Management by William J. Stevenson, TMGH, 9th Edition.</p> <p>Operations Management by Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education, 8th Edition.</p> <p>Introduction to Materials Management , J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson, 5th Edition.</p> <p>Supply Chain Management - Strategy, Planning & Operation by Sunil Chopra, Peter Meindl, D. V. Kalra, Pearson Education.</p> <p>Production & Operations Management by S N Chary, McGraw Hill, 7th Edition</p>
3	Supplementary Reading Material	<p>Contemporary Logistics by Paul Murphy, Donald Wood, PHI, 9th Edition</p> <p>The Goal by Eliyahu Goldratt</p>
4	Websites	<p>www.apics.org</p> <p>www.supplychainmanagement.in</p>
5	Journals	<p>International Journal of Operations and Quantitative Management</p> <p>Udyog Pragati</p> <p>International Journals of Logistics and Supply Chain Management</p> <p>International Journal of Logistics and Planning Supply Chain Management</p>

Semester	II	Specialization	NA
Course Code	206	Type	Generic - Core
Course Title	Management Information Systems		

Course Objectives:

1	To develop conceptual understanding about latest developments in the field of Information Technology and the impact of I.T. in managing a business
2	To learn to use Information Technology to gain competitive advantage in business
3	To learn from, with a view to emulate, entrepreneurial ventures in e-Commerce and m-Commerce

Syllabus:

Unit Number	Contents	Number of Sessions
1	Management Information Systems: Need, Purpose and Objectives - Data, Information, Knowledge – Types of Information Systems - Information as a strategic resource - Use of information for competitive advantage Information Technology Infrastructure: Information Systems Architecture – Mainframe, Client Server, Web Based, Distributed, Grid, Cloud - Overview of Hardware, Software, Storage and Networking Devices – Networks Types - Topologies of Networks	7 + 2
2	2.1 Data Base Management Systems: Concept – Relational Model Applications – DBMS Architecture 2.2 Systems Engineering Analysis and Design: Systems Concept - Systems Development Life Cycle - Assessing Enterprise Information requirements – Alternative System Building Approaches - Prototyping - Rapid Development Tools – CASE Tools – Object Oriented Systems (<i>Only introduction to these tools & techniques</i>)	7 + 2
3	3.1 Decision Support Systems: Data Warehousing and Data Mining - Business Intelligence and Analytics - Group Decision Support Systems – Executive Information Systems - Executive Support Systems – Geographical Information Systems - Expert Systems and Knowledge Based Expert Systems – Artificial Intelligence	7 + 2
4	4.1 Digital firm Perspective: MIS Model for a digital firm – Organization Structure for digital firm – e-Business Models and Applications – Mobile computing, Call Centers, BPO 4.2 Management Issues in MIS: Information Security and Control - Quality Assurance - Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products	7 + 2
5	5.1 Applications of MIS in functional areas as well as in the service sector should be covered with the help of minimum 5 case studies.	7 + 2

Note:

Emphasis should be given on management oriented problems and cases as compared to technical orientation expected from computer science/ computer management students.

Learning Resources:		
1	Text Books	Management Information Systems by Obrien, Marakas and Ramesh Behl, TMGH Management Information Systems by Jawadekar, TMGH, 4 th Edition
2	Reference Books	Management Information Systems by Jaiswal and Mittal, Oxford University Press Decision Support Systems and Intelligent Systems by Turban and Aronson, Pearson Education Asia Management Information Systems by C.S.V.Murthy
3	Supplementary Reading Material	Management Information Systems by Laudon, Laudon, Dass, Pearson Education Asia, 11 th Edition Management Information Systems by Davis and Olson, Tata McGraw Hill
4	Websites	-
5	Journals	MIS Quarterly, University of Minnesota CSI Communications, Computer Society of India, Mumbai

Semester	II	Specialization	NA
Course Code	207	Type	Generic - Elective
Course Title	Emotional Intelligence and Managerial Effectiveness Lab		

Course Objectives:	
1	To equip students with individual and group learning methods
2	To understand intelligence and develop emotional competence
3	To develop understanding and competence for personal and managerial effectiveness.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Emotions and the Tripartite Brain, Emotional Competencies, Executive EQ, Emotions and Enneagram, Rational Emotive Therapy, Emotional Transformation, Measuring Emotional Intelligence, Emotions and Childhood, Role of Emotions, Emotions and Attitudes	5 + 1
2	Individual & Organizational Learning: Theories of Learning, Learning Processes, Kolb's Learning Styles, How to create a learning organization	5 + 1
3	Emotional Intelligence: Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence	5 + 1
4	Managerial Effectiveness: Challenges faced by Organisations & expectations from practicing Managers	5 + 1
5	Improving Effectiveness: Understanding Organizational goals, Creativity, Optimising resources, Execution Skills (PDCA Cycle)	5 + 1

Learning Resources:		
1	Text Books	Emotional Intelligence: Why It Can Matter More Than IQ by Daniel Goleman Get Better or Get Beaten: 31 Leadership Secrets from GE's Jack Welch by Robert Slater, Jack Welch, McGraw-Hill School Education Group
2	Reference Books	Working with Emotional Intelligence - Daniel Goleman Jack Welch on Leadership : Executive Lessons from the Master CEO by John A. Byrne, Jack Welch Crown Publishing Group
3	Supplementary Reading Material	Leadership: The Power of Emotional Intelligence by Daniel Goleman The Brain and Emotional Intelligence: New Insights by Daniel Goleman The Emotionally Intelligent Workplace by Daniel Goleman, 2001 Primal Leadership: Realizing the Power of Emotional Intelligence by Daniel Goleman, 2002 Destructive Emotions: A Scientific Dialogue with the Dalai Lama – 2003 Emotional Intelligence: Key Readings on the Mayer and Salovey Model by John D. Mayer (Editor), Marc A. Brackett (Editor), Peter Salovey (Editor) The Emotionally Intelligent Manager: How to Develop and Use the Four Key Emotional Skills of Leadership by David R. Caruso and Peter Salovey Bhagwad Gita As it is by Shree Prabhupada
4	Websites	http://www.unh.edu/emotional_intelligence/ei%20Reprints/EIpubs%201990-1999.htm http://www.dirjournal.com/guides/emotional-intelligence/ http://eqi.org/ http://www.emotionalintelligencecourse.com/eq-blog/ http://www.byronstock.com/emotional-intelligence-blog/ http://completeintelligence.com/blog/just-what-is-emotional-intelligence/

5	Journals	Human Resource Development Quarterly Human Resource Management Review Journal of Applied Social Psychology Journal of Managerial Psychology Journal of Occupational Health Psychology Journal of Organizational Behavior American Psychologist Applied Psychology Current Directions in Psychological Science European Journal of Work and Organizational Psychology Journal of Personality and Individual Differences Personality & Social Psychology Bulletin Research on Emotion in Organization
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Semester	II	Specialization	NA
Course Code	208	Type	Generic - Elective
Course Title	Statistical Software Lab		

Course Objectives:	
1	To give an overview of the capabilities of popular statistical software packages.
2	To train students in handling data files and carry out basics statistical analysis.
3	To give hands on experience about basic hypothesis testing using t tests, Chi Square tests and ANOVA.
4	To train students in using advanced tools such as regressions, MDS, Factor Analysis etc.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 An Overview of Statistical Software: Introduction to SPSS / SAS/ Systat. Introduction to various menus, Data file, Output file, Frequently –used dialog boxes, Editing output, Printing results. Creating and editing a data file – Variable and data view, Value Labels.</p> <p>1.2 Managing Data: Listing cases, replacing missing values, computing new variables, recording variables, exploring data, selecting cases, sorting cases, merging files, splitting files, Visual Binning.</p>	4 + 1
2	<p>2.1 Frequencies: Frequencies, bar charts, histograms, percentiles</p> <p>2.2 Descriptive Statistics: Measures of central tendency, variability, deviation from normality, size and stability. Cross Tabulation and chi-square analyses, The means Procedure</p> <p>2.3 Graphs: Creating and editing graphs and charts</p>	4 + 1
3	<p>3.1 Bivariate Correlation: Bivariate Correlation, Partial Correlations and the correlation matrix</p> <p>3.2 The T-test Procedure: Independent –samples, paired samples, and one sample tests</p> <p>3.3 Non Parametric Tests: ChiSquareTest, 1 sample test, 2 independent samples test, k independent samples, 2 related samples test, k related samples,</p>	4 + 1
4	4.1 One Way ANOVA Procedure: One way analysis of variance, General Linear model:Two –way analysis of variance, General Linear model: three –way analysis of variance and the influence of covariates	5 + 1
5	5.1 Advanced Tools: Simple Linear Regression , Multiple regression analysis Multidimensional scaling, Reliability Analysis, Factor analysis, Cluster analysis.	8 + 1

Note:

The entire course has to be taught using a hands-on approach.
Students should be encouraged to use the 30 day trial version of relevant software package.

Learning Resources:		
1	Text Books	SPSS for Windows – Step by Step, 17.0 Update, by George and Mallery, Pearson, 10 th Edition. Research Methodology with SPSS by Rao and Tyagi, Shree Niwas Publications, 2009.
2	Reference Books	Ready, Set, Go! – A student Guide to SPSS for Windows by Pavkov and Pierce, TMGH Edition. Discovering Statistics using SAS by Andy Field & Jerry Miles, Sage Publications, 2010.
3	Supplementary Reading Material	http://www.inc8.jp/ps/T9_Luque_imec.pdf http://www.jstatsoft.org/v49
4	Websites	www.sas.com www.xlstat.com www.stata.com www.ibm.com/software/analytics/spss/
5	Journals	Journal of Statistical Software

Semester	II	Specialization	NA
Course Code	209	Type	Generic - Elective
Course Title	MS Project Lab		

Course Objectives:	
1	To understand basics of project management and learn how to use MS Project 2007 to:
A	Create a New Project
B	Build Tasks
C	Create Resources & Assign Costs
2	To understand use of MS Project 2007 to track Project Progress

Syllabus:

Unit Number	Contents	Number of Sessions
1	1.1 Introduction to MS Project 2007 : Understanding Projects, Managing Projects & Project Management Software, Taking a first look at Project – Starting Project, Entering Information, Changing Views, What's new in Project 2007	2
2	2.1 Creating a New Project: Gathering Information, Opening a Project file, Establishing Basic Project Information, Looking at Project Calendars, Entering tasks, Adding subtasks, Saving Project files, Working with Project Outline – Adjusting tasks in an outline, Copying tasks	3 + 2
3	3.1 Building Tasks: Establishing Timing for Tasks, Assigning Task Timing, Using Recurring Tasks, Establishing Constraints and Deadline Dates, Manipulating Gantt Chart to View Timing, Entering Task Notes, Establishing Dependencies Among Tasks, Viewing Dependencies	4 + 2
4	4.1 Creating Resources & Assigning Costs: Understanding Resources, Creating Resource List, Modifying Resource Information, Using Resources and Tasks, Handling Unusual Cost Situations 4.2 Understanding Basics of Views: What is a View?, Examining Indicators, Admiring Views – Calendars, Detail Gantt, Gantt Chart, Leveling Gantt, Tracking Gantt, Multiple baselines Gantt. Resource Allocation , Resource Form, Resource Graph, Resource Name Form, Resource Sheet, Resource Usage, Roll up Views, Task Details Form, Task Entry, Task Form, Task Name Form, Task Sheet, Task Usage, Printing Project	5 + 3
5	5.1 Tracking Project Progress I: Understanding the Principles of Tracking, Using Baseline, Changing the Baseline, Viewing Progress with the Tracking Gantt Chart View – Interpretation, Task Variance Table, Task Cost Table, Task Work Table, Understanding Tracking Strategies 5.2 Tracking Project Progress II: Recording Actuals – Organizing the Updating Process, Understanding Calculation Options, Updating Tasks to Reflect Actual Information, Using Actuals and Costs, Techniques and Tips for Updating, Reviewing Progress.	6 + 3

Learning Resources:		
1	Text Books	Microsoft Office Project 2007 Bible by Elaine Marmel, Wiley Publishing Inc, 2007
2	Reference Books	-
3	Supplementary Reading Material	PMBOK Guide by PMI
4	Websites	www.pmi.org.in http://www.project-blog.com/
5	Journals	Project Management by Koehler, Brandon. OfficePro. Mar/Apr2012, Vol. 72 Issue 2, p36-37

Semester	II	Specialization	NA
Course Code	210	Type	Generic - Elective
Course Title	Life Skills		

Course Objectives:

1	To encourage students to develop and use balanced self-determined Behavior.
2	To help students in enhancing self, increasing life satisfaction and Improving relationships with others.
3	To develop new ability to practice new problem solving skills in group and use these skills in personal life.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Definition of Life Skills , Assumptions about Life Skills, Concept of skill in Life Skills, Concept of Skill in Life Skills, Primary goal of Life Skills programme, Life Skills Process model, Group development and group behaviors.	5 + 1
2	Cognition, Meaning , Piaget's theory of Cognitive Development, role of Goal Orientation, Meaning, Big Five personality characteristics, extraversion, Openness to experience, emotional stability, consciousness and agreeableness, Personal knowledge management, meaning, Wright's model, Four domains, Analytical, information, social and learning.	5 + 1
3	Coping, Meaning, Types of coping strategies, 1) appraisal focused (adaptive Cognitive) 2) problem focused (adaptive behavior) 3) emotion focused Empathy, meaning and definitions, Difference between empathy and sympathy, Anger and distress, Meaning, overcoming.	5 + 1
4	Moral development, Meaning, Interpersonal influences on Moral development, Moral development and social exclusion, Morality and culture, Morality and Intergroup attitudes, moral emotions.	5 + 1
5	Study Skills, Meaning, Types of study skills, Methods based on : Memorization such as rehearsal and role learning Communication Skills e.g. reading, listening, Cues e.g. flashcard training Condensing information, summarizing and use of key words.. Visual imagery Exam strategies Time management, organization and life style changes.	5 + 1

Learning Resources:

1	Text Books	Critical thinking skills : developing effective analysis and argument by Stella Cottrell Academic writing: a handbook for international students by Stephen Bailey Effective Study Skills: Step-by-Step System to Achieve Student Success by Semones
2	Reference Books	Critical thinking and analysis by Mary Deane Developing and applying study skills : writing assignments, dissertations and management reports by Donald Currie Assignment and thesis writing by Jonathan Anderson
3	Supplementary Reading Material	-
4	Websites	-
5	Journals	-

Semester	II	Specialization	NA
Course Code	211	Type	Generic - Elective
Course Title	Geopolitics & the World Economic System		

Course Objectives:

1	To expose students to the relationship between political power and geographic space amidst world economic system.
2	To help students understand various facets of international political economy & national system political economy.
3	To develop abilities to appreciate the interrelationship between the trading system, international financial system and the participants in the changed economic system

Syllabus:

Unit Number	Contents	Number of Sessions
1	International Political Economy: Distribution of Wealth and Economic Activities - National Autonomy - Politics of International Regimes - Theory of Hegemonic Stability - Governance of the Global Economy	5 + 1
2	National Systems of Political Economy: Differences among National Economies - Market-Oriented Capitalism- Developmental Capitalism- Social Market Capitalism – Comparative Analysis	5 + 1
3	The Trading System: Debate over Free Trade – Functions of WTO and GATT - The Uruguay Round and World Trade Organization – Trade Blocs such as SAARC, ASEAN, NAFTA - Threats to Open Trading System	5 + 1
4	International Monetary System: The International Financial System - Reform of International Monetary Affairs - Nature of Financial Crises - Controversy over Regulation of International Finance	5 + 1
5	The State and the Multinationals: An International Regime for FDI and MNC- Do Global Corporations Pose a Threat? - Consequences of Economic Globalization	5 + 1

Learning Resources:

1	Text Books	Global Political Economy – Robert Gilpin, Princeton University Press International Economics with MyEconLab by Paul Krugman, Maurice Obstfeld and Marc Melitz, Pearson, Global Edition, 9 th Edition
2	Reference Books	Managing World Economic Change: International Political Economy by Robert A. Isaak, Pearson, 3 rd Edition,
3	Supplementary Reading Material	Economic Times Daily Business Standard Daily The Economist – Magazine
4	Websites	http://www.wto.org/ http://www.imf.org/external/index.htm
5	Journals	Economic Systems Research.

Semester	II	Specialization	NA
Course Code	212	Type	Generic - Elective
Course Title	Business Systems and Procedures		

Course Objectives:

1	To understand Business as an integrated system
2	To develop process thinking for developing procedures.
3	To make students aware of various business functions & responsibilities.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Systems and Procedures – Concept and need - Characteristics of a good procedure. Writing a Standard Operating Procedure (SOP)– Procedure Identification - Information Gathering–Interviewing – Analysis – Writing – Implementation – Review- Fine-tuning. Process Mapping Tools – Aid Memoir – Flowchart – Swim Lane Diagrams – Flow Charting Software – Using MS Word and Excel for Flowcharting - Case Studies.	+ 1
2	Understanding accounting procedures for Cash Sales - Credit Sales - Cash Receipts – Donations – Travelling Expenses – Writing off Bad Debts – Sale of Scrap. Principles of Internal Control – Study of Internal Control in Select Procedures such as Recruitment, Payment of Salaries and Wages, Verification of Inventories and Work in Progress, Verification of Fixed Assets and Investments	5 + 1
3	Lean Office – Re-engineering information flow and paper flow – Process Mapping for Current and Future State Map. Digital Office –Overview of Office Automation Systems – Use of technologies such as Bar Coding, RFID, Biometry and Mobile Computing for redesigning office procedures.	5 + 1
4	Study of the following Systems and underlying Procedures. Point of sale (POS) system in an organized retail store, Purchase Order System in a manufacturing organization, Attendance Recording System in a factory, Kitchen Order Ticket (KOT) System in a Restaurant, Just in Time Inventory System in a manufacturing organization.	5 + 1
5	Presentation of individual/group projects in Process Mapping, Improvement and Writing SOP's for an entire range of activities for a segment in a manufacturing/ service organization.	5 + 1

Learning Resources:

1	Text Books	Business Process Management – A Rigorous Approach by Martyn A Ould , British Computer Society, First South Asia Edition.
2	Reference Books	-
3	Supplementary Reading Material	-
4	Websites	-
5	Journals	-

Semester	II	Specialization	NA
Course Code	213	Type	Generic - Elective
Course Title	Computer Aided Personal Productivity Tools Lab		

Course Objectives:	
1	To give students mastery of MS Office.
2	To enhance personal productivity through advanced features of MS Word, MS Excel & MS PowerPoint
3	To impart skills of using MS Outlook and basic social networking tools.

Syllabus:

Unit Number	Contents	Number of Sessions
1	MS WORD	+ 1
	1.1 Collaboration - Protect your document with passwords, permission, and other restrictions, Save a document to SharePoint from Office 2010, The purpose of IRM and its limitations, Mail Merge	1
	1.2 Tracking changes and comments - Turn track changes on or off, Review tracked changes and comments	1
	1.3 Formatting - Add, change, or delete WordArt, Add or remove text effects, Adjust the spaces between letters, lines or paragraphs, Set the default font, Language, Apply, customize, and save a document theme in Word	1
	1.4 Tables of contents and other references - Create a table of contents, Edit a citation placeholder, Create a bibliography, Foot note & End Note, Captions & Index	1
	1.5 Checking Spelling, grammar, and thesaurus	1
	1.6 Managing Headers, footers, and page numbers, Links	1
	1.7 Inserting Page breaks and section breaks, Applying Multiple headers, page layouts	1
	1.8 Tables Tools, Illustrations, Equations, Symbols	1
2	POWERPOINT	6 + 1
	2.1 Working with text & SmartArt graphics - Add alternative text to a shape, picture, chart, table, SmartArt graphic, or other object, Wrap text around an object in PowerPoint 2010, Adjust the indent in a bulleted or numbered list on the ruler, Change the look, position, or function of bulleted or numbered lists in your presentation	1
	2.2 Organizing and formatting slides, Using masters - Understanding a slide master, Create or customize a slide master, Apply one or more slide masters to a presentation	1
	2.3 Working with animation, sounds & Movies - Turn your presentation into a video, Embed or link to a video from your presentation, Set the 'Play' options for a video in your presentation, Trim a video, Compress your media files, Tips for improving audio and video playback and compatibility	1
	2.4 Working with hyperlinks and action buttons	1
	2.5 Reviewing and adding comments - Show markup and add Comments	1
	2.6 Creating support materials - Notes and Notes Master, Printing Notes	1
	2.7 Delivering your presentation - Using Presenter's Mode, Optimising Handouts	1
	2.8 Embedding Presentation - Multiple presentations & Slides and files on the slide	1
3	MSEXCEL	6 + 1
	3.1 Excel Basics Review - Using Keyboard, Importing and Exporting Data (Access, SPSS)	1

	3.2 Excel For Marketing & Statistics - Creating Business Solutions	1
	Excel & HRIS - Database Creation, Analysis & reporting	1
	3.4 Excel for Finance - Analysing Financial Statements e.g. Balance sheet, Ratio Analysis, Using Applications e.g. PROWESS, AceEquity, Creating Excel Dashboard	3
4	MS Outlook	2 + 1
	4.1 MS Outlook - Start using the Outlook Social Connector, Stay up-to-date in the People Pane, Assign a colour category to an e-mail message, Customize the appearance of task lists, Turn the Reading Pane on or off, Introduction to Conversations, Create and add a message signature, Manage messages by using rules, Automate common or repetitive tasks	2
5	Media for Social Connectivity	5 + 1
	5.1 Using Google + & Google Docs	2
	5.2 Using Twitter for networking and Business	1
	5.3 Creating Blogs, Using LinkedIn, and other academics and Business websites. Networking, Surveys, Discussions, Business Information	2

Note:

Emphasis should be on hands on experience.
All sessions should be conducted in the IT laboratory.

Learning Resources:

1	Text Books	Excel 2010 Bible [With CDROM] by John Walkenbach John Wiley & Sons Word 2010 Bible by Herb Tyson John Wiley & Sons MOS 2010 Study Guide for Microsoft Word, Excel, PowerPoint, and Outlook by Joan Lambert III and Joyce Cox (Apr 8, 2011) Microsoft Word 2010 Step by Step by Joyce Cox and Joan Lambert III PowerPoint 2010 Bible [Paperback] by Faithe Wempen
2	Reference Books	Microsoft Word 2010 in Depth by Faithe Wempen Microsoft Word 2010 Plain & Simple by Katherine Murray Beyond Bullet Points: Using Microsoft PowerPoint to Create Presentations That Inform, Motivate, and Inspire [Paperback] BPG Microsoft PowerPoint 2010 Plain & Simple by Nancy Muir Office 2010 Bible by John Walkenbach, Herb Tyson, Michael R. Groh, Faithe Wempen, Lisa A. Bucki Business Analysis with MS Excel by Conard Carlberg, Pearson Education
3	Supplementary Reading Material	http://prezi.com/recyyolzxm3e/how-to-create-a-great-prezi/ http://chandoo.org/wp/excel-dashboards/
4	Websites	http://www.lifeoptimizer.org/2010/07/05/productivity-tools/ http://toshibathrivetabletreview.com/how_tablet_pcs_are_actually_great_productivity_tools http://www.seozap.com/top-10-organizational-content-management-productivity-tools
5	Journals	http://www.inderscience.com/browse/index.php?journalID=177

Semester	II	Specialization	NA
Course Code	214	Type	Generic - Elective
Course Title	Foreign Language – II Lab		

Course Objectives:	
1	To provide the student with listening, reading, speaking and writing skills in chosen foreign language.
2	To enhance the vocabulary in the selected Foreign Language.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Listening: Understand Simple Questions and Instructions. Reading: Understand Single Words and Sentences but also Signposts, Signs and Posters. Speaking: Provide Short Information about the Job and the Person. Writing: Fill in Forms and Provide Information About Name, Address, Nationality etc.	5 + 1
2	Listening: Understand Information about the Person and the Work. Reading: Understand Simple Letters, Appointments, Invitations and Information in Short Texts. Speaking: Answer Simple Questions About One's Working Field. Writing: Write Faxes and e-mails	5 + 1
3	Listening: Understand Standard Information Related to the Working Field. Reading: Understand Standard Letters and Texts about Working Processes and Product Descriptions. Speaking: Provide Information about the Job, the Departments, the Company, the Products and Processes in a Conversation or on the Phone. Writing: Answer Standard Inquiries, Make Quotations, Write Short Texts with a Familiar Content, Possibly Give Some Explanation and Answer Simple Questions.	5 + 1
4	Listening: Understand Complex Information Related to the Working Field in Meetings, Discussions and at Presentations. Reading: Understand Reports and Contracts with a Company-related Content. Speaking: Describe and Explain Work Processes and Projects. Report on Meetings and Presentations. Explain Concepts and Clarify Misunderstandings. Writing: Write Formal Standard Letters and Texts about One's Field of Expertise. Explain a Graphic and Reflect the Content.	5 + 1
5	Grammar: Future tense, imperfect tense, degrees of comparison, imperative mood. Script, Letters of alphabet, accents, sounds of groups of letters, punctuation marks, articles, nouns, sing./Pl , genders; mas. /fem. Structure of sentences & types like affirmative, negative interrogative & negative interrogative, Verbs: classes of verbs and conjugation patterns, Pronominal verbs; Present tense, The idea of auxiliary verb; prepositions; pronouns-subject, interrogative, relative, possessive, emphatic ; adjectives, adverbs	5 + 1

Note:

Institute may offer any one of the following foreign languages to the students: SPANISH / FRENCH/ GERMAN/ JAPANESE / CHINESE

Learning Resources:

1	Text Books	Relevant Standard Text Books, Videos, Audio CDs for the language offered to the students.
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	II	Specialization	NA
Course Code	215	Type	Generic - Elective
Course Title	Industry Analysis - Desk Research		

Course Objectives:	
1	To help the students understand the dynamics of a specific industry.
2	To acquaint students with various issues particular to an industry.
3	To provide a cross-functional perspective of the functioning of a business enterprise and an industry.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Industry Analysis – the Basics: Nature of the Industry, Players in the industry. Nature of competition from an economist's perspective. Market shares of top 3 & bottom 3 players. Possible Classification of players into Leaders, Challengers, Followers, Nichers. Positioning & Differentiation strategies of key players. Branding strategies. Pricing Policies, Cartelization if any and comments thereon. Capacity analysis – total capacity of the industry and break up capacity amongst key players, Planned future capacity additions. Geographical spread of plants/facilities/ capacities (Domestics as well as Global). Demand Supply balance in the industry, Key factors affecting demand. Key supply side constraints. Professional Trade bodies of the Industry. Business Functions carried out Online by the key players. Online presence.	25 + 5
2	Promoters & Management Ethos: Background of promoter groups of top 3 and bottom 3 players in the industry. Management ethos and philosophy. Brief profiles of CMDs, CEOs, and key top management personnel with their career highlights. Detailed profile of one distinguished top management personnel each from any two players in the Industry. CSR policy. Corporate Governance Initiatives. Initiatives towards social inclusion. Initiatives towards environment conservation.	
3	External Environment: Controlling ministry and / or regulator if any for the Industry Regulatory actions against the players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, etc. against irregularities , legal violations if any. Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact on top 3 players. Key National and Global issues affecting the industry. Key initiatives by the Government to promote the industry. Environmental issues.	

4	Financials: Profitability, Revenues, Margins of top 3 & bottom 3 players over the last 3 years and trends/changes therein. Sick players if any and their turnaround strategies, if any. Key factors contributing to costs. Ratio analysis of financial data for last 3 years for top 5 and bottom 5 companies in the industry.	
5	Recent Developments: Impact of key relevant provisions of the latest Fiscal policy on the industry and various players therein. Analysis of Key relevant provisions of latest Exim Policy in case of industries that are focused on Global Markets for exports or industries that have significant import components. Key Alliances in the past 5 years and their performance & impact on other players in the industry. Mergers & Acquisitions, if any. Technological developments. Labour unrest if any –reasons thereof and impact on the particular player and the industry as a whole. Emerging first generation entrepreneurs, if any, in the industry. Corporate wars & feuds in the industry, if any.	

Note:

Students should work in groups of 3 to 5 each under the guidance of a faculty.
Students shall study various aspects of any TWO industries (group of similar business entities) of their choice.
Focus shall be the comparative and historical analysis across the players in the industry.
Students shall submit a structured detailed report.

The evaluation shall be made by a panel of two examiners. One of the examiners shall be the Internal Faculty. The other examiner may be an external faculty or a person from the relevant industry. The evaluation shall be based on the following criteria:

Report – 20 Marks

Presentation – 15 Marks

Question & Answer – 15 Marks

Learning Resources:

1	Text Books	--
2	Reference Books	--
3	Supplementary Reading Material	Annual reports of various companies Economic Times Business Standard Business Line Business Today Business India
4	Websites	Websites of various companies Websites of various ministries of the Government of India Websites of various trade bodies Websites of stock exchanges
5	Journals	Economic and Political Weekly

MBA SYLLABUS: SEMESTER III

Semester	III	Specialization	NA
Course Code	301	Type	Generic - Core
Course Title	Strategic Management		

Course Objectives:

1	To expose participants to various perspectives and concepts in the field of Strategic Management
2	To help participants develop skills for applying these concepts to the solution of business problems
3	To help students master the analytical tools of strategic management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Understanding Strategy: Concept of strategy, Corporate, Business and Functional Levels of Strategy</p> <p>1.2 Introduction to Strategic Management: Meaning and Characteristics of strategic management, strategic management Vs. operational management</p> <p>1.3 Four Phases in Strategic Management Process: Stakeholders in business and their roles in strategic management</p> <p>1.4 Hierarchy of Strategic Intent: Meaning & attributes of strategic intent, Meaning of Vision, Process of envisioning, Meaning of mission, difference between vision & mission, characteristics of good mission statements, Business definition using Abell's three dimensions, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA)</p> <p>1.5 Analyzing Company's External Environment: Environmental appraisal Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP)</p> <p>Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis</p>	7 + 2
2	<p>2.1 Analyzing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing Company's Resources and Competitive Position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, Core Competence, characteristics of core competencies, Distinctive competitiveness, Benchmarking as a method of comparative analysis</p> <p>2.2 Value Chain Analysis Using Porter's Model: primary & secondary activities</p> <p>2.3 Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging –concentrating, accumulating, complementing, conserving, recovering</p> <p>2.4 Portfolio Analysis: Business Portfolio Analysis - BCG Matrix – GE 9 Cell Model</p>	7 + 2

3	<p>3.1 Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy</p> <p>3.2 Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies</p>	7 + 2
4	<p>4.1 Strategy Implementation: Components of a strategic plan, barriers to implementation of strategy, Mintzberg's 5 Ps – Deliberate & Emergent Strategies, Mc Kinsey's 7s Framework</p> <p>4.2 Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment,</p> <p>4.3 Changing Structures & Processes: Reengineering & strategy implementation – Principles of Reengineering, Six Sigma – Process consisting of defining, measuring, analyzing, improving & establishing steps, Lean Six Sigma (Concepts only)</p> <p>4.4 Corporate Culture: Building Learning organizations, promoting participation through technique of Management by Objectives (MBO), Total Quality Management (TQM)</p> <p>4.5 Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy – Use of Balanced Scorecard for strategy evaluation</p>	7 + 2
5	<p>5.1 Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvas & Value Curves, Four Action framework</p> <p>5.2 Business Models: Meaning & components of business models, new business models for Internet Economy– E-Commerce Business Models and Strategies – Internet Strategies for Traditional Business – Virtual Value Chain</p> <p>5.3 Sustainability & Strategic Management: Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.</p>	7 + 2

Learning Resources:		
1	Text Books	<p>Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill, 16th Edition</p> <p>Crafting the Strategy: Concepts and Cases in Strategic Management by Ranjan Das, Tata McGraw Hill, 2004</p> <p>Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill, Third Edition</p>
2	Reference Books	<p>Strategic Management by Ireland, Hoskisson & Hitt, Indian Edition, Cengage Learning, 2008 Edition</p> <p>Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson, 12th ed.</p> <p>Strategic Management by Allen C. Amason</p> <p>Strategy Safari by Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). Free Press, New York</p> <p>Strategic Management by Friancs Cherunilam</p> <p>Strategic Management by Subba Rao</p>
3	Supplementary Reading Material	<p>The Essentials, Harvard Business Press, 2011 Edition</p> <p>Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter, First Free Press Edition, 1980</p> <p>Competing for the Future by Gary Hamel & C.K. Prahalad, TMGH.</p> <p>Blue Ocean Strategy by Kim & Mauborgne</p> <p>Managing in a Time of Great Change by Peter F. Drucker, Truman Talley Books Plume Penguin Group, 1998.</p>
4	Websites	<p>http://www.thepalladiumgroup.com</p> <p>http://www.mckinsey.com</p>
	Journals	<p>Managing Core Competence of the Organization by Srivastava, Shirish C., Vikalpa: The Journal for Decision Makers, Oct-Dec2005, Vol. 30 Issue 4</p> <p>Core Competence, Distinctive Competence, and Competitive Advantage: What Is the Difference? by Mooney, Ann. Journal of Education for Business, Nov/Dec2007, Vol. 83 Issue 2</p> <p>The Five Competitive Forces That Shape Strategy by Porter, Michael E., Harvard Business Review, Jan2008, Vol. 86 Issue 1</p> <p>Strategy & Society: The Link Between Competitive Advantage and Corporate Social Responsibility by Porter, Michael E.; Kramer, Mark R., Harvard Business Review, Dec2006, Vol. 84 Issue 12</p> <p>From Competitive Advantage to Corporate Strategy by Porter, Michael E., McKinsey Quarterly, Spring88, Issue 2</p> <p>Strategy and the Internet by Porter, Michael E., Harvard Business Review, Mar2001, Vol. 79 Issue 3</p> <p>What Is Strategy? by Porter, Michael E., Harvard Business Review, Nov/Dec96, Vol. 74 Issue 6</p> <p>The Strategy Concept I: Five Ps For Strategy by Mintzberg, Henry., California Management Review, Fall1987, Vol. 30 Issue 1</p> <p>The Strategy Concept II: Another Look at Why Organizations Need Strategies by Mintzberg, Henry. , California Management Review, Fall1987, Vol. 30 Issue 1</p> <p>The Pitfalls of Strategic Planning by Mintzberg, Henry., California Management Review, Fall1993, Vol. 36 Issue 1</p> <p>Crafting strategy by Mintzberg, Henry; Hunsicker, J. Quincy. , McKinsey Quarterly, Summer88, Issue 3</p> <p>The GE-McKinsey Nine-box Framework, McKinsey Quarterly, 2008, Issue 4</p> <p>Reliance Telecom: Related or Unrelated Diversification? A Case Study by Sen, Subir, South Asian Journal of Management, Apr-Jun2011, Vol. 18 Issue 2</p> <p>Competing Today While Preparing for Tomorrow by Abell, Derek F., Sloan Management Review, Spring99, Vol. 40 Issue 3</p>

University of Pune

Semester	III	Specialization	NA
Course Code	302	Type	Generic - Core
Course Title	Enterprise Performance Management		

Course Objectives:	
1	To acquaint the students with a perspective of different facets of management of an enterprise
2	To provide inputs with reference to the Investment Decisions along with the techniques for those decisions
3	To inculcate the evaluation parameters of enterprise in terms of expenses, control systems and pricing
4	To develop the knowledge of the concept of auditing and its applicability as performance management tool

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Performance Management: Concept, Need, Linkages with Strategic Planning, Management Control and Operational Control</p> <p>1.2 Performance Evaluation Parameters: Financial – Responsibility Accounting – Concept of Responsibility Centers, Revenue Centre, Expense Centre - Engineered and Discretionary costs – Committed costs, Profit Centre, Investment Centers. ROI, ROA, MVA, EVA – DuPont analysis. (Numericals Not expected – Interpretation only) Limitations of Financial Measures</p> <p>1.3 Performance Evaluation Parameters: Non-Financial Performance measures – Balanced Scorecard, Malcolm Baldrige Framework.</p> <p>1.4 Measuring SBU Level Performance: Concept, Need, Linkages with Enterprise Performance Management – Goal Congruence. Transfer Pricing – Objective, Concept, Methods – Cost based, Market price based & Negotiated, Applicability of Transfer Pricing.</p>	7 + 2
2	<p>2.1 Capital Expenditure Control: Concept, Need, Process of Capital Budgeting, Types of capital expenditure decisions – pre-sanction, operational and post-sanction control of capital expenditure.</p> <p>2.2 Tools & Techniques of Capital Expenditure Control: Performance Index, Technical Performance Measurement, Post completion audit</p>	7 + 2
3	<p>3.1 Performance Evaluation Parameters for Banks: Customer Base, NPAs, Deposits, Rol, Financial Inclusion, Spread, Credit Appraisal, Investments.</p> <p>3.2 Performance Evaluation Parameters for Retail: ABC analysis, Sell Through Analysis, Multiple Attribute Method, Gross Margin Return on Investment (GMROI), GMROI as Gross Margin/Average Inventory at Cost</p>	7 + 2
4	<p>4.1 Performance Evaluation Parameters for Projects: Project Control Process: Setting base line plan, Measuring progress and performance, comparing plan against action, Taking action, Schedule variance (time overruns), Project Cost Variance (cost overruns)</p> <p>4.2 Performance Evaluation Parameters for Non-Profit: Features of Non-profit organizations, fund accounting, governance, product pricing, strategic planning & budget preparations, social audit.</p>	7 + 2

5	5.1 Audit Function as a Performance Measurement Tool: Financial Audit, Internal Audit, Cost Audit, Management Audit – Principles and Objectives (Audit Reports / Formats are expected to be discussed in the class from a performance measurement perspective).	7 + 2
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Learning Resources:		
1	Text Books	Management Control System by Robert Anthony & Vijay Govindrajan, Tata McGraw Hill Publishing Co. Ltd., 12 th Edition Management Control in Non Profit Organizations by Robert Anthony & David Young, McGraw Hill International Publication, 7 th Edition Retailing Management by Swapna Pradhan, TMGH, 3 rd Edition
2	Reference Books	Project Management by K.Nagarajan, New Age International Publications, 2 nd Edition Principles and Practices of Auditing by Ravindar Kumar & Virendar Sharma, PHI. Principles and Practices of Banking by Indian Institute of Banking & Finance, MacMillan India Ltd. Financial Management by Prasanna Chandra, TMGH, 7 th edition
3	Supplementary Reading Material	Management Control Systems by R.C. Sekhar, TMGH
4	Websites	-
5	Journals	IUP journal of Business strategy- by ICWFI Enterprise and Society- International journal of business history by Oxford University.

Semester	III	Specialization	NA
Course Code	303	Type	Generic - Core
Course Title	Startup and New Venture Management		

Course Objectives:	
1	To instill a spirit of entrepreneurship among the student participants.
2	To provide an overview of the competences needed to become an entrepreneur
3	To give insights into the Management of Small Family Business

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Concept and Definitions: Entrepreneur & Entrepreneurship, Entrepreneurship and Economic Development; A Typology of Entrepreneurs;</p> <p>1.2 Entrepreneurial Competencies: The Entrepreneur's Role, Task and Personality -</p> <p>Entrepreneurial Skills: creativity, problem solving, decision making, communication, leadership quality; McClelland's N-Ach theory, self – analysis, personal efficacy, culture & values, risk-taking behaviour, technology backup.</p> <p>1.3 Factor Affecting Entrepreneurial Growth: Economic, Non-Economic Factors; EDP Programmes; Entrepreneurial Training;</p> <p>1.4 Traits/Qualities of an Entrepreneurs: Entrepreneur; Manager Vs. Entrepreneur, The Early Career Dilemmas of an Entrepreneur, Defining Survival and Success , Entrepreneurship as a Style of Management , The Entrepreneurial Venture and the Entrepreneurial Organization. Entrepreneurial Process</p> <p>1.5 Steps of entrepreneurial process : Deciding – Developing – Moving – Managing – Recognizing</p>	7 + 2
2	<p>2.1 Opportunity / Identification and Product Selection: Entrepreneurial Opportunity Search and Identification;</p> <p>2.2 Product Selection: Criteria to Select a Product</p> <p>2.3 Conducting Feasibility Studies: Project Finalization; Sources of Information.</p> <p>2.4 Entry strategies: New product, Franchising, Partial Momentum, Sponsorship and Acquisition</p> <p>2.5 Intellectual Property: Creation and Protection</p>	+ 2
3	<p>Small Enterprises and Enterprise Launching Formalities: Definition of Small Scale; Rationale; Objective; Scope; Role of SME in Economic Development of India; SME; Registration; NOC from Pollution Board; Machinery and Equipment Selection</p> <p>Project Report Preparation: Specimen of Project Report; Project Planning and Scheduling using Networking Techniques of PERT / CPM; Methods of Project Appraisal - economic viability and market feasibility, requirements of financial institutions, projected financial statement preparation.</p>	7 + 2

4	<p>4.1 Role of Support Institutions and Management of Small Business: Director of Industries; DIC;SIDO; SIDBI; Small Industries Development Corporation (SIDC); SISI; NSIC; NISBUED; StateFinancial Corporation SFC;</p> <p>Information : assistance from different organizations in setting up a new venture, technology parks, industrialcorporations, directorate of industries / cottage and small scale industries, SISI, Khadi & Village Industries Corporation / Board.</p> <p>DGS & DNSIC, export & import, how to apply for assistance – procedure, forms, proceduresfor obtaining contract from Railways, Defence, P & T etc., SIDBI.</p> <p>4.2 Laws :Liabilities under the Factories Act, Shops & Establishment Act, Industrial Employment (Standing Orders) Act,Environment Protection Act, Sale of Goods Act, maintenance & submission of statutory records & returns, understanding labour - management relationship</p>	7 + 2
5	<p>Case Studies :Diagnostic case studies of successful / unsuccessful entrepreneurs, key variables explaining success /failures, industrial sickness, industrial reconstruction, technology obsolescence, technology, transfer.</p>	7 + 2

Learning Resources:		
1	Text Books	<p>The Dynamics of Entrepreneurial Development & Management by Desai, Vasant , Himalaya Publishing House, Delhi</p> <p>Managing Small Business by Longenecker, Moore, Petty and Palich, Cengage Learning, India Edition.</p> <p>Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition.</p> <p>Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH.</p> <p>Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, Published by Praeger Perspectives.</p> <p>Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. & Hodgetts, R.M. Thomson Press.</p> <p>Entrepreneurship Development: Small Business Enterprises by Charantimath, P. , Pearson.</p> <p>A Guide to Entrepreneurship by David, Otes , Jaico Books Publishing House, Delhi.</p> <p>Indian Entrepreneurial Culture by A Gupta , New Age International.</p>
2	Reference Books	<p>Entrepreneurship: New Venture Creation by David H. Holt</p> <p>Entrepreneurship Development New Venture Creation by Satish Taneja, S.L.Gupta</p> <p>Project management by K. Nagarajan.</p> <p>Entrepreneurship: Strategies and Resources by Marc J. Dollinger</p> <p>The Culture of Entrepreneurship by Brigitte Berger.</p> <p>Entrepreneurship by Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd</p> <p>Entrepreneurship As Strategy by G. Dale Meyer, Kurt A. Heppard</p> <p>New Vistas of Entrepreneurship: Challenges & Opportunities by A. Sahay,M.S.Chhikara</p> <p>Entrepreneurship and Small Business Management by Siropolis</p> <p>Lead like an Entrepreneur by Neal Thornberry</p> <p>Make The Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare</p>

3	Supplementary Reading Material	<p>The Creation of Wealth - A Tata Story by R M Lala , IBM Publishing</p> <p>B K Birla : A Rare Legacy, Image Inc.</p> <p>Family Business in India by Sudipta Dutta</p> <p>Innovation and Entrepreneurship by Peter F. Drucker</p> <p>You Too Can Become an Entrepreneur by Nalinaksha Mutsuddi</p> <p>Intrapreneurship by Gifford Pinchot III</p> <p>The Entrepreneurial Connection by Gurmeet Naroola</p> <p>Thought Leaders by Steven Brandt.</p> <p>Corporate Entrepreneurship by Vijay Sathe</p> <p>Corporate Entrepreneurship: Entrepreneurial Development Inside Organizations by Michael H.Morris, Donald F.Kuratko</p>
4	Websites	<p>www.nenonline.org/</p> <p>www.tie.org/</p>
5	Journals	<p>Who is an entrepreneur? Is the wrong question, Gartner, W. (1988), American Journal of Small Business, 12(4), 11-32.</p> <p>Becoming an entrepreneur - a question of personality structure?; Hermann B.; Journal of Economic Psychology 18 (1997) Pp. 157</p> <p>Entrepreneurial Folklore; Brockhaus, Robert H.;Journal of Small Business Management. Milwaukee: Jul 1987. Vol. 25, Issue3; p. 1</p> <p>Do You Want to Keep Your Customers Forever?, B. J. Pine II, D. Peppers, and M. Rogers (1995), HBR (Reprint No. 95209)</p> <p>The Spirit of Entrepreneurship; Abdnor, James;Journal of Small Business Management. Milwaukee: Jan 1988. Vol. 26, Issue 1; p. 1</p> <p>Opportunities and Entrepreneurship, Eckhardt, J., & Shane, S. (2003), Journal of Management, 29: 333-349.</p> <p>Why Entrepreneurship? A Worldwide Perspective; Shapero, Albert;Journal of Small Business Management. Milwaukee: Oct 1985. Vol. 23, Issue. 4; p. 1</p> <p>Creating entrepreneurs in India; Leo Paul Dana;Journal of Small Business Management. Milwaukee: Jan 2000. Vol. 38, Issue. 1; p. 86</p> <p>Some Empirical Aspects of Entrepreneurship; Evans, David S.; Leighton, Linda S.; American Economic Review, Jun 89, Vol. 79 Issue 3, p519</p> <p>Survival Chances of Newly Founded Business Organizations; Bruderl, Josef, Preisdorfer, Peter, Ziegler, Rolf.;American Sociological Review. Albany: Apr 1992. Vol. 57, Issue. 2; p. 227.</p> <p>A Conceptual Framework for Describing the Phenomenon of New Venture Creation; Gartner, William B.;The Academy of Management Review. Briarcliff Manor: Oct 1985. Vol. 10, Issue. 4; p. 696</p> <p>Some Thoughts on Business Plans, William A. Sahlman, HBS Note# 897101</p> <p>The Five Stages of Small Business Growth, Neil C. Churchill, Virginia L. Lewis, HBR # 83301</p>

Semester	III	Specialization	NA
Course Code	304	Type	Generic – Core [6 Credits]
Course Title	Summer Internship Project		

Course Objectives:	
1	To offer the opportunity for the young students to acquire on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity.
2	To provide means to immerse students in actual supervised professional experiences
3	To give an insight into the working of the real organizations.
4	To gain deeper understanding in specific functional areas.
5	To appreciate the linkages among different functions and departments
6	To develop perspective about business organizations in their totality
7	To help the students in exploring career opportunities in their areas of interest

At the end of Second Semester each student shall undertake a **Summer Internship Project (SIP) for 8 weeks. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic and organization before commencing the SIP.** The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. Ideally the SIP should exhibit a **cross-functional orientation**. The student shall submit a written structured report based on work done during this period.

SIP can be carried out in:

- Corporate Entity
- NGO
- SME
- Government Undertaking
- Cooperative Sector

SIP may be a research project – based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace. *The learning outcomes and utility to the organization must be specifically highlighted.*

The report should be well documented and supported by –

- Executive Summary
- Organization profile
- Outline of the problem/task undertaken
- Research methodology & data analysis (in case of research projects only)
- Relevant activity charts, tables, graphs, diagrams, etc.
- Learning of the student through the project
- Contribution to the host organization
- References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

It should reflect the nature and quantum of work undertaken by the student. The report must reflect 8 weeks of work and justify the same.

The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ Government Entity/ Cooperative/ etc.) shall also certify the SIP work.

The student shall submit **TWO hard copies & one soft copy (CD)** of the project report before 30th September in Sem III. One hard copy is to be returned to the student by the Institute after the External Viva-Voce.

In the interest of environmental considerations, students are encouraged to print their project reports on both faces of the paper.

SIP shall have a weightage of 6 credits. The Institute shall conduct an internal viva-voce for evaluation of the SIP for 50 marks. The Panel shall comprise of the Internal Faculty Guide & One additional faculty nominated by the Director.

There shall be an external viva-voce for the SIP for 100 marks. The examiner's panel for the same shall include one external faculty member nominated by the University and one internal faculty member nominated by the Director. **The external viva-voce shall be conducted for 15 minutes at least per student.**

The Internal & the External viva-voce shall evaluate the project based on:

1. Actual work undertaken by the student
2. Student's understanding of the organization and business environment
3. Outcome of the project
4. Utility of the project to the organization
5. Basic analytical capabilities

Copies of SIP report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

**MBA SYLLABUS: SEMESTER III
MARKETING MANAGEMENT - SPECIALIZATION**

Semester	III	Specialization	Marketing
Course Code	305MKT	Type	Subject - Core
Course Title	Contemporary Marketing Research		

Course Objectives:

1	To give the students an understanding of marketing research from both user's (management) and doer's (the researchers) perspective.
2	To design and produce, evaluate a research proposal & understand the quality of research studies.
3	To learn the basic skills to conduct professional marketing research.
4	To understand the applications of business research tools in Marketing decision making.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Marketing Research & Applications of Research Designs Meaning & role of Marketing Research, Role of Information in Marketing Decisions, Marketing Research – Sequence of Steps, Meaning & Types of Research Designs – Exploratory, Descriptive & Causal, concept of validity & reliability of a research study Problem Formulation, The decision maker & the environment, alternative courses of action, objectives of decision maker, consequences of alternative courses of action, Translating decision problem to research problem, Preparing & Evaluating Marketing Research proposal. Formulating hypotheses using exploratory research techniques like literature survey, experience survey & analysis of cases. Meaning of Qualitative research & applications of Depth Interviews & Focus Groups in marketing Applications of longitudinal studies in consumer panels, retail shop audit, media audience tracking studies like TRP, brand tracking studies	6+2
2	Data Collection – Questionnaires & Scaling Designing questionnaires & observation forms for different marketing research situations – study of consumer behavior, advertising copy research, media research like readership surveys, opinion polls, retail surveys to understand market potential, channel behavior, mystery shopping etc. Scale Construction, Specifying domain, generating scale items, Basic Scaling Issues like number of scale points, odd number Vs. even number of options, balanced Vs. unbalanced scale, forced Vs. unforced scale, verbal & pictorial description of response categories Scale Purification Process, Deleting scale items using correlations with total score, Reliability Testing using Chronbach Alpha, Validity Testing – Face Validity, Content Validity, Construct Validity, Convergent Validity & Discriminant Validity Applications of Likert, Semantic Differential & Staple Scales for positioning research, brand research, attitudinal studies, customer satisfaction research	8+2
3	Experimental Designs & Sampling Experimentation in Marketing Research, Basic/ classical designs: before – after, before – after with control group, after only with control group, four group – six study design. (Applications expected with interpretation of data) Statistical Designs, Randomized Block Design, Latin Square Design, Factorial Design, Applications related to Test Marketing, study of effectiveness of advertising & sales promotional campaigns Case studies on sampling decisions like defining universe, sampling unit, sampling element, choice of sampling frame, determining sample size for probability & non-probability sampling methods & choice of final sample by using appropriate sampling methods in a step by step manner	6+2

4	Data Analysis – I Testing hypothesis for one mean, two means, two proportions. (Numerical expected with practical examples) Chi Square Test, Observed & Expected Frequencies, ANOVA – One & Two way (numerical expected with practical examples) Conjoint Analysis, Conceptual basis, procedure, type of data required, key decision, how to interpret output, applications to study trade off patterns of consumers as related to different levels of marketing mix elements (Question on interpretation of output is expected) Factor Analysis, Conceptual basis, type of data required, procedure, PCA, Interpreting factor matrix (factor loadings, communalities, Eigen value), determining number of factors using latent root criteria & scree test, interpreting & naming factors, applications in consumer behavior studies (Question on interpretation of output is expected)	7+2
5	Data Analysis – II Cluster Analysis, Conceptual basis, type of data required, procedure, clustering methods – single linkage rule, how to interpret output, applications related to psychographic & lifestyle market segmentation (Question on interpretation of output is expected) Multi- dimensional Scaling & Perceptual Mapping, Conceptual basis, type of data required, key decision- attribute based versus non-attribute based approaches, procedure, how to interpret output, applications related to target market selection & positioning (Question on interpretation of output is expected) Discriminant Analysis (Two Group Case), Conceptual basis, type of data required, determining the coefficients, interpreting discriminant function & classifying subjects using discriminant function, applications in marketing (Question on interpretation of output is expected)	8+2

Learning Resources:		
1	Text Books	Marketing Research - An Applied Orientation by Malhotra and Dash, Pearson Education. Marketing Research by Churchill, Jr, G.A. and D. Iacobucci (2005), South Western: Thomson, 9 th Edition. Marketing Research, Zikmund, Babin, Cengage Learning
2	Reference Books	Marketing Research by Boyd, H.P., R. Westfall and S. F. Stasch. (2004), Delhi: A.I.T.B.S., 7 th Edition. Marketing Research by Burns, G.A. and D. Bush (2006), South Western: Thomson, 9 th Edition. Marketing Research by Green, P.E., Tull, D.S. and G. Albaum (2007), New Delhi: Prentice Hall of India, 5 th Edition. Marketing Research by Suja Nair
3	Supplementary Reading Material	Marketing Research by Luck, D.J. and R.S. Rubin (2005), New Delhi: Prentice Hall of India, 7 th Edition. Marketing Research by Tull, D.S. and D.I. Hawkins (2004), New Delhi: Prentice Hall of India, 6 th Edition.
4	Websites	http://www.nielsen.com/in/en.html http://www.ipsos.com/ https://www.globalopinionpanels.com/home www.jdpower.com/ http://www.ncaer.org/ http://www.marketresearch.com/
5	Journals	A Paradigm for developing Better Measures of Marketing Constructs, by Churchill, G. A., Jr. , Journal of Marketing Research, 26 (February) 1979, pp.64-73. A Comparison of Multidimensional Scaling Methods for Perceptual Mapping by Bijmolt, Tammo H. A.; Wedel, Michel. Journal of Marketing Research (JMR). May99, Vol. 36 Issue 2, p277-285. A survey of the challenges and pitfalls of cluster analysis application in market segmentation by Tuma, Michael N.; Decker, Reinhold; Scholz, Soren W., International Journal of Market Research. 2011, Vol. 53 Issue 3, p391-414. Improving the Predictive Power of Conjoint Analysis: The Use of Factor Analysis and Cluster Analysis by Hagerty, Michael R., Journal of Marketing Research (JMR). May85, Vol. 22 Issue 2, p168-184. An Examination of the Factors Influencing Consumers' Attitudes Towards Social Media Marketing by Akar, Erkan; Topcu, Birol., Journal of Internet Commerce. Jan-Mar2011, Vol. 10 Issue 1, p35-67. Setting Sales Quotas with Conjoint Analysis by Darmon, René Y., Journal of Marketing Research , Feb1979, Vol. 16 Issue 1, p133-140.

Semester	III	Specialization	Marketing
Course Code	306MKT	Type	Subject - Core
Course Title	Consumer Behaviour		

Course Objectives:	
1	To highlight the importance of understanding consumer behavior in Marketing.
2	To study the environmental and individual influences on consumers
3	To understand consumer behavior in Indian context.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Environmental Influences on Consumer Behaviour Basics: Meaning of Customers & Consumers, Consumer Roles, Consumerism & De-marketing Culture & Sub- Culture: Meaning, Characteristics & Relevance to Marketing Decisions Social Class: Meaning, Measurement, Effect on Lifestyles Social Groups: Meaning & Group Properties & Reference Groups Family: Family Life Cycle & Purchasing Decisions Marketing Mix : Influence of marketing mix variables	10 + 2
2	Individual Determinants of Consumer Behavior Personality & Self Concept: Meaning of Personality, Influence on Purchase Decisions Motivation & Involvement: Types of Buying Motives, Motive Hierarchy, Dimensions of Involvement Learning & Memory: Meaning & Principal Elements of Learning, Characteristics of Memory Systems, Recall Attitudes: Meaning & Characteristics, Strategies for Changing Attitudes, Intentions & Behaviors	9 + 2
3	Consumer Decision Making Process Problem Recognition: Types of consumer decisions, types of Problem Recognition, Utilizing problem recognition information Search & Evaluation: Types of information, Sources of Information Search, Search, Experience and Credence Aspects -Marketing Implications Purchasing Process: Why do people shop? Store & Non-store Purchasing Processes, Purchasing Patterns. Post-purchase Evaluation & Behavior: Consumer Satisfaction, Dissatisfaction, Customer Delight, Consumer Complaint Behavior, Post-Purchase Dissonance.	8 + 2
4	Consumer Behavior Models Howard Sheth Model Engel – Blackwell – Miniard Model	4 + 2
5	Indian Consumer Demographic & Socio-economic Profile Measurement of social classes in India using Socio-Economic Classes (SEC) in Urban & Rural Markets Living Standards Measures (LSM). Characteristics of BoP Consumers.	4 + 2

Learning Resources:		
1	Text Books	Consumer Behaviour by David L. Loudon & Albert J. Della Bitta, Tata McGraw Hill, 4 th Edition Consumer Behaviour, Hawkins, Mothersbaugh, Tata McGraw Hill Consumer Behaviour, Batra, Kazmi, Excel Books
2	Reference Books	Consumer Behavior by Leon Schiffman, Leslie Kanuk, S.Ramesh Kumar, Pearson, 10 th Edition Consumer Behaviour by Engel, Blackwell & Miniard Consumer Behavior - An Indian perspective by Dr. S.L Gupta, Sumitra Pal, Sultan Chand and Sons Consumer Behavior - In Indian Perspective by Suja R. Nair, Himalaya Publishing House. Why we Buy: The Science of Shopping by Paco Underhill, Simon and Schuster Paperbacks.
3	Supplementary Reading Material	We are like that only by Rama Bijapurkar, Penguin The Marketing White Book, Business World Economic Times, Business Standard, Mint, Business world.(Brand equity & Brand wagon)
4	Websites	http://www.censusindia.gov.in/default.aspx http://www.ncaer.org/ http:// www.consumerpsychologist.com
5	Journals	The Disciplinary Status of Consumer Behavior: A Sociology of Science Perspective on Key Controversies by Macinnis, Deborah J.; Folkes, Valerie S., Journal of Consumer Research. Apr2010, Vol. 36 Issue 6, p899-914. Consumer Learning and Its Impact on Store Format Selection- Detail Only by van Waterschoot, Walter; Kumar Sinha, Piyush; Van Kenhove, Patrick; De Wulf, Kristof., Journal of Retailing & Consumer Services. May2008, Vol. 15 Issue 3, p194-210. Interpersonal Influence on ConsumerBehavior: An Attribution Theory Approach by Calder, Bobby J.; Burnkrant, Robert E. Journal of Consumer Research. Jun77, Vol. 4 Issue 1, p29-38. 10p. Satisfaction Attributions and Consumer Complaint Behavior by Krishnan, S.; Valle, Valerie A., Advances in Consumer Research. 1979, Vol. 6 Issue 1, p 445-449.

Semester	III	Specialization	Marketing
Course Code	307MKT	Type	Subject - Elective
Course Title	Integrated Marketing Communications		

Course Objectives:	
1	To provide an overview of the range of tools available for Marketing Communications
2	To provide an understanding of the basic principles of planning and execution in Marketing Communications
3	To acquaint the students with concepts and techniques in the application for developing and designing an effective advertising and sales promotion program.
4	To sensitize students to the various facets of advertising, public relation and promotion management.
5	To develop a managerial perspective and an informed decision-making ability for effective and efficient tackling of promotional situations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction of IMC: IMC; IMC components – the foundation, advertising tools, promotional tools, integrated tools, refining the IMC program; The Value of IMC plans – information technology, changes in channel power, increase in competition, brand parity, integration of information, decline in the effectiveness of mass-media advertising; The role of IMC	5 + 1
2	Advertising: Overview of advertising management; Advertising and IMC process; Choosing an advertising agency; Advertising planning and research; Advertising goals – building brand images, providing information, persuasion, supporting marketing efforts, encouraging action; Advertising budget; Media Selection; The Creative Brief – objective, target audience, message theme, support, constraints; Advertising design; Advertising media selection.	5 + 1
3	Sales Promotion: The scope and role of sales promotion; Consumer oriented sales promotion; Trade oriented sales promotion; Coordinating sales promotion and advertising; Sales promotion abuse; Personal selling	5 + 1
4	Public Relations, Publicity and Corporate Advertising: Public Relations Publicity and Corporate advertising; Public Relations functions; Creating positive image building activities; Preventing or reducing image damage; sponsorship and event marketing; Role of internet in PR.	5 + 1
5	Evaluation Monitoring and Control: Measuring the effectiveness of promotional program; Conducting research to measure advertising effectiveness; Testing process; Establishing the program for measuring the advertising effects; Measuring the effectiveness of other program elements	5 + 1

Learning Resources:		
1	Text Books	Integrated Advertising, Promotion and Marketing Communication by Clow, Kenneth & Black, Donald, Pearson Education, New Delhi. Advertising and Promotion by Belch, George and Belch, Michael, Tata McGraw Hill, New Delhi.
2	Reference Books	Advertising Management by Jethwaney, Jaishree and Jain, Shruti, Oxford University Press, New Delhi. Advertising and Promotions, Semenik Allen, Cengage Learning Advertising and Promotion, SHH Kazmi, Satish Batra, Excel Books Advertising and Promotions, Shah, D'Souza, Tata McGraw Hill Integrated Marketing Communication by Niraj Kumar
3	Supplementary Reading Material	Advertising Principles and Practice by Wells, William, Burnett, John and Moriarty, Sandra, Pearson Education, New Delhi.
4	Websites	http://www.ascionline.org/ http://www.aaaindia.org/ http://www.jpssm.org/
5	Journals	The Evolution of IMC: IMC in a Customer-driven Marketplace, by Schultz, Don E., Patti, Charles H. Journal of Marketing Communications. Apr2009, Vol. 15 Issue 2/3, p75-84. Comparing the Application of Integrated Marketing Communication (IMC) In Magazine Ads across Product Type and Time, by Grove, Stephen J., Carlson, Les, Dorsch, Michael J. Journal of Advertising. Spring2007, Vol. 36 Issue 1, p37-54. The Brand Capability Value of Integrated Marketing Communication (IMC), by Ratnatunga, Janek, Ewing, Michael T. Journal of Advertising. Winter2005, Vol. 34 Issue 4, p25-40 Performance Auditing of Integrated Marketing Communication (IMC) Actions and Outcomes, by Reid, Mike. Journal of Advertising. Winter2005, Vol. 34 Issue 4, p41-54 Integrated Marketing Communication (IMC) and Brand Identity As Critical Components Of Brand Equity Strategy, by Madhavaram, Sreedhar, Badrinarayanan, Vishag, McDonald, Robert E. Journal of Advertising. Winter2005, Vol. 34 Issue 4, p69-80 IMC: Has anything really changed? A new perspective on an old definition, by Luck, Edwina, Moffatt, Jennifer. Journal of Marketing Communications. Dec2009, Vol. 15 Issue 5, p311-325. Perceptions of IMC after a Decade of Development: Who's at the Wheel, and How Can We Measure Success? By Swain, William N., Journal of Advertising Research. Mar2004, Vol. 44 Issue 1, p46-65. The Self-Activation Effect of Advertisements: Ads Can Affect Whether and How Consumers Think about the Self by Trampe, Debra, Stapel, Diederik A., Siero, Frans W. Journal of Consumer Research. Apr2011, Vol. 37 Issue 6, p1030-1045 How Advertising Affects Sales: Meta-Analysis of Econometric Results by Assmus, Gert, Farley, John U., Lehmann, Donald R. Journal of Marketing Research (JMR). Feb1984, Vol. 21 Issue 1, p65-74. The March to Reliable Metrics by Smit, Edith G., Neijens, Peter C. Journal of Advertising Research. Mar2011 Supplement, Vol. 51, p124-135.

Semester	III	Specialization	Marketing
Course Code	308MKT	Type	Subject - Elective
Course Title	Product Management		

Course Objectives:	
1	To make the students appreciate the various facets of the job of a product manager.
2	To highlight the strategic role of product management in organizational and functional context.
3	To emphasize the financial and other metrics of effective product management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Product Management: Product management as a basis of marketing organization structure. Role of product manager, skills required for product management. Product management in consumer product industry Vs. industrial product industry. Overview of product level marketing plans	3 + 1
2	Defining Competitive Set & Category Attractiveness Analysis Levels of Market Competition & Its Product Strategy Implications: product form level, product category level, generic level, budget competition Methods of Determining Competitors: managerial judgment & customer based measures, competitor selection, sources of competitor information – primary & secondary sources Assessing competitors' current objectives & strategies, differential advantage analysis, Predicting competitors' future strategies. Category attractiveness analysis through aggregate market factors & category factors	6 + 1
3	Understanding Consumer Needs & Converting into Products 3.1 Capturing consumer voice , converting it into ideas, concepts & products, Using QFD & Kano diagram for new product development, Selecting product – price performance levels, 3.2 New Product Failure	5 + 1
4	Developing Product Strategy: 4.1 Elements of a product strategy, setting objectives, selection of strategic alternatives – increasing sales, market share, profitability 4.2 Packaging & Labeling design 4.3 Positioning: Choice of customer targets, competitor targets & core strategy – cost/price, non-price strategies 4.4 Product strategy over the life cycle – strategies for introduction, growth, maturity & decline stages	6 + 1
5	Financial Analysis & Performance Appraisal for Product Management 5.1 Sales Analysis: Overview, Value of sales analysis, roadblocks. 5.2 Profitability Analysis: Conventional product profit accounting, Contribution oriented systems, Using the contribution margin rate. 5.3 Strategic Framework for Control: Price-quantity decomposition, penetration – Market size decomposition 5.4 Capital Budgeting for Product Strategy: Overview and Basics 5.5 Marketing Metrics: Customer Based Metrics, Product-Market Based Metrics, Marketing Mix Metrics, Web Metrics.	5 + 1

Learning Resources:		
1	Text Books	Product Management by Lehmann & Winer, TMGH, 4 th Edition Product & Brand Management, U.C. Mathur, Excel books
2	Reference Books	Product Management by Dr. C. Anandan, TMGH
3	Supplementary Reading Material	Selling Blue Elephants by Moskowitz and Gofman, Wharton School Publishing, Pearson Power. Twenty-one Immutable Laws of Marketing by Ries & Trout
4	Websites	http://www.entrepreneur.com/ http://www.ibef.org/
5	Journals	<p>A Combined QFD and Integer Programming Framework to Determine Attribute Levels for Conjoint Study by Chaudhuri, Atanu; Bhattacharyya, Malay., International Journal of Production Research. Dec2009, Vol. 47 Issue 23, p6633-6649.</p> <p>The Application of Quality Function Deployment (QFD) in Product Development - The Case Study of Taiwan Hypermarket Building by Shih-Shue Sher., Journal of American Academy of Business, Cambridge. Mar2006, Vol. 8 Issue 2, p292-295.</p> <p>QFD Analysis: From Customer Needs to Design Specs by Gould, Lawrence S., Automotive Design & Production. Jun2006, Vol. 118 Issue 6, p56-57.</p> <p>Virtual Product Experience and Customer Participation—A Chance for Customer-centred, Really New Products by Füller, Johann; Matzler, Kurt., Technovation. Jun/Jul2007, Vol. 27 Issue 6/7, p378-387.</p> <p>Developing New-to-the-Firm Products: The Role of Micro-political Strategies by Sethi, Rajesh; Iqbal, Zafar; Sethi, Anju., Journal of Marketing. Mar2012, Vol. 76 Issue 2, p99-115. 17p. 1</p> <p>The Impact of Product Market Strategy-Organizational Culture Fit on Business Performance by Yarbrough, Larry; Morgan, Neil; Vorhies, Douglas., Journal of the Academy of Marketing Science. Aug2011, Vol. 39 Issue 4, p555-573</p> <p>Transforming the Nature and Scope of New Product Development by Pitta, Dennis; Pitta, Elizabeth., Journal of Product & Brand Management. 2012, Vol. 21 Issue 1, p35-46. 12p</p> <p>Why Most Product Launches Fail? by Schneider, Joan; Hall, Julie. Harvard Business Review. Apr2011, Vol. 89 Issue 4, p21-23.</p> <p>Do You Need a New Product-Development Strategy? by MacCormack, Alan; Crandall, William; Henderson, Paul; Toft, Peter., Research Technology Management. Jan/Feb2012, Vol. 55 Issue 1, p34-43.</p> <p>The Impact of the Corporate Mind-set on New Product Launch Strategy and Market Performance by Talke, Katrin; Hultink, Erik Jan., Journal of Product Innovation Management. Mar2010, Vol. 27 Issue 2, p220-237.</p> <p>Evolution of Firms' Product Strategy Over the Lifecycle of Technology-Based Industries: A Case Study of the Global Mobile Phone Industry, 1980-2009 by Giachetti, Claudio; Marchi, Gianluca., Business History. Dec 2010, Vol. 52 Issue 7, p1123-1150.</p> <p>Competitive Strategies For NewProduct Marketing Over The Life Cycle by Kotler, Philip., Management Science. Dec1965, Vol. 12 Issue 4, pB-104-B-119.</p> <p>Assessing Marketing Performance: Don't Settle for a Silver Metric by Ambler, Tim; Roberts, John H. Journal of Marketing Management. Sep2008, Vol. 24 Issue 7/8, p733-750.</p> <p>Marketing and Firm Value: Metrics, Methods, Findings, and Future Directions by Srinivasan, Shuba; Hanssens, Dominique M. Journal of Marketing Research (JMR). Jun2009, Vol. 46 Issue 3, p293-312. 20p.</p> <p>Taking on the Metrics Challenge by Patterson, Laura. Journal of Targeting, Measurement & Analysis for Marketing. Sep2007, Vol. 15 Issue 4, p270-276. 7p. 1</p>

Semester	III	Specialization	Marketing
Course Code	309MKT	Type	Subject - Elective
Course Title	Strategic Brand Management		

Course Objectives:	
1	To introduce different approaches to measuring brand equity.
2	To provide conceptual framework for managing brands strategically.
3	To emphasize the role of brands, the concept of brand equity and the advantages of creating strong brands.
4	To provide insights into how to create profitable brand strategies by building, measuring and managing brand equity.

Syllabus:

Unit Number	Contents	Number of Sessions
1	1.1 Introduction to Brand Management: What is a brand? Why do brands matter? Branding challenges and opportunities , Brand equity concept , Strategic brand management process , Identifying and establishing brand positioning, Planning and implementing brand marketing programs, Measuring and interpreting brand performance, Growing and sustain brand equity 1.2 Brand Equity Models: Brand Asset Valuation, Aaker Model, BRANDZ ,Brand Resonance	6 + 1
2	2.1 Identifying and Establishing Brand Positioning and Values: Customer based Brand equity , Brand knowledge, Sources of brand equity - Brand Awareness, Brand Image, The Four steps of brand building, Creating customer value, Identifying and establishing brand positioning, Positioning guidelines	5 + 1
3	3.1 Planning and Implementing Brand Marketing Programs: Choosing brand elements to build brand equity, Options and tactics for Brand, New perspectives on marketing, Integrating marketing communication to build brand equity, Conceptualizing the leveraging process, Co- branding, Celebrity Endorsements	5 + 1
4	4.1 Measuring and Interpreting Brand Performance: The brand value chain, Designing brand tracking studies, Capturing customer mind set through quantitative research techniques	4 + 1
5	5.1 Growing and Sustaining Brand Equity: Brand architecture, Brand hierarchy, Designing brand strategy, New products, Brand extensions- advantage and disadvantage, Reinforcing brands, Revitalizing brands, Brand failures.	5 + 1

Learning Resources:		
1	Text Books	Strategic Brand Management by Kevin Lane Keller, Pearson, 3 rd Edition Strategic Brand Management by J N Kapferer, Kogan Page, 4 th Edition.
2	Reference Books	Building Brand Equity by Aaker Ingredient Branding : Making the Invisible Visible by Kotler Philip Brand Vision To Brand Evaluation by Leslie Chernatony Branding Concepts & Process by Debashish Pati Brand Positioning Strategies for Competitive Advantage by Subrato Sen Gupta Managing Indian Brands by S. Ramesh Kumar Product & Brand Management, U. C. Mathur, Excel Books
3	Supplementary Reading Material	The Economic Times – Weekly Brand Equity Supplement The Financial Express - Weekly Brand Wagon Supplement The Business Standard – Weekly Strategist Supplement
4	Websites	http://www.ibef.org/ http://www.brandequity.com/
5	Journals	How Important Are Brands? A Cross-Category, Cross-Country Study by Fischer, Marc; Völckner, Franziska; Sattler, Henrik., Journal of Marketing Research (JMR), Oct2010, Vol. 47 Issue 5. Increasing shareholder value through building Customer and Brand Equity by Bick, Geoffrey N. C., Journal of Marketing Management, Feb2009, Vol. 25 Issue 1/2 Conceptualizing, Measuring, Managing Customer-Based Brand Equity by Keller, Kevin Lane., Journal of Marketing, Jan1993, Vol. 57 Issue 1. Assessing long-term brand potential by Keller, Kevin Lane; Lehmann, Donald R., Journal of Brand Management, Sep2009, Vol. 17 Issue 1. Measurement of Brand Equity of Brand India by Patel, Pratik C. Journal of Marketing & Communication, Jan2010, Vol. 5 Issue 3. Exploring Customer Brand Engagement: Definition and Themes, by Hollebeek, Linda. Journal of Strategic Marketing. Nov 2011, Vol. 19 Issue 7, p555-573.

Semester	III	Specialization	Marketing
Course Code	310MKT	Type	Subject - Elective
Course Title	Personal Selling Lab		

Course Objectives:	
1	To outline the areas in which sales executives make decisions
2	To emphasize the role of sales executives as planners of sales operations and a key figure in implementing marketing strategies.
3	To give hands on inputs on the selling process.

Syllabus:

Unit Number	Contents	Number of Sessions
1	1.1 Introduction to Personal Selling & Salesmanship: Defining Personal selling and salesmanship, Selling as a profession, Objectives and importance of personal selling, Essentials of Personal Selling, Traditional & Modern Selling Approach, Ethics in Selling, Role of Selling in Marketing, Types of selling, Qualities of Winning Sales Professionals-Physical, Mental, Social and Character Traits. 1.2 Introduction to Theories of Selling: AIDA, Right set of circumstances theory of selling , Buying Formula theory of selling, Behavioral Equation theory	5 + 1
2	Personal Selling Process-I: Prospecting- objectives, sources and methods, Lead Generation, Getting appointment, Sales Responsibilities and Preparation; Pre approach-step toward sales planning-elements of sales call planning; Customer need discovery & Analysis; Approach- sales presentation/ demonstration- selection of appropriate presentation method, essentials of presentation, sales presentation mix- persuasive communication, visual presentation and dramatization, Use of questions- Direct questions, non-directive questions, rephrasing, redirect questions;	5 + 1
3	Personal Selling Process-II: Handling objection- hidden, stalling, no need, money objection, etc., objection handling techniques, Closing the sale- reading buying signals, closing techniques- the alternative choice, assumptive, the compliment, the summary, the continuous, the minor point, the tea account, the standing room and the probability; Follow up after sales- Discuss service requirements, handling complaints, Key Account Management.	5 + 1
4	Personal Selling Skills: Negotiation, Communication, Listening Skills, Presentation and Demonstration, , Body Language- Space, Moments, Eye Contacts & Postures, Follow up Calls, Writing Effective Sales Letters and e-mails, Positive Mental Attitude, Goal Setting, Effective Dressing, Managing Yourself and Time, Cold Call Mechanism.	5 + 1
5	Personal Selling: Applications and Situations: Selling of services- financial, IT and telecommunication, advertising, education (Coaching and institutions); Selling of industrial products- raw material, capital goods, supplies; Selling of consumer goods- convenience, shopping and specialty goods; International selling; Selling in rural markets; Selling high and low involvement products; Selling to new and existing customers/ Market; Selling to end users, intermediaries, government departments and agencies; Selling individual and groups.	5 + 1

Learning Resources:		
1	Text Books	Fundamentals of Selling by Charles M. Futrell, Tata McGraw Hill 10 th Edition A B C' s of Selling by Charles M. Futrell, AITBS, New Delhi, World Class Selling by Roy Chitwood, JAICO Publishing House
2	Reference Books	Successful Selling Solutions by Julian Clay, Viva Books Value Added Selling by Tom Reilly, TMGH 2004 Edition. Achieving Sales Excellence by Howard Stevens, Viva Books Pvt. Ltd. Power Sales Presentation by Stephan Schiffman, Adams Media Corporations. Sales Essentials by Stephan Schiffman, Avon Massachusset
3	Supplementary Reading Material	Smarter Selling by Keith Dugdale & Lambert, Prentice Hall. Successful Sales- Get Brilliant Results Fast by Pauline Rowson, Viva Books. Successful Selling Skills by Richard Denny, The Sunday Times. The Art and Science of Negotiation by Raiffa H, Cambridge: Belknap/Harvard Press, 1982. Getting to Yes by Fisher R and Ury W, Harmondsworth Middlesex, GB Penguin Books, 1983.
4	Websites	www.professionalsalestips.com www.eyeeonsales.com www.semi.org www.salecareersonline.com
5	Journals	Journal of Personal Selling & Sales Management Journal of Consumer Marketing Sales and Marketing - Nielsen Business Media

Semester	III	Specialization	Marketing
Course Code	311MKT	Type	Subject - Elective
Course Title	Qualitative Marketing Research		

Course Objectives:	
1	To introduce the qualitative research applications in Marketing
2	To familiarize commonly used strategies in qualitative research

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Qualitative Research Meaning & role of Qualitative Research, Situations in which QR is needed, concept of validity & reliability in qualitative research, limitations Difference between qualitative & quantitative research, career opportunities in Qualitative Research, Skills required Depth Interviews: Concept, Use, Techniques to elicit data Focus Groups: Role & qualities of a Moderator, Setting, Number of groups, Number of participants & composition, Duration of focus groups	6+1
2	Projective Techniques Principle of projection, applications Association, construction, expression based techniques How to design & interpret Zaltman's Metaphor Elicitation Techniques	3+1
3	Observation Methods in Qualitative Research Types of Observations Designing Observation forms	6+1
4	Ethnography & Grounded Theory: Concept Overview, Methodological details, Types, Applications, Limitations.	6+1
5	Physiological Measures: Developments in neuro-sciences, applications in marketing research & marketing	4+1

Learning Resources:		
1	Text Books	An Introduction to Qualitative Research by Uwe Flick, 4 th Edition, SAGE Research Methods in the Social Sciences by Bridget Somekh & Cathy Lewin, 5 th Edition, SAGE India
2	Reference Books	Qualitative Research Methods in Public Relations and Marketing Communications by Christine Baymon & Immy Holloway, 1 st Edition, Routledge
3	Supplementary Reading Material	Qualitative Journeys –Minichiello& Kottler, SAGE
4	Websites	http://www.qualitative-research.net/ http://slu.edu/organizations/qrc/QRjournals.html/
5	Journals	Methodology or "Methodolatry"? An evaluation of focus groups and depth interviews, by David Stokes; Richard Bergin., Qualitative Market Research: An International Journal. Feb2006, Vol. 9 Issue 1, p26-37. A Critical Comparison of Offline Focus groups, Online Focus groups and e-Delphi, by Brüggem, Elisabeth; Willems, Pieter., International Journal of Market Research. 2009, Vol. 51 Issue 3, p363-381 Quantification of Transcripts from Depth Interviews, Open-ended Responses and Focus Groups by Schmidt, Marcus., International Journal of Market Research. 2010, Vol. 52 Issue 4, p483-508. Interpreting Consumer Perceptions of Advertising: An Application of the Zaltman Metaphor Elicitation Technique, by Coulter, Robin A.; Zaltman, Gerald; Coulter, Keith S., Journal of Advertising. Winter2001, Vol. 30 Issue 4, p1-21. Using the Zaltman Metaphor Elicitation Technique to Understand Brand Images, by Coulter, Robin Higie; Zaltman, Gerald., Advances in Consumer Research. 1994, Vol. 21 Issue 1, p501-507. Hanging Around with People. Ethnography in Marketing Research and Intelligence Gathering, by Boddy, Clive R., Marketing Review. Summer2011, Vol. 11 Issue 2, p151-163 Doing Sensory Ethnography in Consumer Research, by Valtonen, Anu; Markuksela, Vesa; Moisander, Johanna., International Journal of Consumer Studies. Jul2010, Vol. 34 Issue 4, p375-380. The Influence of Information about Labour Abuses on Consumer Choice of Clothes: A Grounded Theory Approach, by Valor, Carmen., Journal of Marketing Management. Sep2007, Vol. 23 Issue 7/8, p675-695.

Semester	III	Specialization	Marketing
Course Code	312MKT	Type	Subject - Elective
Course Title	Customer Relationship Management		

Course Objectives:	
1	To introduce the core concepts of CRM paradigm
2	To emphasize CRM as a business strategy
3	To highlight the role of appropriate business process and technology management capabilities in managing customer relationships.
4	To help the students understand the organizational context of CRM.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Fundamentals of CRM:</p> <p>1.1 Understanding Relationships: What is a relationship? Relationship Quality, Why companies want relationships with customers? Why companies do not want relationships with customers? Why customers want relationships with suppliers? Why customers do not want relationships with suppliers? Customer satisfaction – loyalty – business performance linkage, Satisfaction-profit chain, Relationship management theories.</p> <p>1.2 Introduction to CRM: Introduction , Strategic CRM, Operational CRM, Analytical CRM, Collaborative CRM, Misunderstandings about CRM, Defining CRM, CRM constituencies, Commercial and not-for-profit context of CRM, Models of CRM.</p>	5 + 1
2	<p>Managing the Customer Life Cycle:</p> <p>2.1 Customer Acquisition: What is a new customer? Understanding Customer Value, Sources of Customer Value, Customization, Value from products – services – processes – people – physical evidence – customer communication – channels, Customer Value estimates, Prospecting, KPI of a customer acquisition programme, Making the right offer, Operational CRM tools, Support from CRM Analytics.</p> <p>2.2 Customer Retention & Development: What is customer retention? Managing Customer Retention or Value Retention? Economics of Customer Retention, Which Customers to retain? Strategies of Customer Retention, Positive Customer Retention Strategies, KPI for a Customer Retention programme, Strategies for Customer Development, Strategies for terminating Customer Relationships.</p>	5 + 1

3	<p>CRM Mechanics:</p> <p>3.1 CRM Enablers: Customer related database, Developing a Customer related database, Database technology and hardware platform options, Maintaining the database, Desirable Database Attributes, Data Integration, Data Warehousing, Data Marts , Data Access and Interrogation, Data Mining, Privacy Issues.</p> <p>3.2 Customer Portfolio Management: What is a portfolio? Who is the Customer? Basic disciplines for CPM, Market Segmentation, Sales Forecasting, Activity Based Costing, Lifetime Value Estimation, CPM in the B2B context, Strategically Significant Customers, Seven Core Customer Management Strategies.</p> <p>3.3 Customer Relationship Management and Customer Experience Management: What is meant by Customer Experience? Experiential Marketing Strategies and Tactics, Customer Experience and the role of CRM.</p>	5 + 1
4	<p>Managing Networks for CRM: What is a Network? Business Networks, Network Position, Concept of Focal firm, Business Networks and CRM, SCOPE of CRM, Supplier Networks, Distribution Networks, Management of Networks, Supplier Relationships, Product Development, Supplier Accreditation Programmes, Process Alignment, E Procurement, Partners in Value Creation, Alliance between non-competing firms, Alliance between competing firms, Benchmarking Partners, Customer Advocacy groups, Sponsors, Partners in Value Delivery.</p>	5 + 1
5	<p>Organizational Issues and CRM: Organizational roles and CRM, Strategic goals of CRM, Conventional customer management structures, Network and Virtual organizations, Person-to-person contacts, Key Account Management, Team Selling, Employees and Internal Marketing, Empowerment, Employee Relationship Management.</p>	5 + 1

Learning Resources:		
1	Text Books	Customer Relationship Management – Concepts and Technologies by Francis Buttle, 2 nd Edition, Butterworth Heinemann, Elsevier Relationship Management – Text and Cases, S. Shajahan, TMGH.
2	Reference Books	Handbook of Relationship Marketing by Jagdish Sheth and Atul Parvatiyar, Response Books, Sage Publications. Customer Relationship Management – Perspectives from the Marketplace by Simon Knox, Stan Maklan, Adrian Payne, Joe Peppard and Lynette Ryals, Elsevier. Total Relationship Management by Evert Gummesson, Elsevier. Understanding CRM, Seema Girdhar, Excel Books
3	Supplementary Reading Material	Relationship Marketing edited by Adam Lindgreen, ICFAI books. Customer Relationship Management in Indian Banking Industry by R K Uppal, New Century Publications, 2008, 1 st Edition.
4	Websites	http://www.crm.com/ http://www.crmondemand.oracle.com/
5	Journals	Customer Relationship Management: Emerging Practice, Process, and Discipline by Parvatiyar, Atul; Sheth, Jagdish N., Journal of Economic & Social Research. 2001, Vol. 3 Issue 2, p1. A Strategic Framework for Customer Relationship Management by Payne, Adrian; Frow, Pennie. Journal of Marketing. Oct2005, Vol. 69 Issue 4, p167-176. Customer Relationship Management: from Strategy to Implementation by Payne, Adrian; Frow, Pennie. Journal of Marketing Management. Feb2006, Vol. 22 Issue 1/2, p135-168. Making Customer Relationship Management Work: The Measurement and Profitable Management of Customer Relationships by Ryals, Lynette. Journal of Marketing. Oct2005, Vol. 69 Issue 4, p252-261. The Role of Customer Gratitude in Relationship Marketing by Palmatier, Robert W; Jarvis, Cheryl Burke; Bechhoff, Jennifer R; Kardes, Frank R. Journal of Marketing. Sep2009, Vol. 73 Issue 5, p1-18. Important Elements in Customer Relationship Management by Mandic, Miroslav. International Journal of Management Cases. Sep2011, Vol. 13 Issue 3, p347-351. Types of Customer Relationship Ending Processes by Michalski, Silke. Journal of Marketing Management. Nov2004, Vol. 20 Issue 9/10, p977-999. Building Service Relationships: It's All About Promises by Bitner, Mary Jo. Journal of the Academy of Marketing Science. Fall95, Vol. 23 Issue 4, p246-251 Referral Programs and Customer Value by Schmitt, Philipp; Skiera, Bernd; Van den Bulte, Christophe. Journal of Marketing. Jan2011, Vol. 75 Issue 1, p46-59. Customer Lifetime Value Measurement by Borle, Sharad; Singh, Siddharth S.; Jain, Dipak C. Management Science. Jan2008, Vol. 54 Issue 1, p100-112. Undervalued or Overvalued Customers: Capturing Total Customer Engagement Value. By Kumar, V.; Aksoy, Lerzan; Donkers, Bas; Venkatesan, Rajkumar; Wiesel, Thorsten; Tillmanns, Sebastian. Journal of Service Research. Aug2010, Vol. 13 Issue 3, p297-310.

Semester	III	Specialization	Marketing
Course Code	313MKT	Type	Subject - Elective
Course Title	Marketing and the Law		

Course Objectives:	
1	To understand the pervasive impact of the Law and our legal system on marketing activities.
2	To highlight how decisions of marketing executives raise issues which should be carefully evaluated as to their legal consequences before they are implemented?
3	The underline that a failure to appreciate these legal implications can lead to seriously damaging, if not disastrous, results for a firm
4	To address National Laws and court decisions that relate to the four main areas of marketing study, the so-called "four P's" of marketing: product, price, place and promotion.

Syllabus:

Unit Number	Contents	Number of Sessions
1	1.1 Legal Issues Relating to Product Quality and Material Movement: Conditions and warranties, Implied Conditions, Rule of Caveat Emptor [Buyer Beware], Transfer of Title, Nemo Dat Quod Non Habet, Sea Transit: FOB, CIF, Ex. Ship, Rights of Unpaid Seller, Lien, Stoppage in Transit, Right to Resale, Remedies. 1.2 Laws Relating to Services Marketing: Concept of Service, Deficiency in Service, Real Estates, Hospital, Carrier, Courier, Bank, Transport Service	5 + 1
2	Legal Aspects of Unfair Trade Practices and Some Aspects of Advertisement: False and Misleading Representation, Bait Advertising and Bargain Price, Offering Gifts and Prizes and Conducting Promotional Contests, Withholding Information about Final Results of scheme, Hoarding and Destruction of Goods, Spurious Goods	5 + 1
3	3.1 Legal Aspects of Restrictive Trade Practices: Salient features of MRTP Act, Tie-in Sales or Full Line Forcing, Price Fixing, Predatory Pricing, Exclusive Dealing, Territorial Restriction, Refuse to Deal 3.2 Restraint of Trade: Knock-Out Agreement, Trade Combination, Solus or Exclusive Dealing Agreements, Restraints upon Employees	5 + 1
4	4.1 Laws Relating to Common Carrier: Definition of Common Carrier, Distinction between Common Carrier and Pvt. Carrier, Liabilities of Common Carrier 4.2 Legal Aspects of Delivering Goods for Carriage and Warehousing: Rights of Warehouse, Duties and Liabilities of Warehouse	5 + 1
5	Competition Law: Introduction, Meaning, Anti-competitive Agreement, Anti-competitive Agreement: Competition Commission of India (CCI) Competition within India & Effects Doctrine, Anti-competitive Agreement: Horizontal, Anti-competitive Agreement: Fixing Prices - Cartels, Anti-competitive Agreement: Vertical Agreements, Anti-competitive Agreement: Limiting and Controlling Production & Investment.	5 + 1

Learning Resources:		
1	Text Books	Elements of Mercantile Law, N.D. Kapoor, 32nd Edition , Sultan Chand
2	Reference Books	Sale of Goods Act, by Avtar Singh Consumer Protection, by Dr. V.K. Agarwal Competition Law, by D.P. Mittal Legal aspects of Marketing Strategy, by Louis W. Stern / Thomas L. Eovaldi Law of Contract, by Avtar Singh Law of Carriage, by Avtar Singh
3	Supplementary Reading Material	Bare Acts of Sale of Goods Act 1930 (Unit one) Consumer Protection Act, 1986 (Unit two) The Monopolies & Restrictive Trade Practices Act (Unit three) Sale of Goods Act 1930 & The Carriers Act, 1865 (Unit four) The Competition Act, 2002 (Unit five) All India Reports (AIR)
4	Websites	http://www.ebc-india.com www.lawmin.nic.in www.mca.gov.in/Ministry/mrtpc.html www.eximguru.com http://www.wto.org http://www.indianembassy.org/policy/WTO http://www.indlii.org http://www.caiindia.org/ www.cci.gov.in
5	Journals	Journal of Consumer Affairs Journal of Consumer Marketing Indian Law Journal Legal news & views (Magazine with latest articles) LawZ (Magazine)

Semester	III	Specialization	Marketing
Course Code	314MKT	Type	Subject - Elective
Course Title	Finance for Marketing Professionals		

Course Objectives:

1	To understand the marketing – finance interdependence
2	To learn about the cost implications in marketing decisions

Syllabus:

Unit Number	Contents	Number of Sessions
1	Marketing Finance Interface: Marketing Finance Interdependence – Cost Revenue Investment Framework in Marketing	5 + 1
2	Marketing Planning : Marketing Organization for Planning - Corporate Planning and Marketing – Budgetary Control in Marketing – Product Planning and Development	5 + 1
3	Marketing Decisions: Cost Analysis in Marketing Decisions – Marginal Costing and Break-even Analysis – Investment and Capital Budgeting Decisions related to Marketing	5 + 1
4	Performance Evaluation in Marketing: Measures for Marketing Performance – Evaluation of Salesmen Performance – Evaluation of Advertisement Expenditure and Advertisement Effectiveness – Evaluation of Distribution – Evaluation of Marketing Research – Marketing Audit	5 + 1
5	Marketing Control : MIS and Control Systems in Marketing - Control on Working Capital – Receivables Management – Profit Control – Product Line Accounting and Variance Analysis – Product Life Cycle Profitability – Customer Life Cycle Profitability – Evaluation of Pricing Strategy	5 + 1

Learning Resources:		
1	Text Books	Marketing Management – A Finance Emphasis by B K Chatterjee, Jaico Books Marketing Finance, Turning Strategies into Shareholder Value by Keith Ward, Elsevier Butterworth Heinemann
2	Reference Books	Financial Management by Prasanna Chandra, TMGH, 7 th Edition
3	Supplementary Reading Material	Market Opportunity Analysis: Text and Cases by Stevens, Sherwood, Dunn and Loudon, Jaico Books.
4	Websites	http://www.marketingdecisions.net/
5	Journals	<p>Marketing Performance Measurement Systems: Does Comprehensiveness Really Improve Performance? by Homburg, Christian; Artz, Martin; Wieseke, Jan., Journal of Marketing. May2012, Vol. 76 Issue 3, p56-77.</p> <p>Marketing Performance Measurement Ability and Firm Performance by O'Sullivan, Don; Abela, Andrew V., Journal of Marketing. Apr2007, Vol. 71 Issue 2, p79-93.</p> <p>The Management Challenge of Marketing Costs by Culliton, James W., Harvard Business Review. Jan1948, Vol. 26 Issue 1, p74-88</p> <p>Improved Efficiency and Reduced Cost in Marketing by Parker, Donald D., Journal of Marketing. Apr1962, Vol. 26 Issue 2, p15-21.</p> <p>The marketing accounting interface -- lessons and limitations by Sidhu, Baljit K.; Roberts, John H., Journal of Marketing Management. Sep2008, Vol. 24 Issue 7/8, p669-686.</p> <p>The Marketing Budgeting Process: Marketing Management Implications by Piercy, Nigel F., Journal of Marketing. Oct87, Vol. 51 Issue 4, p45-59.</p> <p>New Approaches to Analyzing Marketing Profitability by Mossman, Frank H.; Fischer, Paul M.; Crissy, W. J. E., Journal of Marketing. Apr1974, Vol. 38 Issue 2, p43-48.</p> <p>Price-Cost Planning by Fogg, C. Davis; Kohnken, Kent H., Journal of Marketing. Apr1978, Vol. 42 Issue 2, p97-106.</p> <p>Determining marketing costs and returns in alternative marketing channels by Hardesty, Shermain D.; Leff, Penny., Renewable Agriculture & Food Systems, Mar2010, Vol. 25 Issue 1, p24-34.</p> <p>Marketing Audits and Auditing: Diagnosis through Intervention by Brownlie, Douglas., Journal of Marketing Management. Jan-Apr1996, Vol. 12 Issue 1-3, p99-112.</p> <p>The Marketing Audit and Organizational Performance: An Empirical Profiling by Taghian, Mehdi; Shaw, Robin N., Journal of Marketing Theory & Practice. Fall2008, Vol. 16 Issue 4, p341-349.</p> <p>Improving Marketing Accountability through Better Management of the Market Research Process by Shaw, Robert; White, Carolyn., Journal of Marketing Management. Nov99, Vol. 15 Issue 8, p857-880.</p>

Semester	III	Specialization	Marketing
Course Code	315MKT	Type	Subject - Elective
Course Title	Marketing of Financial Services – I		

Course Objectives:	
1	Familiarizing the students with the various financial services and products in the liberalized Indian economy.
2	To provide an in-depth perspective of the equity and bond markets.
3	Equipping the students with the practices and processes in the Mutual Fund and Insurance Industry.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Financial Market Fundamentals: Equity Markets: Capital Markets, Role in the Economy, Brief History of BSE and NSE. Trade lifecycle of a financial instrument, Market Participants in the Equity markets with perspectives on 'Buy' side and 'Sell' side, Key terminologies related to the Equity markets. Bond Markets: Introduction to bond markets, how bond markets operate? Key terminologies related to the bond markets. Regulatory aspects of the Bond Markets, Key players in the Bond Markets (such as FIIs, Hedge Funds etc.) Debt Instruments: Debt instruments and their classification based on type of issuer, and basis characteristics. Money Market Instruments (such as Certificate of Deposit, Re-purchase "Agreements etc.),	5 + 1
2	Mutual Funds: Mutual Funds and their importance, Various entities of a Mutual Fund and their respective roles - Basic understanding of NAV and calculation of a Fund - NAV, Types of Loads and Commissions charged on Mutual Funds and their significance Types of Mutual Funds in India, classified on the basis of Structure, Investment Objective, and Investment Plan, Relative risks associated with various Mutual Funds in India Basic understanding of ETFs and their key features. Differences between a Mutual Fund and an ETF Basic understanding of a 'Hedge Fund' and its key features, Process of Fund Selection and various related measurement parameters, Various expenses incurred by a Fund Guidelines for Investment Advisors while selling Mutual Funds to the clients.	5 + 1
3	Insurance: Basics of Insurance: Basic understanding of insurance products, types of insurance policies – Role of IRDA, Insurance industry in India. General Insurance: Types of liabilities covered, extent of insurance value, and conditions Life Insurance: Basic concept of Life Insurance, its beneficiaries and its types, Concept of Term Insurance and its various types, Traditional Life Insurance and its difference from Term Insurance, Whole Life Policy and Endowment Policy and the differences between them. ULIP and its comparison with conventional plans and Mutual Funds. Marketing Channels in Insurance Markets: Various channel members in the Industry such as Insurance Agents, Distributors, etc. Basic Understanding: Property and casualty/liability insurance, Commercial Insurance, Health Insurance.	5 + 1

4	Other Financial Services: Leasing / Hire Purchase: Definition, meaning, types, process, advantages, limitations, financial implications Housing Finance: Major institutions involved, types, rate of interest, advantages, scenario in India Credit Cards: Meaning, types, growth, advantages and disadvantages, growth in India. Credit Rating Services: Origin, definition, advantages, credit rating agencies - global and Indian, symbols, CRISIL, ICRA, equity ratings, CIBIL, scope in India. Other Services: Factoring, forfeiting, bill discounting, consumer finance and venture capital	5 + 1
5	Marketing of Financial Services: Importance of Financial Planning: identification of investment needs for retail investors, studying investment behavior - Household Vs. Institutional Investors Alternate Investment Products: Introduction to Alternate Investments and their various products and services, Portfolio Management Services and their features, Tax regulations from an Investment Advisor point of view Career opportunities in Marketing of Financial Services	5 + 1

Learning Resources:		
1	Text Books	Financial Services & Markets by Dr. Punithavathy Pandian, Vikas Publication, 2012 Edition Financial Services Marketing By Christine Ennew , Nigel Waite
2	Reference Books	Financial Services by Nalini Prava Tripathy, Prentice Hall of India Private Limited, 2008 Edition
3	Supplementary Reading Material	Financial Services by M Y Khan, Tata McGraw-Hill, 5 th Edition
4	Websites	http://www.irda.gov.in http://www.financeindia.org http://www.sebi.gov.in
5	Journals	Indian Journal of Finance Indian Journal of Marketing Prabandhan – Indian Journal of Management

Semester	III	Specialization	Marketing
Course Code	316MKT	Type	Subject - Elective
Course Title	Tourism Marketing		

Course Objectives:

1	To familiarize the students with the basics of tourism marketing.
2	To teach the students about formulating marketing plans for tourism and other related hospitality organizations.
3	To acquaint the students with alternative promotional approaches to tourism marketing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	1.1 Introduction to Tourism: What is Tourism? Definitions and Concepts, tourist destination, Future of Tourism. General Tourism Trends. Types of Tourists, Visitor, Traveler, and Excursionist–Definition and differentiation. Tourism, recreation and leisure, their inter–relationships. 1.2 Introduction to Tourism Industry: Nature, Characteristics and Components of Tourism Industry. Why it is different from other types of consumer product? Elements and characteristics of tourism product. Tourism product production system, Tourism Product Life Cycle, typology of tourism products.	6 + 1
2	Tourism Marketing: Service characteristics of tourism. Unique features of tourist demand and tourism product, Tourism marketing mix. Marketing of Tourism.	3 + 1
3	Types and Forms of Tourism: Inter–regional and intra–regional tourism, inbound and outbound tourism, domestic, international tourism. Forms of Tourism: religious, historical, social, adventure, health, business, conferences, conventions, incentives, sports and adventure, Medical Tourism, Senior tourism, special interest tourism like culture or nature oriented, ethnic or 'roots' tourism and VFR.	5 + 1
4	Analysis and Selection of Market: Measuring and forecasting tourism demand; Managing capacity and demand. Market segmentation and positioning (STP), Customer satisfaction and related strategies in internal and' external marketing; Interactive and relationship marketing.	4 + 1
5	Planning Marketing Programs: Product and product strategies; Product line, Product mix Branding and packaging. Pricing considerations. Promotional strategies. Distribution channels and strategies. Online Channels, Web Portals Services: Marketing of Airlines, Hotel, Resort, Travel Agencies and other tourism related services-Challenges and strategies.	7 + 1

Learning Resources:		
1	Text Books	Successful Tourism Management by Seth, P. N., Sterling Publishers Pvt. Ltd. 2006 Tourism Marketing, by Sinha P.C., Anand Publication, 1998
2	Reference Books	Marketing Management & Hospitality and Tourism Marketing by Kotler, Philip, Pearson Education. Hospitality Marketing by Vearne, Morrisson Alison
3	Supplementary Reading Material	Tourism Policies of Central Government & Different State Government Promotional Policies of Airlines, Hospitality Industries.
4	Websites	http://tourism.gov.in www.incredibleindia.org
5	Journals	Sustainable Tourism Marketing at a World Heritage Site, by Gilmore, Audrey; Carson, David; Ascensão, Mário., Journal of Strategic Marketing. May2007, Vol. 15 Issue 2/3, p253-264. Place-product or Place Narrative(s)? Perspectives in the Marketing of Tourism Destinations, by Lichrou, Maria; O'Malley, Lisa; Patterson, Maurice., Journal of Strategic Marketing. Feb2008, Vol. 16 Issue 1, p27-39. Proposing a Sustainable Marketing Framework for Heritage Tourism, by Chhabra, Deepak., Journal of Sustainable Tourism. 2009, Vol. 17 Issue 3, p303-320. Critical Success Factors in Destination Marketing, by Baker, Michael J.; Cameron, Emma., Tourism & Hospitality Research. Feb2008, Vol. 8 Issue 2, p79-97. The Marketing of Tourism, by Meidan, Arthur., Service Industries Journal. Nov84, Vol. 4 Issue 3, p166-186. Marketing Culture and Customer Retention in the Tourism Industry, by Appiah-Adu, Kwaku; Fyall, Alan; Singh, Satyendra., Service Industries Journal. Apr2000, Vol. 20 Issue 2, p95-113 Managing Destination Brands: Establishing a Theoretical Foundation, by Hankinson, Graham., Journal of Marketing Management. Feb2009, Vol. 25 Issue 1/2, p97-115. Destination Branding: Tracking Brand India, by Khanna, Monica., Synergy (0973-8819). Jan2011, Vol. 9 Issue 1, p40-49. Marketing UK Towns and Cities as Shopping Destinations, by Warnaby, Gary; Bennison, David; Davies, Barry J.; Hughes, Howard., Journal of Marketing Management. Dec2002, Vol. 18 Issue 9/10. Destination Marketing: Future issues — Strategic challenges, by Fyall, Alan; Leask, Anna., Tourism & Hospitality Research. Nov2006, Vol. 7 Issue 1, p50-63. Case Study: Uttarakhand as a Spiritual Tourist Destination: An Emerging Research, by Himadri, Phukan., Advances in Management. May2012, Vol. 5 Issue 5, p42-48. From Destination Brand to Location Brand, by Kerr, Greg., Journal of Brand Management. Apr/Jun2006, Vol. 13 Issue 4/5, p276-283.

Semester	III	Specialization	Marketing
Course Code	317MKT	Type	Subject - Elective
Course Title	Agricultural Marketing		

Course Objectives:

1	The Agricultural sector, offers immense opportunities for the employment. This sector requires managerial talent for both input and produce side. The course will prepare the students to be employable in agricultural marketing
2	Understand the functions performed by agricultural marketing system
3	Develop strategies to manage the marketing of agriculture organizations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	1.1 Introduction to Agricultural Marketing: Definition of Market and agricultural marketing, Understanding Agricultural Markets, Nature & scope, Objectives of Agriculture Marketing, Organizations and functions of agricultural marketing in India. Difference between consumer, industrial and agricultural markets.	5 + 1
2	2.1 Market Information: Role, importance and concepts of market intelligence, critical review of market intelligence and news service, role of IT and telecommunication, on line market information service, electronic auctions, commodity information system, e-chaupal model, dissemination of market intelligence through various media, market information schemes, cyber trading/e-commerce, market Information Service (AGMARKNET), Directorate of Marketing and Inspection (DMI).	5 + 1
3	3.1 Marketing of Agricultural Inputs: Meaning of Agricultural Inputs, Agriculture inputs with special reference to fertilizers, seeds, pesticides and other agricultural inputs (Farm Machinery, irrigation system equipment)	5 + 1
4	4.1 Agri-produce Marketing: Food grains, Vegetables, Oil seeds, Fruits, Flowers and ornamental plants, milk and milk products, other animal products, Grade determination techniques; AGMARK, BIS Grades and standards prevailing in other countries. 4.2 Quality Standards of Agricultural Commodities: Domestic and Export Markets; ISO 14000; ISO 9000; Quality Assurance in the Domestic / Export Markets for Agricultural Products. 4.3 Institutional Setup: Role of APMC, APEDA, WTO Agri produce marketing	5 + 1
5	5.1 Pricing of Agricultural Commodities Pricing Decisions: Agricultural price terminology, administered prices including support prices, Factors influencing pricing decisions. Determination of agricultural prices and marketing margins, Role of agricultural price commission Various pricing strategies. 5.2 Pricing Mechanisms: Role of Institutions in determination of prices of agricultural commodities, Commodity exchanges, Concept of Value and Value Addition; Pricing in Competitive Environment.	5 + 1

Learning Resources:		
1	Text Books	Marketing of Agricultural Products by Richard Louis Kohls, Joseph N. Uhl, Person Publication, 9 th Edition. Agriculture Marketing in India by S.S.Acharya & N.L. Agarwal , Oxford & IBH Publishing Co. Pvt. Ltd New Delhi, 4 th Edition
2	Reference Books	New Perspective in Rural & Agricultural Marketing by Ramkishen Y., Jaico Publishing House , 2 nd Edition Introduction to Agribusiness Marketing by George Seperich, Michael Woolverton, James Beierlein, Pearson Education.
3	Supplementary Reading Material	Rural Agriculture & Marketing by S.B. Verma, S.K. Jiloka & Mandal , Deep & Deep Publication Pvt. Ltd. Agricultural Communications Changes & Challenges by Kristina Boone, Terry Meisenbach and Mark Tucker, Surjeet Publication
4	Websites	http://agmarknet.nic.in/ www.hpsamb.nic.in/ www.rsamb.rajasthan.gov.in/ www.agritech.tnau.ac.in www.delagrimarket.nic.in/ www.ams.usda.gov/
5	Journals	Journal of International Food & Agribusiness Marketing Indian Journal of Agricultural Marketing Agricultural Marketing American Journal of Agricultural Economics Agricultural Economics & Marketing Journal Agricultural Economics Research Review Journal of Farm Economics Journal of Marketing

Semester	III	Specialization	Marketing
Course Code	318MKT	Type	Subject - Elective
Course Title	Business to Business Marketing		

Course Objectives:	
1	To familiarize students with the terms, concepts, and nature of Business-to-Business Marketing.
2	To expose the students to the industrial marketing functions of firms.
3	The course introduces to the participants the specifics of marketing mix for Business-to-Business Marketing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Overview of Business-to-Business Marketing</p> <p>Introduction to Business-to-Business Marketing: Business, Organizational & Government Markets, Organizational Buying Behavior, Concept of the Business-to-Business (B2B) Marketing, Comparison of Business-to-Business & Business-to-Consumer Marketing.</p> <p>Buying Situations, Buy grid Framework, Role of Buying Centre ,</p> <p>Models of B2B Marketing – Webster & Wind Model, Sheth Model, Impact of Macro/Micro Environmental factors on decision making</p>	5 + 1
2	<p>Segmentation, Targeting & Positioning for B2B Markets:</p> <p>Market Segmentation Bases: Macro Variables - Industry Characteristics, Company Size, Customer Location, End User Markets, product Applications. Micro Variables: Customer Interaction needs, Organizational Capabilities, Purchasing Policies, Purchasing Criteria, and Personal Characteristics.</p> <p>Target Markets: Concentrated Marketing, Differentiated Marketing, Undifferentiated Marketing. Criteria for choosing a target market.</p> <p>Positioning</p>	5+ 1
3	<p>Product Pricing Strategy for B2B Markets:</p> <p>Industrial Products: Definition of an Industrial Product, Industrial Product Lifecycle & Strategies across the PLC, Product strategies for New Products and Existing Products, Importance of After Sales Service. Innovation, Competitiveness & Technology. Marketing of – Projects, Industrial Services, High technology products.</p> <p>Pricing: Factors influencing Pricing Decisions, Pricing Strategies – Competitive bidding, Pricing New Products, Pricing Policies, Commercial Terms and Conditions, Contracts, Hiring & Leasing, Negotiation, Bargaining, Persuasion & Conviction. Methods used to Influence Industrial Customers, Special Dealing between Buyer and Sellers, Reciprocity, Ethical Issues. International Market based Pricing</p>	8 + 1

4	Personal Selling & Promotions for B2B Markets: Personal Selling: Role & Characteristics of Personal Selling, Development & Management of Sales Force, Key Account Management - ABC Analysis of Industrial Customers. Promotions: Developing Industrial Communication Programme, Trade Shows, Exhibitions, Catalogues, Samples, Public Relations, Advertising,	4 + 1
5	Industrial Distribution Channels: Distinctive Nature of Industrial Distribution Channels, Types of Industrial Middlemen, Channel Flow Design, Formulating Distribution Strategies and Cost Benefit Analysis.	3 + 1

Learning Resources:		
1	Text Books	Industrial Marketing by Havaladar
2	Reference Books	Industrial Marketing by Hill, Alexander & Cross, Irwin Industrial Marketing by Mukerjee, Excel Book
3	Supplementary Reading Material	Marketing White Book (Latest edition)
4	Websites	http://www.commerce.nic.in/
5	Journals	Industrial Organization and Customer Relationship Management: The Impact on Customer Service Orientation in B-to-B Markets by Lancioni, Richard; Smith, Michael; Stein, Alex., Journal of Management & Public Policy. Jul-Dec2009, Vol. 1 Issue 1, p57-88. My years with B2B Marketing in India: Reflections and Learnings from A Journey of 40 Years by Sarin, Sharad., Journal of Business & Industrial Marketing. 2012, Vol. 27 Issue 3, p160-168 Approaching Global Industrial Marketing from a Managerial Cognition Perspective: A Theoretical Framework by Madhavaram, Sreedhar; Badrinarayanan, Vishag; Granot, Elad., Journal of Business & Industrial Marketing. 2011, Vol. 26 Issue 7, p532-541 The Marketing Mix Revisited: Towards the 21st Century Marketing by Constantinides, E., Journal of Marketing Management. Apr2006, Vol. 22 Issue 3/4, p407-438 Marketing-Industrial Design Integration in New Product Development: The Case of China by Zhang, Dan; Hu, Peng; Kotabe, Masaaki., Journal of Product Innovation Management. May2011, Vol. 28 Issue 3, p360-373

**MBA SYLLABUS: SEMESTER III
FINANCIAL MANAGEMENT - SPECIALIZATION**

Semester	III	Specialization	Finance
Course Code	305 FIN	Type	Specialization - Core
Course Title	Financial Regulatory Framework		

Course Objectives:

1	To provide an overview of the various regulators operating in the Indian Financial System , their roles, functions and contribution to managing the economy.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Regulatory Framework - Need and Importance: Need and Importance of regulatory framework in finance field – Goals of Regulation - Price stability - Protecting the small investor - Preventing market misconduct. Effect of good regulation - better market outcomes. Structure of regulatory framework in India. Financial Regulation and Financial Inclusion Role of financial Regulators in promoting economic growth. Global Financial Crisis – Response of the Indian Regulators.</p> <p>Quasi-regulatory institutions: National Bank for Agriculture and Rural Development (NABARD), Small Industries Development Bank of India (SIDBI), National Housing Bank (NHB)</p> <p>Conflict between regulators. Problems of coordination, Managing Systemic Risks.</p>	7+2
2	<p>RBI : Functions of RBI, Credit control measures, qualitative credit control, and quantitative credit control, Regulatory measures taken by the RBI to facilitate financial inclusion. Supervisory framework for NBFCs</p> <p>SEBI: Introduction – Functions of SEBI, SEBI Guideline for issue of securities, (e- IPO) , bonus share, book building, OTCEI.</p> <p>IRDA: IRDA Act, Salient features of the IRDA Act, 1999. IRDA (Protection of Policy holders Interests) Regulations 2002. Duties, Powers & Functions of Authority.</p> <p>Pension Funds Regulatory and Development Authority: Role and Functions</p> <p>Board for payment and settlement systems: Role and Functions.</p> <p>Board of Financial supervision: Role and Functions</p> <p>Competition Commission of India: Role and Functions.</p>	7+2
3	Companies Act 1956 : Private and public company, Prospectus, MOA, AOA, Share Capital, borrowing powers, accounts and audit, directors , winding up.	7+2
4	Regulatory Framework for International Funds: Regulatory framework for rising fund through GDRs and ADRs – External Commercial Borrowing Foreign direct investment Regulation: FDI, FII, FEMA etc. Foreign direct investment, Foreign Institutional Investments, provision of FEMA regarding acquiring property outside India. FC(R) Act 1952 - FMC regulation - Regulator of commodity derivative markets - commodity derivative brokers.	7+2
5	Legal Framework for Various Institutional Forms: Societies Registration Act, 1860 , Indian Trusts Act, 1882 , Not-for-profit Companies Registered under Section 25 of the Companies Act, 1956, Non-Banking Finance Companies (NBFCs) , Nidhi Companies , Banking Regulation Act as applicable to Cooperatives, State Acts on Mutually Aided Cooperative Societies, Institutional Issues with MFIs in India. [Focus should be <u>only on</u> formation, accounts & audit , Investment of funds, Acceptance of Foreign Contribution and Taxation]	7+2

Learning Resources:		
1	Text Books	Indian Financial System and Markets by Siddhartha Sankar Saha (Tata McGraw Hill) Financial Services by Shashi K. Gupta and Nisha Agarwal (Kalyani Publications) Merchant Banking and Financial Services by Guruswamy, Third Edition (Tata McGraw Hill) Company Law by N.D. Kapoor
2	Supplementary Reading Material	Financial Institutions and Markets by Madura
3	Websites	RBI IRDA SEBI
4	Journals	

Semester	III	Specialization	Finance
Course Code	306 FIN	Type	Specialization - Core
Course Title	Merchant Banking & Financial Services		

Course Objectives:

1	To understand the scope, evolution and role of merchant banking in the context of Indian financial system
2	To get acquainted with the procedure of public issue management
3	To know in detail the services offered by the merchant Bankers

Syllabus:

Unit Number	Contents	Number of Sessions
1	Meaning Scope, Participants And Instruments: Definition of Merchant Banking and its scope, Procedure for registration of Merchant Banking, Operational guide lines by SEBI for merchant bankers, code of conduct for Merchant Bankers, Indian Financial System and its participants. BSE, NSE and Over The counter Exchange of India - History, Role, functions, trading operations and settlement of transactions, regulations of stock exchanges. Money Market – Structure of Money Market, Money Market Instrument, Indian Money Market, Features and Defects, Players in the Indian Money Market, The reforms in Indian Money Market. Capital Market Instruments - Preference share, equity shares, Non-voting shares, Convertible Cumulative Debentures (CCD), preference shares, Fixed Deposits, Warrants, Debentures and Bonds, Global Depository receipts, American Depository receipts, Global Debt Instruments.	7+2
2	Public Issue Management And Regulations: Public issue management - Functions, Mechanism, role of issue manager, activities involved in public issue. various methods of Marketing of new issues - Pure prospectus method, Offer for sale method, Private placement method, Initial public offer method, Rights issue method, Bonus issue method, Book building process, stock option method, bought out method - meaning, feature, advantages, limitations, practical example. Prospectus - prospectus for public offer - its importance, difference between regular prospectus and abridged prospectus, letter of offer, disclosures in prospectus, abridged prospectus and letter of offer, types of prospectus - Red Herring prospectus, information memorandum, shelf prospectus. Underwriting- Definition, types - Firm, Sub underwriting, joint underwriting, syndicate underwriting, advantages, variants of underwriting - Offer for sale, bought out deals, private placements. Post issue activities - meaning, activities involved like allotment, price fixation, dispatch of certificates etc. Pricing models - Net Asset value, Profit Earning Capacity Value, Average Market Price.	7+2

3	Services Offered By Merchant Bankers: Mergers and Acquisition Services - merger, acquisition, takeover, hostile merger, step wise procedure for amalgamation, strategies adopted to avoid hostile merger - Divestiture, Crown jewels, Poison pill, greenmail, white knight, golden Parachutes, street sweep, bear hug, brand power, poison put, pac man defense, white squire. Types of mergers - horizontal, vertical, diagonal, forward, reverse, forward triangular, reverse triangular, conglomerate, congeneric, negotiated, arranged, unopposed, defended, competitive, tender offer. Valuation methods - net assets, discounted cash flow method, methods of financing - ordinary share, debt and preference shares, deferred payment, tender offer. Buy back of Shares, Delisting of Shares, Issue of Debentures - SEBI Guidelines. Portfolio Management Services - meaning, scope, registration of portfolio manager, duties, responsibilities, rights, contents of agreement between client and portfolio manager, reports to be furnished, code of conduct (regulation 13 of SEBI Regulation on Portfolio Managers). Credit Syndication services - meaning, institutions offering syndicate loans, types, procedure, project appraisal, documentation and security, sanction of a loan	7+2
4	Financial Services - Part I: Meaning scope and evolution of financial services. Introduction of various financial services - Leasing, Hire purchase, Factoring, forfaiting, bill discounting, consumer finance, housing finance, insurance, credit cards, credit ratings, mutual funds and venture capital. Leasing - definition, meaning, types, process, advantages, limitations, financial implications. Hire purchase - meaning, scope, difference between hire purchase and leasing, calculation of interest, methods of interest calculation. Factoring, forfaiting, bills discounting - meaning, definitions, scope, advantages and limitations. Insurance - Meaning, overview, types - life and general - advantages, scope of growth in India.	7+2
5	Financial Services - Part II: Consumer Finance - Meaning, types, documents and security, players in the market - banks, NBFC, Cooperative banks, role of consumer finance in growth of economy. Housing Finance - Major institutions involved, types, rate of interest, advantages, scenario in India. Credit Ratings - origin, definition, advantages, credit rating agencies - global and Indian, symbols, CRISIL, ICRA, equity ratings, scope in India CIBIL. Mutual funds - Definition, products, SEBI requirements for Asset Management Company (AMC), Association of Mutual Funds Industry (AMFI), evaluating mutual fund, growth in India, Venture capital - definition, types, stages, exit mechanism, advantages, limitations, growth in India.	7+2

Learning Resources:		
1	Text Books	Indian Financial Service - Mr. M. Y. Khan, McGraw Hill Publications, 2010, 5 th edition Merchant Banking and Financial Services - Mr. S. Guruswamy, Tata McGraw-Hill Financial Services, Markets and Regulations – Anil Agashe, Himalaya Publishing House Financial Institutions and Markets by Madura Merchant Banking and Financial Services - Ravichandran
2	Websites	RBI, SEBI, CRISIL, ICRA, MONEYCONTROL, ICICI Direct, Capital Market, Money hike.
3	Newspaper and Magazines	Economic Times, Business Standard, Hindu, Business Line, Financial Express, Money hike, Business India, Business Today, Business World, Capital Market.

Semester	III	Specialization	Finance
Course Code	307 FIN	Type	Subject - Elective
Course Title	Income Tax Part I		

Course Objectives:

1	To understand the basic concepts of income tax.
2	To be able to practice tax planning and management for individuals and HUF.
3	To calculate Gross Total Income and tax liability in a limited scope with two sources of income i.e. salary and house property

Syllabus:

Unit Number	Contents	Number of Sessions
1	Income Tax Act 1961- Meaning Scope & Definitions: Income Tax Act 1961, Definitions - Assessee, Assessment Year, Previous year, person, income, gross total income, Total income and tax liability, Difference between direct tax and indirect tax, Difference between exemption and deduction, capital and revenue, rebate and deduction, Concept of Residential status and incidence of tax incidence, Concept of Agricultural Income.	5+1
2	Income From Salary: Definition and meaning of salary, Allowances- fully exempt, fully taxable, partially taxable, Perquisites - meaning, valuation and taxability, Concept and taxability of Gratuity, Provident Fund, Calculation of income from salary	5+1
	Income From House Property: Chargeability, exemption, Computation of let out property, Computation of self-occupied property, Income From Capital Gains: Definition of Capital Asset, Transfer, Capital Gain, FMV, Indexation. Types of Capital Gain. Exemptions available for Individuals and HUF's Income From Other Sources: Concept of Residual Income, TDS Provisions, Computation	5+1
4	Set Off, Carry Forward, Deductions: Set off and carry forward of losses, Deductions applicable to Individual and HUF	5 + 1
5	Calculation Of Gross Total Income, Tax And Tax Liability: Calculation of Gross Total Income considering salary, house property and other income. Cases on calculation of net taxable income, application of tax rates and calculation tax liability, Tax Planning for Income, Tax Credits, Advance Tax and Self-Assessment Tax	5 + 1

Note:

1	The problems will be asked only on income from salary, house property and GTI consisting of these two sources only
2	Assessment year will be assessment year applicable for running financial year. For example if exams are in November 2014, then A.Y.2015-16 would be applicable.

Learning Resources:		
1	Text Books	Direct Taxes – Ravi Kishore Direct Taxes – J.P. Jakhotiya Direct Taxes – Ahuja Direct and Indirect tax Planning & Management – Bangar Yogendra, Bangar Vandana
2	Reference Books	Students guide to Income Tax - Dr. Vinod and KapilSinghania Students guide to Income Tax – Dr. T.N. Manoharan Students guide to Income Tax – Gupta & Ahuja
3	Supplementary Reading Material	Direct Taxes - Law and Practice - Dr. Vinod and KapilSinghania
4	Websites	www.incometaxindia.gov.in , www.tin.gov.in , www.aaykarsamparkkendra.gov.in
5	Journals	The Chartered Accountant Taxman Journal, AIR, Supreme Court hearings

Semester	III	Specialization	Finance
Course Code	308FIN	Type	Subject - Elective
Course Title	Project Finance		

Course Objectives:

1	To understand the concept of Project Finance
2	To know various sources of finance
3	To understand the risks associated with mega projects

Syllabus:

Unit Number	Contents	Number of Sessions
1	Basics of Project Finance: Characteristic and major elements of Projects, Project Planning and Control, Financial Modeling and Evaluation – Macroeconomic assumptions – project costs and funding – operating revenues and costs – accounting and taxation issues	5+1
2	Sources of Finance: Sources of finance for projects - Financial Instruments - Performance indicators for projects - project cash flows - Appraisal and validity of financing projects using discounting techniques and Fischer effect - Financial Engineering	5+1
3	Risk Management: Risk Management for Projects - Risk Identification – Commercial Risks – Completion Risks – Environmental Risks – Operating Risks – Revenue Risks – Input Supply Risks – Macro Economic Risks- Political Risks - Risk Analysis and Transfer – understanding risk measurement techniques like simulation technique, sensitivity, scenario, break even decision tree - Guarantees and Insurance	5+1
4	Contract Management: Contract Management - Tender preparation and initial evaluation - Preparation of promoter's bids - project conditions - Incentives and Penalties – Default and Termination - Legal Aspects and agreements.	5+1
5	Cases: Case Study of a large project covering all aspects stated	5+1

Learning Resources:		
1	Text Books	<p>Project Management – Prasanna Chandra</p> <p>Principles of Project Finance - Yescombe, E. R. (2002), Academic Press, California.</p> <p>Advanced Project Management – Harrison F.L.</p> <p>Project Financing: Asset-Based Financial Engineering (Wiley Finance) by John D. Finnerty</p> <p>Earned Value Management Using Microsoft® Office Project: A Guide for Managing Any Size Project Effectively w/CD by Dayal</p>
2	Reference Books	<p>Project financing (7 ed.) - Nevitt, P.K. & Fabozzi, F. J. (2000), London, UK: Euromoney Books</p> <p>Investment project design - A guide to financial and economic analysis with constraints, Kurowski, L. & Sussman, D. (2011), New Jersey: John Wiley & Sons.</p> <p>Project finance for construction and infrastructure: Principles and case studies - Pretorius, F., Lejot, P., McInnis, A., Arner, D. & Hsu, B. F.-C. (2008), Oxford: Blackwell Publishing</p>
3	Supplementary Reading Material	<p>Public Private Partnership in Infrastructure, R N Joshi, Visionbooks</p> <p>Project Finance, Concepts and Applications, Padmalatha Suresh, ICFAI</p>
4	Websites	www.projectfinancemagazine.com
5	Journals	Journal of Structured finance

Semester	III	Specialization	Finance
Course Code	309FIN	Type	Subject - Elective
Course Title	Strategic Cost Management		

Course Objectives:	
1	To acquaint students with various techniques used for Strategic Cost Management
2	To develop an understanding of the adoption of various techniques of Strategic Cost Management for obtaining sustainable competitive advantage
3	To make the student familiar with the integration of various techniques in decision making.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Meaning And Scope: Strategic Cost Management – meaning and importance – difference between cost reduction and cost management – objectives of strategic cost management. Strategic positioning and SCM.	5 + 1
2	Techniques Of SCM: Various techniques of strategic cost management – life cycle costing – kaizen costing – target costing.	5 + 1
3	Activity Based Costing: Activity Based Costing – Activity Based Management – utility and importance – role of activity based costing and activity based management in decision making.	5 + 1
4	Value Based Organization: Value based management - Value chain costing – meaning and application – throughput costing and theory of constraints – Balanced Scorecard and its application in cost management	5 + 1
5	Learning Curve Theory: Concept, phases and application Lean Management: Lean cost management – utility and application	5 + 1

Note:

1	Case study approach is recommended.
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Learning Resources:

1	Text Books	Cost Management- Ravi Kishore
2	Reference Books	Strategic Management Accounting: Theory and Practice by Kumar Dynamics of Profit-Focused Accounting: Attaining Sustained Value and Bottom-Line Improvement by Northrup Cost and Management Accounting: Colin Drury Cost Accounting – A Managerial Emphasis: Horngreen, Datar and Foster
3	Supplementary Reading Material	Cost Management – A strategic Emphasis - Blocher, Chen, Cokins, Lin
4	Websites	Institute of Cost Accountants of India
5	Journals	The Management Accountant - Journal of ICAI (formerly ICWAI)

Semester	III	Specialization	Finance
Course Code	310 FIN	Type	Subject - Elective
Course Title	Corporate Financial Reporting		

Course Objectives:

1	To acquaint the students with the framework of financial reporting and emerging trends.
2	To make students familiar with the analytical tools used for financial analysis.
3	To understand the accounting aspects

Syllabus:

Unit Number	Contents	Number of Sessions
1	Financial Reporting: Financial Reporting – meaning and importance - concept of capital and capital maintenance.	5 + 1
2	Financial Statements As Per As Per Indian Companies Act: Various forms of Corporate Financial Reporting – Understanding of Financial Statements as per Indian Companies Act – Cash Flow Statements- director's report – management outlook and analysis-notes to accounts.	5 + 1
3	Regulatory Framework: Regulatory framework of Financial Reporting – Overview of Accounting Standards – Indian and International – GAAP – Introduction to IFRS	5 + 1
4	Corporate Governance: Corporate Governance and Financial Reporting – SEBI norms regarding interim reporting	5 + 1
5	Preparation and presentation of financial statements for single companies: Income statement, Balance sheet, Statement of changes in equity, Reporting comprehensive income, Segmental reporting, Accounting policies, Fair view treatment, Cash flow statements, Preparation of published accounts complying with accounting standards.	5 + 1

Note:

1	Case study approach is recommended for better understanding of financial reporting
2.	Problems on preparation of financial statements.

Learning Resources:

1	Text Books	Advanced Accountancy – ShuklaGrewal – S. Sultan Chand & Co. Financial Accounting: Reporting And Analysis by Stice Financial Reporting and Management Accounting by Bruns
2	Reference Books	Financial Management: Prasanna Chandra, Indian Accounting Standards& GAAP – DolphyD'Souza – Snow White Publications
3	Supplementary Reading Material	Financial Management: Khan and Jain Corporation Finance: S.C.Kuchhal
4	Websites	The Institute of Chartered Accountants Of India Annual report of any public ltd. Company from various industries like automobile, FMCG, retails etc.
5	Journals	Indian Journal of Finance and Accounting

Semester	III	Specialization	Finance
Course Code	311FIN	Type	Subject – Elective
Course Title	International Financial Reporting Standards		

Course Objectives:

1	To get acquainted with the concept of IFRS
2	To have knowledge of convergence of Indian Accounting Standards with IFRS
3	To know the comparative analysis of Indian GAAP and IFRS

Syllabus:

Unit Number	Contents	Number of Sessions
1	Basics: Concept of Accounting Standards, GAAP for UK, USA and India. International Accounting Standards, Financial Statements - Role of Financial Reporting in Financials , Emergence of International Financial Reporting Standards,	6 + 1
2	IFRS Composition: Major areas in IFRS and their role in Financial Reporting – Presentations, Cash Flows, Inventory, Foreign Currency, Joint Ventures, Insurance Contracts, Financial Instruments, Compatibility with IAS	5 + 1
3	Regulatory Framework and Agencies involved: Formation and role in IFRS - Standing Interpretations Committee, International Financial Reporting Interpretations Committee, International Accounting Standards Committee, International Standards Accounting Board, Standards Advisory Council, Institute of Chartered Accountants of India, Institute of Cost Accounts of India, Institute of Company Secretaries of India	6 + 1
4	Joining IFRS – Indian Perspective – A path to convergence, various deadlines and required amendments in Indian Accounting Standards, Problems faced, different deadline dates for different sectors to join IFRS, Uniformity in Financial Reporting – Benefits and detriments to Indian and Foreign Companies	5 + 1
5	Comparative Analysis between Indian GAAP& IFRS	3 + 1

Learning Resources:

1	Text Books	Understanding IFRS Fundamentals: International Financial Reporting Standards – Dr. T.P. Ghost, Nandkumar Ankarath, Kalpesh Mehta, Dr. Yass A.Alkafaji - John Wiley & Sons Global Financial Reporting and Analysis by Alexander
2	Reference Books	Accounting Standards – Rustagi R.P. – Galgotia Publications, Advanced Financial Accounting & Software – Jayaprakash Reddy – APH Publication Indian Accounting Standards & GAAP – Dolphy D'Souza – Snowwhite Publications
3	Supplementary Reading Material	E Learning Modules developed by Deloitte, The Management Accountant
4	Websites	www.ifrs.org www.ifrs.com ifrs.icaai.org
5	Journals	Journal of Accountancy, The Chartered Accountant

Semester	III	Specialization	Finance
Course Code	312FIN	Type	Subject – Elective
Course Title	Corporate Financial Restructuring		

Course Objectives:

1	To know the concept of Financial Restructuring in Companies.
2	To get acquainted with the factors leading to financial distress of the organization.
3	To understand alternative sources of capital and planning of the same.
4	To know the significance of the Corporate Governance in the overall functionality of the organization.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Basics: Concept of Internal & External Restructuring, Financial perspective in restructuring, Reorganization strategies in corporate organizations, Financial Distress & Bankruptcy, Liquidation, Net Operating Losses, Sources of Funding & Problem of changing Capital Structure, Strategic and Financial Sponsors, Pros and Cons of different Sponsors, Capital Cash Flows Vs. Equity Cash Flows	6 + 1
2	Mergers & Acquisitions: Difference and commonalities of the concepts, differentiation with regard to Take Over, Strategic & Financial Aspects, Hostile vs. Friendly Takeovers, Defense Tactics, Structural Defenses Vs. Non Structural Defenses, Contribution Analysis, Duties of Board of Directors, Market for Corporate Control	5 + 1
3	Risk Management in Mergers & Acquisitions: Collars, Role of Arbitrators in Mergers & Acquisitions, Interpretation of Arbitrage Spreads, Earn Out and CVRs, Pre Closing & Post Closing M&A Risks, Management of M&A Risk with the help of Collars, Fixed Collar Offers Vs. Floating Collar Offers	6 + 1
4	Methods of Enterprise Valuation: Weighted Average Cost of Capital, Discounted Cash Flows Model, Equity/Residual Cash Flows, Adjusted Present Value, Capital / Leveraged Cash Flows, Relative Valuation Analysis, Sensitivity Analysis, Tables, Developing Break Up Analysis	5 + 1
5	Corporate Governance: Significance in the Indian context, Reference of CG in Indian Companies Act 1956, Role of Board of Directors, Disclosures and Clarifications on the part of Board of Directors and Inclusion in the Auditors' Report	3 + 1

Learning Resources:

1	Text Books	Business Environment – Justin Paul – Tata McGraw Hill, Business Environment – A.C. Fernando – Pearson Education
2	Reference Books	Corporate Restructuring: Lessons from experience - Michael. Pomerleano, William Shaw Creating Value Through Corporate Restructuring: Case Studies in Bankruptcies, Buyouts, and Breakups (Wiley Finance) - Stuart C. Gilson, Edward I. Altman Valuation: Mergers, Buyouts and Restructuring (Wiley Finance) - Enrique R. Arzac
3	Supplementary Reading Material	Case Studies in Mergers & Acquisitions – ICFAI University – ICFAI University Press, Case Studies on Mergers & Acquisitions – R. Muthukumar – ICFAI University Press
4	Websites	www.sebi.gov.in www.mca.gov.in
5	Journals	Journal of Restructuring Finance

Semester	III	Specialization	Finance
Course Code	313FIN	Type	Subject – Elective
Course Title	Equity Research		

Course Objectives:	
1	To understand the importance of equity research.
2	To understand how excel can be leveraged for better analysis of a company.
3	To give recommendation based on fundamental and technical analysis.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Equity Research – Concept & Definition: Meaning and Scope of Equity Research, Fundamental Analysis (Economy analysis, Industry Analysis, Company Analysis), and Technical Analysis.	5 + 1
2	Developing a Financial Model: Input all the financial data from the annual report of the company, Concepts of standardization and regrouping of data as per the need of the analyst, development of a model - Introduction of financial modeling design, create a common-size statement and analysis of past performance in excel, trend analysis, Ratio analysis, creating input & forecast assumptions sheet, output & report sheet, sensitivity analysis Company Valuation: equity stock valuation model – Discounted Cash Flow Method, Relative valuation & Dividend Discount Model	7 + 1
3	Company Analysis Using Market Information: Concept of oscillators and calculation of oscillators from the data of 5 years prices, High, low, average price, moving averages - simple, exponential, rate of change indicators (ROC) , relative strength index, (RSI), Moving average convergence and divergence (MACD)	3 + 1
4	Company Analysis Using Technical Analysis: Understanding various charts - bullish trend, bearish trend, price chart, line chart, bar chart, Japanese candle stick chart, Chart Patterns - support and resistance, reversal pattern, head and shoulder formation, Inverse head and shoulder formation, Continuation Patterns - Triangles, Flags and Pennants, Overall decision making for purchase / sale of share of a company	5 + 1
5	Writing Equity Research Report : Structure for writing equity research report & presentation of the report with recommendation	5 + 1

Note:	
1	Case study approach is recommended for better understanding of the subject.
2.	Problems on valuation have to be taken.

Learning Resources:		
1	Text Books	Mastering Financial Modeling in Microsoft Excel – Alastair L. Day Business Data Analysis using excel – David Whigham Practical Financial Modeling – Jonathan Swan
2	Reference Books	Business analysis with Microsoft excel – Conrad Calbarg Understanding and analyzing balance sheets using excel worksheet – Rube. J Bodhanwala
3	Supplementary Reading Material	Research report of various broking firms can be referred. Crisil Database, ACE Equity, Bloomberg Capital Markets Magazine
4	Websites	www.nseindia.com www.bseindia.com www.moneycontrol.com www.reuters.com www.bloomberg.com
5	Journals	Financial Analysts Journal International Journal of bonds and currency Derivatives Journal of Applied Finance International Review of financial analysis Journal of Derivatives Journal of Derivatives & Hedge Funds Journal of Financial Markets Journal of Investing

Semester	III	Specialization	Finance
Course Code	314FIN	Type	Subject - Elective
Course Title	Credit Analysis and Appraisal		

Course Objectives:

1	To familiarize students with the various aspects of credit management.
2	To introduce the various processes involved in the credit monitoring practices.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Principles of Credit Management: Principles of Lending – Evaluation of Borrower – Sanction limit-Principles of good lending	3+1
2	Objectives of Credit Management: Credit Allocation – Credit Evaluation – Financial statement analysis- Cash flow analysis – Projections- Management of the firm and other factors- Feasibility study- Fundamental credit issues -Borrower study and bankers opinion -Credit Discipline- Credit Monitoring.	7+1
3	Credit Policy in Banks: Need for Credit Policy – Components of Credit Policy – Credit Policy -Credit Culture- Credit institutions - Types of Credit – Bank Credit for Various Sectors	6+1
4	Documentation: Importance of Documentation – Security of Documentation – Renewal of Documents – Security Offered for Documents.	5+1
5	Credit Monitoring: Financial Supervision – Financial Follow-up – Financial Follow-up Reports- - Physical Follow – up.-Identifying Problem Loans – Loan Classification – NPA management	4+1

Learning Resources:

1	Text Books	Credit Appraisal, Risk Analysis and Decision Making – D.D.Mukherjee - Snow White Publications Banking Strategy, Credit Appraisal, and Lending Decisions – Hrishikes Bhattacharya – Oxford University Press Shekar and Shekar “ Banking Theory and Practice “
2	Reference Books	Vishwanathan R. “ Industrial Finance “ Macmillan, New Delhi Prasad K, Nirmala and Chandradas. “ Banking and Financial System”
3	Supplementary Reading Material	W. Koch Scott, Timothy. “ Bank Management”
4	Websites	RBI Website
5	Journals	Risk Management

Semester	III	Specialization	Finance
Course Code	315FIN	Type	Subject – Elective
Course Title	Banking Operations – I		

Course Objectives:

1	To understand the basics of Banking and the emergence of Banking in India.
2	To get acquainted with the functionality of the Banks.
3	To know the meaning and use of commonly used technologies in Banking.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Basic Concepts: Banking, Emergence of Banks – Global and Indian Perspective, Journey of Banking in India, Role of Banks as important Aids to Trade, Functions of Banks, Contribution in GDP and effect on Indian Economy	6 + 1
2	Regulatory Framework: Banking Regulation Act, RBI Act, SEBI, IRDA, RBI regulations with regard to Nationalized & Cooperative Banks, Private Banks, Foreign Banks	4 + 1
3	Types of Banks & Banking: Nationalized & Co Operative Banks, Regional Rural Banks, Scheduled Banks, Private Banks, Foreign Banks, Wholesale and Retail Banking	4 + 1
4	Funding & Recovery: Sector Specific funding, short term and long term loans, MSME funding, Mortgage, Pledge & Hypothecation, Recovery of loans, Non-Performing Assets, Effect of NPA on bank's profitability	4 + 1
5	Concepts in Banking and Accounting of transactions: Accounting in banks, Final Accounts of Banks, Management of Assets and Liabilities, Provision for NPAs, Income Recognition and Asset Classification Norms, Electronic Banking, RTGS, ATM, MICR, OCR, OMR, DATANET	7 + 1

Learning Resources:

1	Text Books	The Indian Financial System and Development – Vasant Desai – Himalaya Publishing House
2	Reference Books	Indian Financial System – M Y Khan – Tata McGraw Hill Accounting and Finance for Bankers – Indian Institute of Banking & Finance – Macmillan
3	Supplementary Reading Material	Reserve Bank Bulletins Economic Times Business Standard
4	Websites	www.bankingandfinancereview.com
5	Journals	Journal of banking and finance International Journal of Banking Accounting and Finance

Semester	III	Specialization	Finance
Course Code	316FIN	Type	Subject – Elective
Course Title	Treasury Management		

Course Objectives:

1	To understand the concept of treasury management.
2	To understand the management of funds.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Scope and Function of Treasury Management: Objectives of Treasury, Structure and Organization, Responsibilities of Treasury Manager, Function of treasury, Role and Functions of RBI, Recent Developments in the RBI's Policy Framework.	5 + 1
2	Short, Medium and Long term Funding, Cost Centre / Profit Centre: Financial Planning and Control, Capital Budgeting, Risk Analysis	5 + 1
3	Cash Management : Meaning and Importance of Cash Management, Objectives of Cash Management, Cash Flow Cycle, Cash Flow Budgeting and Forecasting, Liquidity Management: Objectives, Sources & Maturity Concerns: Short term and Long term Liquidity	5 + 1
4	Internal Control: The Need and Importance – Financial and Operational risks – Internal v/s External Control, The Need and Significance of Internal and External Audit	5 + 1
5	Treasury's role in International Banking: Changing Global Scenario and Treasury Functions, Treasury Structure- Front and Back Office, Forex Cash Management – Positions v/s Cash Flows Funding Alternatives, Moral and Ethical aspects.	5 + 1

Learning Resources:

1	Text Books	Financial Management – Ravi Kishore
2	Reference Books	Cost Accounting & Financial Management – Ravi Kishore – Taxman Publication, Corporate Finance & Investment –R. Pike and B Neale – Prentice Hall of India, International Corporate Finance – Ghosh Roy - Mac Milan India
3	Supplementary Reading Material	Effective Management Workout – V.K.Singh – Himalaya Publishing House
4	Websites	www.treasury-management.com www.iibf.org.in www.icai.org ,
5	Journals	Journal of Corporate Treasury Management (JCTM) Journal of Accountancy

Semester	III	Specialization	Finance
Course Code	317FIN	Type	Subject – Elective
Course Title	Financial Instruments & Derivatives		

Course Objectives:

1	To provide students with an introduction to the theory and practice of financial instruments.
2	To develop an understanding and importance of financial derivatives and institutional structure of the market.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Capital and Money Market Financial Instruments: Meaning, definition need and importance ,types of various financial instruments,	5 + 1
2	Money market Instruments: Call/money ,Treasury Bills ,Term money, Certificate of Deposits, Commercial papers, Inter banks term money	5 + 1
3	Capital market instruments: Equity shares, Preference shares, No voting shares, Convertible Cumulative Debentures, Fixed Deposits, Warrants Debentures and Bonds, GDR,ADR	5 + 1
4	Derivatives: Meaning and characteristics ,types of derivatives ,Spot, forward and future contracts, stock index futures, Commodity derivatives markets	5 + 1
5	Option Contract: Call and Put option Capital Asset pricing Model, SWAP, Currency derivatives, Risk management in derivatives	5 + 1

Learning Resources:

1	Text Books	Indian Financial Services – M.Y.Khan Marketing of financial Services – V.A. Avdhani Relevant text of SEBI Guidelines
2	Reference Books	Bhole,L.M. Financial Institutions And Markets, TATA Mc Graw-Hill,New Delhi Clifford Gomez, Financial Markets, Institutions and financial Services PHI Learning
3	Supplementary Reading Material	Securities and Exchange Board of India Act,1992 NabhiManual of SEBI Guidelines (1994):NabhiPublications,New Delhi
4	Websites	www.nseindia.com www.bseindia.com www.moneycontrol.com www.sebi.gov.in
5	Journals	Financial Analysts Journal International Journal of bonds and currency Derivatives Journal of Applied Finance International Review of financial analysis Journal of Derivatives Journal of Derivatives & Hedge Funds Journal of Financial Markets Journal of Investing

Semester	III	Specialization	Finance
Course Code	318 FIN	Type	Subject – Elective
Course Title	Financial Statement Analysis		

Course Objectives:

1	To equip the students to have an in depth understanding of the Financial Statements.
2	To enable the students to use various contemporary techniques of financial analysis to be able to give an opinion on the financial performance of companies.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Implication of following Accounting Standards a. Diluted EPS – AS 20 b. Deferred Tax – AS 22 c. Foreign Exchange Transactions – AS 11 d. Segment Reporting – AS 17 e. Investment – AS 12 f. Leases –AS 19 g. Cash Flow Statement – AS 3 h. AS 9 – Revenue Recognition i. AS 28 Impairment of Assets j. AS 26 Intangible Assets k. AS 29 Provisions / Contingent Liabilities, Contingent Assets.	5 + 1
2	Analysis and Interpretation of Financial Statements: Using techniques of ratio analysis, trend analysis, common size statement, Du Pont Analysis, Multiple Discriminant Analysis.	5 + 1
3	Concept of Funds Flow, Cash Flow: Analysis of financial Statements using Funds Flow and Cash Flow	5 + 1
4	Analysis of : Director's Report , Auditor's Report, Management Discussion And Analysis Report, Corporate Governance, EVA	5 + 1
5	Window dressing of accounts: Concept of Window dressing and its implication on profits – Live case studies, Use of Off-the-Balance Sheet financing and their implications.	5 + 1

Learning Resources:

1	Text Books	Financial Statement Analysis – Gokul Sinha Financial Management – Khan & Jain Financial Management – R.P. Rustagi - Taxman
2	Reference Books	Financial Accounting and Management – Ambarish Gupta Analysis of Financial Statements – Bernstein Wild. Accounting Standards – DolphyD'souza
3	Supplementary Reading Material	Financial Statement Analysis by Gibson Original Accounting Standards Seven Steps to Mastering Business Analysis by Carkenord Advanced Financial Management – I M Pandey, Prasanna Chandra
4	Websites	www.icai.org www.icfai.org
5	Journals	Indian Journal of Finance

Semester	III	Specialization	Finance
Course Code	319FIN	Type	Subject – Elective
Course Title	Futures and Options		

Course Objectives:

1	To develop an understanding of financial derivatives and the institutional structure of the markets on which they are traded.
2	To have an understanding of the analytical tools necessary to price such instruments.
3	To highlight the role of financial derivatives in the modern capital markets, in particular for risk management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Definition of Derivative, Brief History of Derivatives, Participants in Derivative Market, Economic functions of derivative market, Evolution of Commodity, Currency, Stocks and Interest Rate Derivatives, Structure of Derivative Market - Forwards, Futures, Options, Swaps, etc. Reasons for Trading: Risk Management, Speculation and Arbitrage	5 + 1
2	Market Characteristics: Futures and Options Contract Specifications, Underlying Asset, Contract Size, and Delivery Specifications. Mark to Market using Margin Accounts, Familiarizing with Market Quotes, Trading Strategies involving Options and Futures, Interest Rate Derivatives, Contractual Specification - Floating and Fixed Rate, Valuation of Interest Rate Derivatives.	5 + 1
3	Derivatives Pricing Theory: Option Pricing: Option Payoffs, Black-Scholes formula for Option Pricing, Futures Pricing: Pricing by Arbitrage: Relationship between Futures and Spot Price (cost of carry and reverse cost of carry), Difference between Futures and Forward Price	5 + 1
4	Risk Analysis and Management: Risk Measurement and Management Framework, Delta/Theta/Vega & Gamma risks of options, Hedging with Futures, Derivatives Disclosure: Accounting Issues in Derivatives.	5 + 1
5	Options and Futures Applications in India: Structure of Indian Stock Markets and the Operational Efficiency of Options and Futures, Determination of the Fair Value of Futures and Options Prices, Interactions between Spot Equity Trading and Trading in Derivatives. Index Options and Futures, Constructing an Index, Methodology of Construction, Trading an Index. Conditions necessary to Improve the Market Structure in India and Policy Interventions.	5 + 1

Learning Resources:		
1	Text Books	Futures & Options – A.N.Sridhar Financial Derivatives – S.L.Gupta Financial Derivatives – S.S. Kumar Options, Futures & Other Derivatives – John C. Hull Option Volatility & Pricing – Sheldon Naten Berg The New Options Market – Max Ansbacher
2	Reference Books	Futures & Options – ND Vohra, B.R.Bagr Derivatives & Risk Management Basics – Don. M. chance, Robert Brooks. Derivatives & Risk Management – Jayanth Rama Varma
3	Supplementary Reading Material	NCFM Modules on Derivatives
4	Websites	www.nseindia.com www.bseindia.com www.iijournal.com
5	Journals	Financial Analysts Journal International Journal of bonds and currency Derivatives Journal of Applied Finance International Review of financial analysis Journal of Derivatives Journal of Derivatives & Hedge Funds Journal of Financial Markets Journal of Investing

Semester	III	Specialization	Finance
Course Code	320FIN	Type	Subject – Elective
Course Title	Back Office Operations		

Course Objectives:

1	To understand the processes involved in the financial services sector.
2	To know the process to be followed by the merchant banker

Syllabus:

Unit Number	Contents	Number of Sessions
1	Know Your Client, Anti-Money Laundering & Combating Financing of Terrorism : Principles, Client Due Diligence, Customer Policy, Clients of Acceptance Special Category, Client Identification Procedure, Client Registration - Proof of Identity, Proof of Address, PAN Card, Additional Requirements for non-individuals, Unique Client Code, Power of Attorney, Nomination, Changes in Client Information - Change of Address, Change in Bank Details, Change in Signatory, Minor becoming major, KYC Registration Agencies, Suspicious Transactions Reporting, Designated Individuals & Entities, Record Keeping	5 + 1
2	Mutual Fund and AMC Operations : Legal Structure, Net Asset Value (NAV), Expenses, Load, Offer Documents, Investor Transactions (Normal Physical Mode), Acquisition and sale of Units by Investor from / to the Scheme, Redemption of Units on closure of scheme, Systematic Investment Plan, Systematic Withdrawal Plan, Systematic Transfer Plan, Dividend Re-investment Option, Dividend Mechanics, Income Distribution Tax, Securities Transaction Tax (STT), Cut-off Time Regulations.	5 + 1
3	Depository Operations : Depository and Issuer, Depository Participant, Transactions - . Account Opening, De-Materialization, Re-Materialization, Secondary Market Purchases, Secondary Market Sales, Standing Instructions, Power of Attorney, Transposition, Transmission of Securities, Dividends, Pledging Securities, Freezing of Accounts, SMS Alerts	5 + 1
4	Qualified Foreign Investors – Equity Shares : Background, Permitted Transactions, Investment Restrictions, and Administration of Investment Limit, Other Conditions, and Transaction Flow. Qualified Foreign Investors – Mutual Funds : Background, Investment Limit, Transaction Flow, Direct Route (Demat), Indirect Route (Unit Confirmation Receipts), Other Conditions.	5 + 1
5	SEBI guidelines : SEBI guidelines relating to IPOs, FPOs, Right Issue, Bonus Issues, QIBs, ADRs, GDR, Buy Back Of Shares, FCCB.Common Bid-cum-Application Form.Settlement - Clearing House, Other Agencies Involved in Settlement, Clearing Mechanism, Clearing Process, Settlement Process, Transaction Cycle - T+2 Rolling Settlement Calendar, Delivery Versus Payment (DVP) / Hand Delivery, Auction Settlement, F&O Settlement, Books of Accounts, Straight Through Processing (STP).	5 + 1

Learning Resources:		
1	Text Books	Advanced Financial Services – P.K. Sinha – Nirali Prakashan Financial Management – Ravi Kishore – Taxman Publication
2	Reference Books	Advanced Financial Management – M.A.Kohok, Indian Financial System – M.Y.Khan
3	Supplementary Reading Material	Dalal Street, Capital Markets
4	Websites	www.sebi.gov.in www.nseindia.com www.bseindia.com www.nsdl.co.in
5	Journals	

Semester	III	Specialization	Finance
Course Code	321FIN	Type	Subject – Elective
Course Title	Principles of Insurance		

Course Objectives:

1	To understand the various operations involved in managing insurance.
2	To understand the pricing, financing and risk diversification strategies of insurance companies

Syllabus:

Unit Number	Contents	Number of Sessions
1	Fundamentals: Functions and Organization of Insurance -Types of Organization – Organization Structure-Function of Insurers	4+1
2	Underwriting, Claims, Intermediaries: Underwriting - Objectives and Principles - Underwriting in Life Insurance - Underwriting in Non- Life Insurance. Claims Management – Principles - Claim Settlement in Life Insurance - Claim Settlement in General Insurance - Repudiation of Claims. Insurance Intermediaries - Distribution of Insurance products - Role of Intermediaries - Surveyors and Loss Assessors - Third Party Administrators – Agents – Brokers - Corporate Agents- Banc assurance — Ombudsman – Lok-Adalats	5+1
3	Pricing And Finance: Insurance Pricing - Pricing Objectives - Types of Rating - Rating Considerations - Rating in Life Insurance - Rate Making Entities - Rate Making in General Insurance – De tariffing and its impact in India. Financial Aspects of Insurance Companies - Balance Sheet, Profit and Loss Account of Insurance Companies - Ratio Analysis in Insurance Companies - Risk Return Trade off -Measuring Financial Performance	6 + 1
4	Marketing of Insurance Products: Marketing of Insurance Products - Marketing Practices - Critical success Factors for Insurance Marketers - Distribution Channels - e-Commerce in Insurance Industry - Case studies of Indian Companies	5+1
5	Risk Management: Reinsurance - Principles, Role, Nature and Techniques of Reinsurance - Reinsurance in Indian Perspective - Global Reinsurance Market - Reinsurance Trading. Risk Management in Insurance Companies - Evaluation of Risk in Insurance Services - Risk Management Systems - Management of Systematic Risk - IRDA Framework for Risk Management - Catastrophe (CAT)Bonds	5 + 1

Learning Resources:		
1	Text Books	Insurance and Risk Management, 2 nd Edition, P.K.Gupta, Himalaya Publishing House Insurance, Principles and Practice, S.N.Mishra, S.B.Mishra, S Chand Principles of Insurance Management, Neelam Gulati, Excel Books Legal & Regulatory Aspects of Insurance by NIA Elements of Actuarial Science by NIA Insurance Business Environment & Insurance Company Operations by NIA Financial Management & Insurance Accounting by NIA
2	Reference Books	Principles of Risk Management and Insurance, 9 th Edition, George Rejda, Pearson Education Risk Management and Insurance by Trieschmann
3	Supplementary Reading Material	Economic Times, Business Standard,
4	Websites	National Insurance of India www.actuariesindia.org ,
5	Journals	Journal of Insurance Management

Semester	III	Specialization	Finance
Course Code	322FIN	Type	Subject – Elective
Course Title	Rural Financial Institutions		

Course Objectives:

1	To understand various avenues of finance available for the development of rural area.
2	To understand the role of financial institutions in rural India

Syllabus:

Unit Number	Contents	Number of Sessions
1	Regulation of Rural Financial Services: Regulatory framework of RFIs – Reserve Bank of India and its policy and functions in rural banking – National Bank for Agriculture and Rural Development – Impact of economic liberalization and deregulation of interest rates in RFIs, Introduction to Islamic Banking.	5 + 1
2	Co-operative Banks: Concept, Structure and special features of co-operatives banking – draft co-operatives bill – primary level credit institution, their functioning and problems – business development plans – District Central Co-operative Banks – structure and functions — Deregulation of interest rates, Land Development Banks- Structure and functions.	5 + 1
3	Regional Rural Banks: Genesis and need – problems of RRBs - structural weaknesses – working group of RRBs (Kelkar committee report) – Recommendations of committee on Financial sector reforms – recent policy changes relating to RRBs – Deregulation of interest rates and prudential norms – Turnaround strategies – DAP/MOU for revamping and re-structuring.	5 + 1
4	Rural Banking in Commercial Banks: Rural lending by commercial banks- problems of rural branches of commercial banks – transaction cost and risk cost of rural financing – impact of recent policy changes.	5 + 1
5	Local Area Banks / Other Financial Institutions: Emerging Trends Genesis – RBI Guidelines on Local Area Banks / Other financial Institutions like private banks, Non- Banking Financial Companies, Linkages with Private Money Lenders, Emerging Trends in rural banking, Microcredit, NGO involvement. Reforms in rural credit system.	5 + 1

Learning Resources:

1	Text Books	Banking – Dharmaraj E – Scitech Publications
2	Reference Books	Indian Economy – Datt, Sundaram – S.Chand& Sons, Indian Economic Problem – Amitabh Bhattacharya – Metropolitan Publications,
3	Supplementary Reading Material	Microfinance – Rajagopalan – ICFAI Press,
4	Websites	www.nabard.org www.banknetindia.com www.rbi.org.in www.iba.org
5	Journals	Asian Journal of Agricultural & Rural Development Journal of Industrial and Rural Development

Semester	III	Specialization	Finance
Course Code	323FIN	Type	Subject – Elective
Course Title	Social Finance for Inclusive Growth - I		

Course Objectives:	
1	To highlight the need for financial products that help the asset poor households and the marginalized communities, including micro entrepreneurs, engage in income-generating activities.
2	To give inputs for designing of innovative financial contracts and instruments, reducing the risk of lenders as well as borrowers, and most importantly credit enhancements and guarantees.
3	To highlight innovations in financial contract design and risk for financial inclusion.
4	To understand the role of financial institutions in financial inclusion.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Financial Markets: Accessibility of Financial Markets to poor in India-Demand & Supply issues	5 + 1
2	Innovative Financial Products: Financial innovations beyond microcredit, urban finance, low income housing finance, Micro Enterprise Financing Innovations	5 + 1
3	Finance constraints faced by microenterprises : Financing constraints faced by microenterprises, restricting access to finance, Financial market innovations supporting MSME finance, financing startup and venture capital fund, credit guarantee mechanisms	5 + 1
4	Impact Investing: Value Creation at the Bottom of the Pyramid, balancing the needs of investors as well as social entrepreneurs. Funding Options for innovations	5 + 1
5	Capital Markets & Access to Finance: Financial innovations to support savings & Investments of asset poor households, framework for managing inflation risks, etc. global and Indian experiences. Micro-SIP& Pension, investment linked insurance products. Investment and Insurance-linked Products : Credit-insurance based financing arrangement	5 + 1

Learning Resources:		
1	Text Books	Inclusive Growth – Indian Institute of Banking & Finance, Microfinance – Somnath – Excel Books
2	Reference Books	New Trends in Banking – VV Ravi Kumar – ICFAI Press, Principles & Practice of Banking – IIBF – Macmillan Publishing,
3	Supplementary Reading Material	Financial Inclusion – Sameer Kochharm, R. Chandrashekar, Advanced Financial Management – M.A. Kohok – Everest Publishing
4	Websites	www.impactinvesting.in www.oecd.org
5	Journals	Indian Journal of Finance

MBA SYLLABUS: SEMESTER III
INFORMATION TECHNOLOGY MANAGEMENT - SPECIALIZATION

Semester	III	Specialization	Information Technology
Course Code	305IT	Type	Specialization - Core
Course Title	I.T. Management		

Course Objectives:	
1	To get a thorough update of Information Technology used in Business Organizations.
2	To develop understanding of managerial aspects so as to use Information technology effectively and efficiently.
3	To develop capability to integrate different but related aspects of Information Technology
4	To develop a view of IT Management, especially, for a large organization
5	To appreciate IT Management as an independent and important field of work, different from IT for Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Hardware Management – Historical Review - Types of Computers – Computer Peripherals - Input Technologies and Devices– Output Technologies and Devices - Storage Technologies and Devices - Future Scenario – Managerial considerations in acquisition, maintenance, controlling, replacement of Hardware	7+2
2	Application Software Management - Overview of General Purpose Application Software such as Software Suites, Messaging, Groupware, Conferencing Commercial and Corporate Tools and Overview of Application Specific Software such as Programming languages, ERP, e-Commerce, CRM, Scientific and Engineering Programs. System Software Management –Overview of Operating Systems, Network Management Programs, Database Management Programs, Servers, System Utilities, Performance and Security Monitors, System Development Programs. Managerial considerations in selection, maintenance, controlling, replacement of Software	7+2
3	Networking Management – Networking Trends – Internet Basics – Intranet and Extranet – Overview of Networking Alternatives, Networking types, Networking media, Networking processors, Networking software, Networking architecture and Networking protocols	7+2
4	Data Management –Database Concepts and Development - Types of Databases – Application Development thru DBMS - Database Administration Data Resource Management –Data warehouse and Data Mining - Data Recovery Practices and Technologies	7+2
5	(a) Security Management –Need, Case Studies – Types of Computer Crime – Cyber Law - Tools of security Management - Security Defenses – System Controls and Audit (b) People Management -- I.T. Organization of a large corporation – Selection and Recruitment – Training – Retention – Performance Measurement	7+2

Learning Resources:		
1	Text Books	Management Information System Laudon, Laudon and Dass 11 th Edition Pearson Management Information Systems Obrien, Marakas, Behl 9 ^h Edition Tata McGraw Hill Management Information Systems W S Jawadekar, 4 th Edition Tata McGraw Hill
2	Reference Books	IT system Management by Rich Schiesser Enterprise Computing by Alan R. Simpson
3	Supplementary Reading Material	The Influence of IT Management Practice on IT Use in Large Organizations Journal MIS Quarterly Author: Boynton Andrew, Zmud Robert & Jacobs Gerry
4	Websites	www.csus.edu whatis.techtarget.com
5	Journals	MIS Quarterly, University of Minnesota CSI Communications, Computer Society of India

Semester	III	Specialization	Information Technology
Course Code	306IT	Type	Specialization - Core
Course Title	E-Business		

Course Objectives:

1	To appreciate e-Business as a significant business segment of the future
2	To get on overview of technological aspects of e-business
3	To understand strategic aspects of e-business
4	To develop capacity to initiate/lead an e-business venture/ business segment

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction, Background and Current Status, Case studies	6+2
2	e-Business Architecture - Enabling Technologies- Information distribution and messaging Technologies- Information Publishing Technology	7+2
3	e-Business Infrastructure - e-Business Design, Capacity Planning, Performance Modeling- Mobile commerce- framework and models	7+2
4	e-Business Models - e-Marketing, e-CRM, Internet advertising - e-Business Security/Payment Services - e-SCM, e-Procurement - Portals- Search Engines – Online Community building	8+2
5	e-Business Strategy into Action, Challenges, Legal Issues - Business Plan Presentation and Demonstration “Launching e-Business: From Idea to Realization”.	7+2

Learning Resources:

1	Text Books	E-business by Rayudu, Himalaya Publication
2	Reference Books	Knowledge Management by Jawadekar, McGraw-Hill e-Commerce A Manager's Guide to e-Business by Parag Diwan & Sunil Sharma
3	Supplementary Reading Material	E-Government, E-Business, and National Economic Performance Journal: Communications of AIS, Shirish Shrivastava
4	Websites	e-business.com www.ecommercetimes.com
5	Journals	Journal of Electronic Commerce Research International Journal of Electronic Commerce

Semester	III	Specialization	Information Technology
Course Code	307IT	Type	Subject - Elective
Course Title	Software Engineering		

Course Objectives:	
1	To develop theoretically sound understanding of Software Engineering Methods
2	To develop understanding of object oriented software Engineering
3	To develop ability to represent diagrammatically and in descriptive form, software engineering schemas

Syllabus:

Unit Number	Contents	Number of Sessions
1	Nature of Software, Software Engineering, Software Process, Unique Nature of WebApps, Basic System Development Life Cycle	6+1
2	Different approaches and models for System– Generic Process Model, Waterfall, Spiral, Prototyping, RAD, JAD	6+1
3	Requirements Anticipation, Requirements Investigation, Requirements Specifications	6+1
4	Use-case Driven Object oriented Analysis - Use case Diagram, Activity Diagram, Sequence diagram, Collaboration Diagram and Class Diagram	8+2
5	User Interface design	4

Learning Resources:		
1	Text Books	Software Engineering Pressman, TMH, 7th Edition
2	Reference Books	System Analysis and Design Jalote, Narosa Publication, 3rd Edition Software Engineering W S Jawadekar, TMH. System Analysis & Design Elias Awad, Galgotia Publication Object Oriented Analysis and Design with Applications by Grady Booch., Benjamin / Cummings , 1994., Pearson, 3rd Edition
3	Supplementary Reading Material	Management Information System for Enterprise Applications, Adamantions Koumpis
4	Websites	www.unesco-ihe.org
5	Journals	International Journal of Software Engineering & Knowledge Management TSE - IEEE Transactions on Software Engineering SPE - Software - Practice and Experience

Semester	III	Specialization	Information Technology
Course Code	308IT	Type	Subject - Elective
Course Title	Mobile Computing with Android		

Course Objectives:	
1	To understand technical aspects of M-computing
2	To appreciate impact of M-computing on Information Technology scenario
3	To understand M-computing applications; initiate new applications

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Generations of mobile computing, Spectrum allocation, Standard Bodies, Players in the Wireless Space, three tier architecture of mobile computing, Mobile Computing through Internet, Basic cellular system, concept of frequency reuse channels, hand-off mechanism, cell splitting	5+1
2	GSM & GPRS :GSM features and Architecture , Network Aspects in GSM, GSMFrequency Allocation, Mobility management, hand-off mechanisms, cell splitting, Security issues used in GSM, GPRS features and architecture, network operations, data services in GPRS, applications and limitations, SMS and MMS services architecture and operation details	5+1
3	Emerging Telecommunication Technologies :Introduction, Bluetooth, EDGE, UMTS, Wireless Broadband (WiMAX),Mobile IP, Java Card, WLAN, Ad-hoc Networks, Sensor Networks, SpreadSpectrum technology, CDMA, Third generation networks and applications,WAP: Model, architecture & protocol stack.	5+1
4	Security Issues in Mobile Computing: Introduction, Information security, Security techniques and Algorithms,security Protocols, Public Key Infrastructure, Trust, Security Models, SecurityFrameworks for Mobile Environment.	4+1
5	M-Commerce :Introduction to m-commerce :Emerging applications, different playersin m-commerce, m-commerce life cycleMobile financial services, mobile entertainment services, and proactive serviceManagement Management of mobile commerce services: Content development and distribution to hand-held devices, contentcaching, pricing of mobile commerce services The emerging issues in mobile commerce: The role of emerging wireless LANs and 3G/4G wireless networks, personalized content management, implementation challenges in m-commerce, futuristic m-commerce services.	6+1

Learning Resources:		
1	Text Books	Mobile Computing (Technology, Applications and Service Creation) , Asoke. K Talukder and Roopa R. Yavagal. Tata McGraw Hill
2	Reference Books	Mobile Communication : Jachan Schiller, Adison-Wesley.Wireless and Mobile Network Architecture : Yi-Bing Lin, Wiley Mobile Commerce: Technology, Theory and Applications by BrianMennecke and Troy J. Strader, Idea Group Publishing
3	Supplementary Reading Material	
4	Websites	techbits.co.in www.zslinc.com
5	Journals	Wireless communication & mobile computing IEEE Transactions on Mobile Computing

Semester	III	Specialization	Information Technology
Course Code	309IT	Type	Subject - Elective
Course Title	RDBMS with Oracle		

Course Objectives:	
1	To understand theoretical concepts in Relational Data Base Management
2	To develop working level proficiency for writing SQL commands
3	To develop capability to design applications for a real life DBMS problem

Syllabus:

Unit Number	Contents	Number of Sessions
1	Overview of DBMS : Architecture, Data models, constraints	3
2	Relational model concept: Relational model constraints ,relational Algebra, Relational database language, Data definition in SQL, Views and Queries in SQL, Specifying constraints and Indexes in SQL, Specifying constraints management systems,	6+1
3	SQL Functions: Date - Sys_date , next_day, Add_months, last_day, months_between. Numeric - round, trunc, abs, ceil, cos, exp, floor. Character - initcap, lower, upper, ltrim, rtrim, translate, length, lpad, rpad, replace. Conversion - to_char, to_date, to_number. Miscellaneous - Uid, User, nvl, vsize, decode, rownum. Group function - avg, max, min, sum, count, with Group by and Having Clause. Nested functions.	6+1
4	Joins: Simple join Equi join Non equi join Self join Outer join Set operators (Union, union all, intersect, minus) Sub queries and Correlated query DML statements (Insert, Update, Delete with whereclause) TCL (Commit, Rollback, Saveint)	5+1
5	Tables Create, Alter, Drop, Truncate, Rename Constraints (Primary key, Foreign Key, Unique Key, Check, Default, Not Null, On delete, Cascade) Column level and Table level constraints Oracle Objects Views, Sequences, Synonyms, Index (Define, Alter and Drop)	6+1

Learning Resources:		
1	Text Books	Data Base System Concept by Korth, TMH, 5 th Edition Oracle by Ivan Bayros
2	Reference Books	Introduction To Database Systems By C.J.Date, Pearson. Data Management Systems by Alexis Leon, Mathew Leon Principles of Database Management by James Martin, PHI. SQL - The complete Reference by Groff James & Weinberg Paul., TMH, 2 nd Edition.
3	Supplementary Reading Material	Oracle 7 by Ivan Bayross, BPB Pub.
4	Websites	www.thinkoracle.in
5	Journals	Development of a Relational Database Management System

Semester	III	Specialization	Information Technology
Course Code	310IT	Type	Subject - Elective
Course Title	Software Quality Assurance		

Course Objectives:	
1	To understand concepts and methodology related to Software Quality Assurance
2	To Know software Quality standards specifies by regulatory authorities
3	To develop capability to design Quality Testing processes in software development environment

Syllabus:

Unit Number	Contents	Number of Sessions
1	Software quality - Definition Software errors, software faults and software failures Software quality assurance – definition and objectives Software quality assurance vs. software quality control The objectives of SQA activities	5+1
2	Pre-project SQA Components Contract Review Development and Quality Plan	5+1
3	SQA components in Project life cycle activities assessment. Verification and Validation Various types of Reviews Inspections Walkthrough Software testing Impact of CASE Tools	5+1
4	Software Quality Factors McCall's Quality Model Product, Process quality metrics	5+1
5	Standardization ISO 9001 and ISO 9000-3 SEI-CMM IEEE 1012 standard ISO/IEC 12207 standard.	5+1

Learning Resources:		
1	Text Books	Handbook of Software Quality Assurance Software Quality Assurance: Principles and Practices by Nina Godbole
2	Reference Books	Software Quality Assurance from theory to implementation – Danial Galin Software Project management - Edwin Bennatan Project Management Body of Knowledge – PMI
3	Supplementary Reading Material	Software Engineering Roger S. Pressman, TMH, 7 th Edition.
4	Websites	www.softwarecertifications.org www.softwareqatest.com
5	Journals	Software Quality Journal

Semester	III	Specialization	Information Technology
Course Code	311IT	Type	Subject - Elective
Course Title	E-Learning		

Course Objectives:	
1	To understand e-learning as an emerging educational technology
2	To learn use of tools/ technologies used for e-learning based pedagogy
3	To develop capability to initiate e-learning project(s)

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: e-learning- definition. Why e-learning? Elements of e- learning, e-learning content- dimensions, Risks in e-learning, ROI , e- learning cycles, Implementation.	5+1
2	Types of e-learning and technologies required: Learner- led e-learning Facilitated e-learning, Instructor- led e-learning, Embedded e-learning Tele-mentoring and e-coaching, Categories of software tools	5+1
3	Hardware and Networks for e-learning: Selection of e-learning Hardware, network for e-learning, types of networks, private network, private networks, internet, TCP/IP , wireless internet connection.	5+1
4	Tools for accessing e-learning: Web browsers, media players and viewers Tools for offering e-learning: Web servers, LMS- Learning Management Systems , Learning Content Management Systems, Collaboration tools, Virtual- School systems, media servers Tools for creating e-learning content: Course authoring tools, web site authoring tools, how they work?, an overview of popular web site authoring tools, alternatives to web authoring tools, blogging tools, testing and assessment tools Other Tools: Media Editors, Content Converters	5+1
5	Standards For e-learning: Standards for packaging, communication, Metadata, Quality standards , other standards and regulation Trends in e-Learning: Always Online, All information online, All Media digital, Emergence of HDTV video standard, Force or haptic feedback, Telepresence, immersive simulations, embedded system.	5+1

Learning Resources:		
1	Text Books	E- learning strategies – How to get implementation and delivery right first time by Don Morrison, John Wiley and sons Ltd. Methodologies, Tools and New Developments for E-Learning
2	Reference Books	Delivering E- learning : A complete strategy for design, application and assessment – by Kenneth Fee , Kogan Page London and Philadelphia, 2009 E- Learning Tools and Technologies a consumer's guide for trainers, teachers, educators and instructional designers – William Horton, Katherine Horton, Wiley.
3	Supplementary Reading Material	
4	Websites	www.e-learningconsulting.com www.elearningnc.gov
5	Journals	Journal of e-Learning and Knowledge Society

Semester	III	Specialization	Information Technology
Course Code	312IT	Type	Subject - Elective
Course Title	Software Marketing		

Course Objectives:	
1	To understand facets of software marketing as a field of study
2	To develop in depth of understanding of Software Marketing Practices
3	To assist in developing capability to market the software

Syllabus:

Unit Number	Contents	Number of Sessions
1	Global and Indian Software Industry Environment: Historical Growth of the Industry, Market Size, Nature of Products, Projects and Services, Major Players, Industry Associations and their role in market development, Overview of India's Software Export Industry	5+1
2	Services Marketing Mix: 7 Ps of Services Marketing – Service Life Cycle Strategic Aspects of Software Marketing - Identification of potential markets, Industry/ Business analysis and creating/ sustaining competitive advantage - Segmenting, Targeting and Positioning.	5+1
3	Promotion: Role of Promotion in Software Marketing; Personnel Selling, Advertising and Sales Promotion; Trade Shows, Role of Relationship Marketing in promoting software	5+1
4	Distribution: Place – Distribution Strategies for Software Products / Services; Challenges in distribution of Software Products and Services; Role of Internet in distribution of Software Products and Services. Pricing: Factors involved in pricing software Products, Price estimating for Software Projects	5+1
5	Customer Satisfaction & Service Quality: Monitoring and Measuring customer satisfaction. Applying technology to service settings, e-services. Role of People, Process and Physical Evidence in Software Products and Services	5+1

Learning Resources:		
1	Text Books	Services Marketing - Zeithaml, Bitner, Gremler&Pandit, TMGH, 4 th Edition.
2	Reference Books	Services Marketing – Rampal& Gupta Software That Sells : A Practical Guide to Developing and Marketing your Software Project, Edward Hasted
3	Supplementary Reading Material	Services Marketing - Christopher Lovelock
4	Websites	www.softwaremarketingresource.com www.softwareceo.com
5	Journals	Journal of Services Marketing

Semester	III	Specialization	Information Technology
Course Code	313IT	Type	Subject - Elective
Course Title	Business Intelligence and Analytics		

Course Objectives:	
1	To understand principles of BI and Analytics at conceptual level
2	To understand application areas for implementing BI and Analytics
3	To develop skills to design BI and Analytics projects

Syllabus:

Unit Number	Contents	Number of Sessions
1	Business Intelligence: definition , concept and need for Business Intelligence, Case studies BI Basics : Data, information and knowledge, Role of Mathematical models	5+1
2	Business Analytics at the strategic level: Strategy and BA , Link between strategy and Business Analytics, BA supporting strategy at functional level, dialogue between strategy and BA functions, information as strategic resource Business Analytics at Analytical level : Statistical data mining, descriptive Statistical methods, lists, reports, automated reports, hypothesis driven methods, data mining with target variables, cluster analysis, Discriminate analysis, logistic regression, principal component analysis.	5+1
3	Business Analytics at Data Warehouse Level, Designing physical database, Deploying and supporting DW/BI system	5+1
4	Business Intelligence Architectures: Cycle of Business Intelligence Analysis, Development of Business Intelligence System, spread sheets, concept of dashboard, OLAP, SOA, decision engineering. BI Tools: Concept of dashboard.	5+1
5	BI Applications in different domains- CRM, HR, Production	5+1

Learning Resources:		
1	Text Books	Decision Support and Business Intelligence Systems, Turban, Sharda, Delen, Pearson
2	Reference Books	Business Intelligence Success Factors Tools for aligning your business in the global economy by Olivia Parr Rud, John Wiley and sons , 2009 The Profit impact of Business Intelligence by Steve Williams and Nancy Williams , Morgan Kauffman Publishers/ Elsevier, 2007 Business Intelligence: Practices, Technologies, and Management- Rajiv Sabherwal, Irma Becerra-Fernandez Business Analytics for Managers : Taking Business Intelligence beyond reporting by GERT H.N. Laursen, Jesper Thorlund, Wiley and SAS Business Series, 2010
3	Supplementary Reading Material	The Great Mind Challenge for Business, Vol. 1 and 2, IBM (I) Pvt. Ltd, Bangalore
4	Websites	www.sas.com www.smartdatacollection.com
5	Journals	International Journal of Business Intelligence Research ,

Semester	III	Specialization	Information Technology
Course Code	314IT	Type	Subject - Elective
Course Title	Cyber Laws		

Course Objectives:	
1	To understand legal provisions of Information Technology Act, 2000
2	To know Case Law and practical ramifications of the Act

Syllabus:

Unit Number	Contents	Number of Sessions
1	Object and Scope: Genesis, Object, Scope of the Act Encryption - Symmetric Cryptography- Asymmetric Cryptography- RSA Algorithm - Public Key Encryption	5+1
2	Digital Signature: Technology behind Digital Signature - Creating a Digital Signature - Verifying a Digital Signature - Digital Signature and PKI - Digital Signature and the Law. E-Governance and IT Act 2000: Legal recognition of electronic records- Legal recognition of digital signature - Use of electronic records and digital signatures in Government and its agencies.	5+1
3	Certifying Authorities: Need for Certifying Authority and Powers - Appointment, function of Controller - Who can be a Certifying Authority? - Digital Signature Certifications - Generation, Suspension and Revocation of Digital Signature Certificate. Cyber Regulations Appellate Tribunal: Establishment & Composition of Appellate Tribunal - Powers of Adjudicating officer to Award Compensation - Powers of adjudicating officer to Impose Penalty.	5+1
4	Domain Name Disputes and Trademark Law : Concept of Domain Names - New Concepts in Trademark – Jurisprudence - Cybersquatting, Reverse Hijacking, Meta tags, Framing, Spamming - Jurisdiction in Trademark Dispute.	5+1
5	Cyber Crimes: Tampering with Computer Source Documents - Hacking with Computer System - Publishing of Information which is obscene, in Electronic Form - Offences related to Breach of Confidentiality& Privacy – Offences related to Digital Signature Certificate.	5+1

Learning Resources:		
1	Text Books	Cyber Law in India by Farooq Ahmad – Pioneer Books
2	Reference Books	Information Technology Law and Practice by Vakul Sharma – Universal Law Publishing Co. Pvt. Ltd. The Indian Cyber Law by Suresh T Vishwanathan –Bharat Law house New Delhi. Guide to Cyber Laws by Rodney D. Ryder –Wadhwa and Company Nagpur. The Information Technology Act,2000 – Bare Act –Professional Book Publishers – New Delhi
3	Supplementary Reading Material	Hand book of Cyber & E-commerce Laws by P.M. Bakshi & R.K.Suri – Bharat Law house New Delhi.
4	Websites	www.cyberlawindia.net www.asianlaws.org
5	Journals	Cyber Times

Semester	III	Specialization	Information Technology
Course Code	315IT	Type	Subject - Elective
Course Title	IT for Retailing		

Course Objectives:	
1	To understand IT in Retail as an important field of practice
2	To know concepts and technologies related to IT in retail

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Role of IT in Retail Trade, Advantages of IT in Retail Trade like Cost productivity benefits and Marketing benefits, Competitive advantages of Information technology, limitations of using IT, Essential Requirements of an Information System for retail.	5+1
2	Applications of IT in Retail Management: Inventory control, POS - Point of sale, Sales Analysis, Planning and Forecasting, CPFR- Collaborative Planning, Forecasting and Replenishment. Capturing and transmitting data at POS , advantages, elements of data capture – coding system code symbology Means of data capture Database marketing, Data Mining, Data Mart	5+1
3	Technology for retail Management: POS - Point of Scale Technologies available Barcode scanning, electronic shelf tags, self-checkouts, RFID tags, fingerprint authentication. Evolution of Retail Management Systems: Introduction to self-service, supermarkets, atomistic retail to regional networks/ chain stores, POS to point of purchase, push action to push strategy, Point of Differentiation, Point of Customer.	5+1
4	Web based retailing/ E- Retailing/ E Commerce (B2C): Kinds of retailers engaged in electronic commerce: virtual retailers, two channel retailers, Multichannel retailers Role of Internet, Benefits of Internet, Monitoring the progress of an internet e- retail business, limitations of the web. Emergence of eBay, Amazon and others, comparison of web based retailing and other forms of retailing.	5+1
5	Future trends : Smart cards, E-cash, Multimedia kiosks, Customer specific offers, Electronic body scanners, Electronic shelf front Retail management Systems in the market: ERP systems like SAP and PeopleSoft, Specialized retail software providers like JDA, Retek, Essentus, SANDMAR RM 6000 and others, Open source software.	5+1

Learning Resources:		
1	Text Books	Information Technology for retailing by Khurana Pub McGraw Hill
2	Reference Books	Retail Business Management by R. Perumalsamy, Anmol Publications, 2010 Retail Management by Arif Sheikh and Kaneez Fatima, Himalaya Publishing House, 2008.
3	Supplementary Reading Material	Advanced Technologies Management for Retailing - Framework and Cases by Eleonora Pantano and Harry Timmermans, Business Science Reference, 2011
4	Websites	www.retailsystems.com
5	Journals	Journal of Retailing and Consumer Services

Semester	III	Specialization	Information Technology
Course Code	316IT	Type	Subject - Elective
Course Title	Technical Writing		

Course Objectives:	
1	To understand Technical Writing at conceptual level
2	To learn tools and techniques as well as approaches to technical writing
3	To develop expertise with a view to taking up technical writing as a career

Syllabus:

Unit Number	Contents	Number of Sessions
1	What is technical writing? – Case studies Role of technical writer- creating user guides, reference, readme, release notes, documentation procedure technical presentations, training slides, online help (preparation and integration.)marketing brochures, web pages, concept note, specs, project proposals company newsletter, CVs, effective emailing guidelines	5+1
2	Quality Characteristics for technical writing Ease of use: Task orientation, Accuracy, Completeness Easy to understand: Clarity, correctness, strike Easy to find: Organization, Retrievability, Visual effectiveness	5+1
3	Audience analysis: tailoring documents for a specific audience. Creating a thesis statement, developing an outline, pre-writing, refinement. Overcoming writer's block/writer's anxiety. Adding emphasis in writing. Annotated bibliographies. Avoiding plagiarism. Conciseness, clarity. Establishing arguments. Paragraphs and paragraphing. Quoting, paraphrasing, and summarizing. Sentence variety. Using appropriate language. Proofreading your writing; parallels in proofreading and debugging.	5+1
4	Writing white paper/ technical report, research paper, report abstracts, manuals and documentation. Effective workplace writing: accentuating the positives, prioritizing your concerns for effective business writing; memo writing, email etiquette, revision in business writing, tone in business writing, model letters for various purposes.	5+1
5	(a)Document types to be covered Business Writing – RFI (Request for information) and RFP (Request For proposal) structure, Writing RFI ,RFP Contents of an Installation manual , Writing an Installation manual Contents of a s/w user manual , Writing a s/w user manual What is a white paper? Contents of a white paper , writing white papers CBT(Computer based training) , Structure of CBT, Preparing CBT Preparing a tutorial (b)Tools of technical writing MS Word, Ms Excel, Ms- PowerPoint, TechSmith Snagit, Adobe PDF, Adobe Robohelp	5+1

Learning Resources:		
1	Text Books	Technical Writing, Process and Product, Sharon Gerson, Steven Gerson, Pearson
2	Reference Books	Engineers Guide to technical writing by Kenneth G. Budinski, ASM International , 2001 Science and Technical Writing A Manual of style edited by Philip Reubens, Routledge The Best Software Writing I selected and introduced by Joel Spolsky, Apress, 2005 Technical Communication' by Mike Markel
3	Supplementary Reading Material	Developing Quality Technical Information A Handbook of Writers and Editors, IBM Press, 2004
4	Websites	The Online Writing Labs (OWL) family of websites http://owl.english.purdue.edu/ ; specially, http://owl.english.purdue.edu/workshops/hypertext/ http://www.twin-india.org/ - Twinbook 1.chm and Twinbook2.chm http://techwhirl.com www.tc.eserver.org -The most comprehensive virtual library for technical communicators on the Web. http://mysite.verizon.net/resnx4g7/ http://www.greatuserdocs.com http://www.io.com/~hcexres/textbook/ - Basic online textbook on technical writing. http://en.wikiversity.org/wiki/Technical_writing -Provides a basic online course in technical writing. http://www.indexers.org.uk -Indexing user manuals http://www.g2meyer.com/gallery/ -Collection of screen captures of various online help systems. http://www.itauthor.com
5	Journals	Journal of Technical Writing and Communication Editor: Charles H. Sides

MBA
SYLLABUS: SEMESTER III
OPERATIONS MANAGEMENT - SPECIALIZATION

Semester	III	Specialization	Operations Management
Course Code	305OPE	Type	Specialization –Core
Course Title	Planning & Control of Operations		

Course Objectives:

1	To give an overview of Planning & Control of Operations
2	To explain the role of forecasting in the operations planning process.
3	To explain the need for aggregate planning and the steps in aggregate planning.
4	To explain how is capacity planning done in organizations and what is its relationship with MRP.
5	To highlight the importance of scheduling in operations management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Planning & Control of Operations: Need, Functions - Routing, Scheduling, shop loading and dispatch, follow up. Relations with other departments, Routing-Process layout indicating flow Chart of material from machine to machine. Dispatch in production control-documentation.	7 + 2
2	Demand Forecasting: Forecasting as a planning tool, Why do we forecast, Forecasting time horizon, Design of forecasting systems, Developing the logic of forecasting, Sources of data, Models for forecasting, Extrapolative methods using time series, Causal methods of forecasting, Accuracy of forecasts, Using the forecasting system.	7 + 2
3	Aggregate Production Planning: Planning Hierarchies in operations, Aggregate Production planning, Need for Aggregate Production planning, Alternatives for managing demand, Alternatives for managing supply, Basic strategies for aggregate production planning, Aggregate production planning methods, Master Production Scheduling.	7 + 2
4	Resources Planning: Dependent Demand Attributes, Planning a framework – the basic building blocks: Multiple levels in products, Product Structure, The Bill of Materials, Time phasing of the requirements, Determining the Lot Size, Incorporating Lead time information, Establishing the planning premises. MRP Logic, Using the MRP system, Capacity Requirements planning, Manufacturing Resources Planning (MRP II), Enterprise Resource Planning (ERP), Resource Planning in services.	7 + 2
5	Scheduling of Operations: Need for Scheduling, Scheduling – Alternative terms, Loading of machines, Scheduling Context, Scheduling of Flow Shops, Scheduling of Job Shops, Input-Output Control, Operational Control Issues in Mass production systems.	7 + 2

Learning Resources:		
1	Text Books	Operations Management: Theory and Practice by B Mahadevan, Pearson, 2 nd Edition.
2	Reference Books	Operations Management by Terry Hill, Palgrave, 2 nd Edition The fundamentals of Production Planning and Control by Stephen Chapman, Pearson, 1 st Ed.
3	Supplementary Reading Material	Operations Now by Byron Fitch, TMGH, 3 rd Edition.
4	Websites	www.apics.org
5	Journals	<p>Demand Forecasting and Smoothing Capacity Planning for products with high random demand volatility by Huang, M.-G.; Chang, P.-L.; Chou, Y.-C., International Journal of Production Research, Jun2008, Vol. 46 Issue 12</p> <p>Adaptive Exponential Smoothing versus Conventional Approaches for lumpy Demand Forecasting: case of production planning for a manufacturing line by Quintana, R.; Leung, M. T., International Journal of Production Research, Nov2007, Vol. 45 Issue 21, p4937-4957, 21p</p> <p>Forecasting Inventory: Using Demand to Determine Supply by Wilson, Eric., Journal of Business Forecasting, Fall2008, Vol. 27 Issue 3</p> <p>Forecasting Demand for Single-period products: A case study in the Apparel Industry by Mostard, Julien; Teunter, Ruud; de Koster, René., European Journal of Operational Research, May2011, Vol. 211 Issue 1</p> <p>Modeling of Multi-period Multi-product Production Planning considering Production Routes by Mahdavi, Iraj; Taghizadeh, Kaveh; Bagherpour, Morteza; Solimanpur, Maghsud., International Journal of Production Research, Mar2012, Vol. 50 Issue 6</p> <p>Forecasting Aggregate Demand: An Analytical Evaluation of Top-down versus Bottom-up Forecasting in a Production Planning framework by Widiarta, Handik; Viswanathan, S.; Piplani, Rajesh. International Journal of Production Economics, Mar2009, Vol. 118 Issue 1</p> <p>Making MRP Work by Diehl, Gregory W.; Armstrong, Aaron J.. Industrial Engineer: IE, Nov2011, Vol. 43 Issue 11</p>

Semester	III	Specialization	Operations Management
Course Code	306OPE	Type	Specialization –Core
Course Title	Inventory Management		

Course Objectives:

1	To give an overview of various aspects of inventory.
2	To explain the impact of types of inventory costs on inventory management decisions.
3	To explain the principles of JIT

Syllabus:

Unit Number	Contents	Number of Sessions
1	Elements of Inventory Management: Inventory concepts, Pressures for Low Inventory, Pressures for High Inventory, Role of inventory in Operations, Types of inventory – seasonal, decoupling, cyclic, pipeline, Safety stock. Inventory costs – carrying costs, ordering costs, shortage costs.	7 + 2
2	Inventory Control systems: Continuous Review (Q) systems, Periodic Review (P) systems, ABC Classification system, Issues in the P and Q systems of inventory control.	7 + 2
3	Economic Order Quantity Models: The Basic EOQ Model, Production Quantity Model, Computer Solution of EOQ model with MS Excel, Quantity Discounts, Computer Solution of Quantity Discounts model with MS Excel, Reorder Point, Safety Stocks, Service Level, Reorder point with variable demand, Computer Solution of Reorder point with MS Excel, Order quantity for periodic inventory system, Order quantity with variable demand, Computer Solution of fixed period model with MS Excel	7 + 2
4	Just-In-Time: Principles of just-in-time, Core logic of JIT, Main features for stocks, Achieving just-in-time operations, Other effects of JIT, Benefits and disadvantages of JIT, Comparison with other methods of inventory management. KANBAN as a control tool. Vendor managed inventory.	7 + 2
5	Make Or Buy Decisions: Factors influencing Make Or Buy Decisions-cost, quality, capacity core v/s noncore, management strategy. Evaluation of performance of Materials function: cost, delivery, quality, inventory turnover ratio methodology of evaluation, Use of ratios and analysis like FSN: Fast slow, Nonmoving, HML-High Medium, Low, XYZ. Materials Management In JIT Environment:	7 + 2

Learning Resources:		
1	Text Books	Operations Management: Theory and Practice by B Mahadevan, Pearson, 2 nd Edition. Operations Management-Process and Value Chains by Krajewski, Ritzman, Malhotra, Pearson, 8 th Edition.
2	Reference Books	Operations Management: Quality and Competitiveness in a Global Environment by Russell and Taylor, Wiley India. Introduction to Materials Management by J.R.Tony and Arnold.
3	Supplementary Reading Material	Inventory Control and Management by Donald Waters, Wiley Student Edition, 2 nd Ed. Just-in-Time Manufacturing by Korgaonker, Macmillan Essentials of Inventory Management by Max Muller, JAICO Publishing, 1 st Edition.
4	Websites	www.inventorymanagementreview.org www.effectiveinventory.com
5	Journals	Material Management Review- Institute of Material Management Production & Inventory Management - APICS

Semester	III	Specialization	Operations Management
Course Code	307OPE	Type	Subject - Elective
Course Title	Productivity Management		

Course Objectives:

1	To understand and appreciate significance of productivity management
2	To study various productivity management methods
3	To learn applicability of popular productivity management tools

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Importance and significance of productivity, Productivity concepts – Macro and Micro factors of productivity, productivity from product and service perspective, different inputs and productivity measures, Various ratios related to finance, material and service.	3+1
2	Value Analysis and Value Engineering: Concept of Cost, Price and Value, Role in Productivity, Procedure – Application and productivity benefit model.	3+1
3	Work Study: Importance of work study – Method Study and Work Measurement – Pioneers of Performance Measurement Method Study: Need for Method Study – Procedure of Method Study –Process Flow charts, Man machine diagrams ,Principles of Motion Economy	6+1
4	Work Measurement: Techniques of Work Measurement including Estimating, Stopwatch Time Study, Predetermined Time Standards, Synthetic Estimates of Work, Times, Activity Sampling. Computation of Standard Time – Elements – Types of Elements – Performance Rating – Allowances – Need for Allowances – Types of Allowances	8+1
5	Advanced Methods of Productivity and service level enhancements: Overview of JIT, Lean, 5S, TPM, BPR, Six Sigma, World Class manufacturing, Use of Technology in productivity and service enhancements: ITeS, CAD, CAM, CIM, CMMI.	5+1

Learning Resources:

1	Text Books	Productivity Measurement for Business Excellence by Prem Vrat, G.D. Sardana, B.S. Sahay, Narosa Publishing House. Operations Management for Competitive Advantage by Richard B Chase, Jacobs, Aquilano, Agarwal, TMGH, 11 th Edition.
2	Reference Books	Introduction to Work Study Edited by Geirge Kanawaty, Universal Publishing, 4th Edition.
3	Supplementary Reading Material	Production and Operations Management by S.N.Chary, TMGH, 4th Edition
4	Websites	www.npcindia.org
5	Journals	International Journal of Operations & Production Management International Journal of Business Performance Management Journal of Applied Economics International Journal of Management Journal of Management Information Systems

Semester	III	Specialization	Operations Management
Course Code	308OPE	Type	Subject - Elective
Course Title	Maintenance Management		

Course Objectives:

1	To understand importance and role of Maintenance Management
2	To acquaint with various alternatives of Maintenance Management
3	To understand use of decision tools for Maintenance Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Need and Importance of Maintenance Management: Maintenance versus Aggregate production planning, Maintenance versus Scheduling, Maintenance versus Quality Control, Equipment Life Cycle, Measures of Maintenance Performance – Mean Time Between Failure (MTBF) and Mean Time to Repair (MTTR) , Availability.	5 + 1
2	Requirements for Effective Maintenance Management: Catalogues of Equipment, Maintenance Policy, Maintenance Manual, Troubleshooting Mechanisms, Fault – tree Analysis, Maintenance Information Systems.	5 + 1
3	Maintenance Alternatives: Routine Inspection, Preventive Maintenance, Predictive Maintenance, Breakdown Maintenance, Planned Shutdowns / Major Overhaul, Equipment Replacement.	5 + 1
4	Decision tools for Maintenance Management: Optimum Preventive maintenance policy, group replacement policy, equipment replacement decision, Spare parts management: Types of spares, Vital Essential and Desirable, Inventory planning for spares.	5 + 1
5	Total Productive Maintenance: TPM Overall equipment effectiveness , TPM Methodology , TPM implementation, Technology in maintenance	5 + 1

Learning Resources:		
1	Text Books	Operations Management : Theory and Practice by Mahadevan, 2 nd Edition, TMGH Operations Management by Norman Gaither & Greg Frazier, Cengage Learning, India Ed.
2	Reference Books	Production & Operations Management by Alan Muhlemann, John Oakland, Keith Lockyer, Macmillan India Ltd.
3	Supplementary Reading Material	Operations Management by Norman Gaither
4	Websites	www.lifetime-reliability.com www.authorstream.com
5	Journals	<p>Empirical Analysis of Maintenance Performance Measurement in Belgian Industries by Muchiri, Peter N.; Pintelon, Liliane; Martin, Harry; De Meyer, Anne-Marie., International Journal of Production Research. Oct2010, Vol. 48 Issue 20, p5905-5924</p> <p>Development of Maintenance Function Performance Measurement Framework and Indicators by Muchiri, Peter; Pintelon, Liliane; Gelders, Ludo; Martin, Harry., International Journal of Production Economics. May2011, Vol. 131 Issue 1, p295-302</p> <p>Measuring Maintenance Performance: A Holistic Approach by Tsang, Albert H. C.; Jardine, Andrew K. S.; Kolodny, Harvey. International Journal of Operations & Production Management., 1999, Vol. 19 Issue 7, p691-715</p> <p>Effect of Maintenance Policies on the Just-In-Time Production System by Abdounour, G.; Dudek, R.A.; Smith, M.L., International Journal of Production Research. Feb1995, Vol. 33 Issue 2, p565.</p> <p>Effective Component Importance Analysis for the Maintenance of Systems With Common-Cause Failures by Liudong Xing; Amari, Suprasad V., International Journal of Reliability, Quality & Safety Engineering. Oct2007, Vol. 14 Issue 5, p459-478.</p> <p>Failure Reduction in Manufacturing Systems through the Risk Management Approach and the Development of a Reactive Maintenance Model by Karuppuswamy, P.; Sundararaj, G.; Devadasan, S. R.; Elangovan, D.; Savadamuthu, L., International Journal of Risk Assessment & Management. 2006, Vol. 6 Issue 4/5/6, p545-564.</p> <p>Plant-Level Maintenance Decision Support System for Throughput Improvement by Li, Lin; Ambani, Saumil; Ni, Jun., International Journal of Production Research. Dec2009, Vol. 47 Issue 24, p7047-7061.</p> <p>Measuring Efficiency of Total Productive Maintenance (TPM): A Three-Stage Data Envelopment Analysis (DEA) Approach by Jeon, Jeonghwan; Kim, Chulhyun; Lee, Hakyeon., Total Quality Management & Business Excellence. Aug2011, Vol. 22 Issue 8, p911-924.</p> <p>Relationship between Total Productive Maintenance and Performance by Brah, S. A.; Chong, W.K., International Journal of Production Research. 6/15/2004, Vol. 42 Issue 12, p2383-2401.</p> <p>Justification of Total Productive Maintenance Initiatives In Indian Manufacturing Industry for Achieving Core Competitiveness by I.P.S. Ahuja; J.S. Khamba. Journal of Manufacturing Technology Management. Jun2008, Vol. 19 Issue 5, p645-669.</p> <p>Operations and Maintenance Practices and Their Impact on Power Plant Performance by Shyong Wai Foon; Terziovski, Milé., Academy of Management Annual Meeting Proceedings. 2008, p1-6.</p>

Semester	III	Specialization	Operations Management
Course Code	309OPE	Type	Subject - Elective
Course Title	Facilities Planning		

Course Objectives:	
1	To emphasize the importance of facilities planning in view of the size of investment.
2	To make the student understand the linkages of facilities planning with other activities
3	To underline the importance of facilities location

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction to Facilities Planning: Facilities planning defined, Significance of Facilities Planning, Objectives of Facilities Planning, Long Range Capacity Planning, Facilities Planning process, Strategic Facilities Planning, Developing Facilities Planning Strategies, Examples of Inadequate Planning. Impact of Environmental Issues on Facilities Planning.</p> <p>Product, Process and Schedule Design: Introduction, Product Design, Process Design, Schedule Design, Facilities Design.</p>	5 + 1
2	<p>Logistics and Facilities Location: Logistics, Decisions related to Logistics, Issues in Facilities location – Market related factors, Cost-related factors, Regulatory and Policy Issues, Location Planning Methods – Location Factor rating, Centre-of-gravity method, Load-distance method, Transportation Model. Locating Service Facilities, Relocation aspects,</p>	5 + 1
3	<p>Layout Planning: Concept of Layout, Basic Layout Types, Layout Procedures, Algorithmic approach, Department Shapes and Aisles, Multi-floor facility layout, Commercial Facility Layout, Impact of change, Developing alternative layouts. Introduction to ALDEP and CORELAP.</p> <p>Facilities design for various Facilities Functions: Warehouse operations – Functions of Warehouse, Receiving and Shipping Operations, Dock Locations, Storage Operations, Order Picking Operations.</p>	6 + 1
4	<p>Service Facilities Layout: Nature of Services, Operational Classification of services, Structuring the service encounter, Service blueprinting and fail-safing, Role of floor manager in service sectors such as – Hospital, Hotel, Airlines and airports.</p>	4 + 1
5	<p>Flow Space and Activity Relationships: Departmental Planning, Activity Relationships, Flow Patterns, Flow Planning, Measuring Flow, Space Requirements.</p> <p>Personnel Requirements: Employee-Facility Interface, Restrooms, Food Services, Health Services, Barrier-Free Compliance, Office Facility Planning.</p> <p>Material Handling: Scope and Definition of Material Handling, Material Handling Principles, Designing Material Handling Systems, Unit Load design, Material Handling Equipment, Estimating Material Handling costs, Safety Considerations.</p>	5 + 1

Learning Resources:		
1	Text Books	Facilities Planning by Tompkins, White, Bozer and Tanchoco, Wiley India 3 rd Edition. Operations Management – Theory and Practice by B Mahadevan, Pearson, 2 nd Edition.
2	Reference Books	Operations and Supply Management by Chase, Shankar, Jacobs and Aquilano, TMGH, 12 th Edition.
3	Supplementary Reading Material	Operations Management by Terry Hill, Palgrave, 2 nd Edition. Operations Management – Quality and Competitiveness in a Global Environment by Russell and Taylor, Wiley India, 5 th Edition
4	Websites	http://www.youtube.com/watch?v=zkKFf7iLph4 http://www.youtube.com/watch?v=zkKFf7iLph4&feature=results_main&playnext=1&list=PL7768A320362EA93D
5	Journals	Ergo-Centric Facilities, Dohrmann, Mark. Industrial Engineer: IE, Jun2009, Vol. 41 Issue 6 Organization of facilities management in relation to core business, Jensen, Per Anker. Journal of Facilities Management, 2011, Vol. 9 Issue 2 5 facility planning mistakes (and how to avoid them), Weitzner, Wendy M., May2006, Vol. 60 Issue 5 Facilities planning for greener hospitals by Scheeres, D. Junell. Industrial Engineer: IE, Mar2012, Vol. 44 Issue 3 A Conceptual model for barrier free facilities planning, Soares, Marcelo M.; Jacobs, Karen; Bittencourt, R.S.; de M.Guimarães, L.B. Work, 2012, Vol. 41

Semester	III	Specialization	Supply Chain Management
Course Code	310OPE	Type	Subject - Elective
Course Title	Manufacturing Resource Planning		

Course Objectives:

1	To understand role and importance of Manufacturing Resource Planning (MRP II)
2	To know the inputs, processing and outputs of MRP II

Syllabus:

Unit Number	Contents	Number of Sessions
1	Master Production Scheduling (MPS): Introduction to MPS, Need, objectives & functions of MPS, Role of MPS in management- as a “Link between strategic and tactical planning”, Logical flow of materials in different manufacturing scenarios (VAT Analysis), Planning horizons and Time periods (Buckets) of MPS, Order management in MPS, Safety and hedges, Projected Available Balance (PAB) and Available To Promise (ATP), Time Fences & effect of changing MPS decisions on time fences, Final Assembly Schedule (FAS).	5 + 1
2	Material Requirements Planning (MRP-I): Introduction to MRP-I, Roles & functions of MRP-I, Independent & Dependent Demand, Bill of Materials (BOM), Types of BOM, Numerical Problems on BOM, Lot-sizing, MRP-I as Input & Output Process, MRP-I Spreadsheet problem, Pegging reports & where-used files.	5 + 1
3	Capacity Management: Introduction to ‘Capacity’ and ‘Capacity management’, Capacity Expansion Strategies, Capacity Planning levels vis-à-vis Manufacturing planning levels, Capacity measurement, Rough Cut Capacity Planning (RCCP), Capacity Requirement Planning (CRP), Shop Calendar, Scheduling strategies- Backward & Forward scheduling, Infinite & Finite loading, Production smoothing policies.	5 + 1
4	Manufacturing Resource Planning (MRP-II)- (Module-I): Introduction to MRP-II, Roles & functions of MRP-II, MRP-II framework, Information flow in MRP-II, Relation of MRP-II with Demand management and Capacity management, Manufacturing calendar.	5 + 1
5	Manufacturing Resource Planning (MRP-II)- (Module-II): Transition from MRP-I to MRP-II, Closed loop MRP, Comparison between MRP-I and MRP-II, Plant & supplier scheduling, Problems associated with MRP-II, Benefits and prospects of MRP-II, Compatibility between MRP-II & Just-in-Time (JIT).	5 + 1

Learning Resources:		
1	Text Books	Manufacturing Resource Planning (MRP II) with introduction to ERP, SCM and CRM by Khalid Sheikh, TMGH, 1 st Edition Operations Management – Theory & Practice by B. Mahadevan , Pearson Pub., 2 nd Edition
2	Reference Books	Plossl, George, Orlicky's Material Requirement Planning, McGraw-Hill, Inc, 2 nd Edition, 1994
3	Supplementary Reading Material	Operations management by William J, Stevenson, Tata McGraw Hill Companies – 9 th Edition
4	Websites	www.apics.org/
5	Journals	Materials and Capacity Requirements Planning: (APICS) CPIM Certification Review Course, Student Guide by John, Ralph E St., APICS, Revision 3, 1993 Managing in an Age of Modularity by Baldwin, Carliss Y and Kim B Clark, Harvard Business Review, Vol. 75, No. 5, September-October 1997 Assemble to Order Manufacturing: Implications for Materials Management by Wemmerlov, U, Journal of Operations Management, Vol. 4,(4), 1984 Shop floor Control edited by Wassweiler, William R in James H Greene (Editor), Production and Inventory Control Handbook, 3 rd Edition, McGraw-Hill, 1997

Semester	III	Specialization	Operations Management
Course Code	311OPE	Type	Subject - Elective
Course Title	Technology Management		

Course Objectives:	
1	To highlight the role of technology and innovation as drivers of value and competitive advantage.
2	To provide conceptual foundations in managing innovation and technology.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction & Importance of Technology Management: Technology - Definition and Characteristics , Technology trends, Market Based and Resource Based view, Impact of technology on business, Forms of technological change, Concept and significance of management of technology, Technological environment-meaning, importance : recent developments in Technological environment - Globalization, Time Compression, Technology integration, Induced & Autonomous changes in the Technological environment, Competitive advantages through new technologies.	5 + 1
2	Innovation Management: Concept of Innovation; invention and creativity: role and relationship with innovation, Drivers and process of innovation– firm & technology level, Classification of innovation management of innovation. Technology Evolution – S curve of technology evolution, Technology progression, Technology change agents, Evolutionary characteristics of technological change, uncertainty and technological insularity.	5 + 1
3	Technology Sources and Research & Development Management: Sources of technology, Process of new product development; Reasons of failures of hi-tech products: Strategy to avoid product failure in market. Process of bringing hi-tech product from development to market: Managing R& D Organization –issues and recent trends. Linkage between technology, development and competition, Significance of managing Intellectual Property Rights in context of technology management, strategic issues in managing IPR.	5 + 1
4	Technological Forecasting: Meaning of Technology forecasting, uses of Technology forecasting, Technology forecasting techniques : Exploratory and Normative: technique; Process and application of techniques like Delphi, Growth Curves, S- curve, Pearl Curve, Gompertz curve : Relevance Tree, Morphological Analysis, Mission Flow Diagram Technology strategy: concept, key principles, framework for formulating technology strategy, Linkage of technology strategy with business strategy, Issues in technology strategy.	5 + 1
5	Technology and Organizational Issues: Technological change and Industrial Relations, Technology Assessment and Environmental Impact Analysis Integration of People and Technology, Organizational and Psychological Factors, Organizational Structure.	5 + 1

Learning Resources:		
1	Text Books	Strategic Technology Management by Betz. F. , McGraw-Hill Managing Technology and Innovation for Competitive Advantage by V K Narayanan, Pearson Education Asia Management of Technology by Tarek Khalli , McGraw-Hill Strategic Management of Technological Innovation by Schilling , McGraw-Hill, 2 nd Edition
2	Reference Books	Strategic Management of Technology & Innovation by Burgelman, R.A., M.A. Madique and S.C. Wheelwright , Irwin Handbook Of Technology Management by Gaynor, McGraw Hill Managing New Technology Development by Souder, W.C. and C.M. Crawford, McGraw-Hill
3	Supplementary Reading Material	Managing Technological Innovation by Twiss, B., Pitman Bringing New Technology to Market by Kathleen R Allen, Prentice Hall India Management of New Technologies for Global Competitiveness by Christian N Madu, Jaico Publishing House
4	Websites	http://www.tifac.org.in/ http://ec.europa.eu/enterprise/policies/innovation/index_en.htm
5	Journals	The use of Manufacturing Technologies - An External Influence Perspective by Das, Ajay; Nair, Anand., International Journal of Production Research, Sep 2010, Vol. 48 Issue 17 Research on Technical Strategy for New Product Development based on TRIZ Evolution Theory by Fu-ying Zhang; Yan-shen Xu., International Journal of Product Development, 2007, Vol. 4 Issue ½ A Framework for the Assessment of an Organization's Innovation Excellence by Dervitsiotis, Kostas N., Total Quality Management & Business Excellence, Sep 2010, Vol. 21 Issue 9

Semester	III	Specialization	Operations Management
Course Code	312OPE	Type	Subject - Elective
Course Title	Six Sigma		

Course Objectives:	
1	To provide a comprehensive understanding of six sigma
2	To introduce the six sigma methodology and philosophy
3	To learn how to manage change and sustain benefits
4	To learn how to listen and map customer requirements
5	To start executing and delivering project

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Enterprise-wide Deployment</p> <p>1.1 Six Sigma and Lean : Brief history of performance initiatives- Quality Control, TQM, Cost of Quality, Customer quality Management, SPC, Reengineering, Six Sigma, Theory of Constraint, Lean manufacturing.</p> <p>1.2 Business Process Management : Introduction to Six Sigma-As a metric, As a methodology, As a management System. Six sigma Evolution and approach Lean as a Business Management Strategy, Key elements of lean. Types of lean initiatives, Implementing lean initiatives</p>	5 + 1
2	<p>DMAIC model for implementing Six Sigma.</p> <p>2.1 Define: Project Selection, Developing the team, DMAIC & DMADV, Deliverables, Tollgate Questions</p> <p>2.2 Measure: Determining X variables, Cause and Effect Diagram & Matrix, Overview of MSA, Data Collection Plan – Forms, Baselining the y data, DPMO, Capability Indices, COPQ, Yield, Tollgate Questions</p> <p>2.3 Analyze: Tools for identifying Root Causes: Histogram, Boxplot, Scatter Plot, Matrix Plot, DotPlot, Run Chart, Multi-Vari Chart, 5 Why's</p> <p>2.4 Improve: Generating Solutions, Random Simulation, Six Thinking Hats, Mind Mapping, Challenge Assumptions, Decision Making Tools for Selecting Solutions – Pairwise Ranking, Solution Matrix, Force Field Analysis, Costs and Benefits, Pilot Plan, Potential Problem Analysis – Mistake Proofing, Risk Assessment Matrix and Control Assessment Matrix, FMEA, Contingency Plan, Verification Plan, Tollgate Questions</p> <p>2.5 Control: Solution Planning, Process Control Plan, Review Meetings, Updated flowcharts & procedures, Control Charts, Out Of Control Action Plan, Project Conclusion Activities</p>	7 + 1

3	Six Sigma Impact measurement Financial and Performance measurement: Lack of Clear Goals and Metrics linked to Measurable Business Goals, Mismatches between Traditional Accounting and Improvement Campaigns. Metrics That Impact – Revenue Growth, Cost Savings, Productivity Improvement, Reduced Cost of Poor Quality, Cash Flow Improvement, Faster product / service cycle times, Freed up engineering and /or sales / service time, Freed up other indirect time, Cost avoidance savings. Seven Elements of Six Sigma Scorecard	5 + 1
4	Six Sigma in non-manufacturing environments: MSA in the DMAIC Cycle. MSA Psychology. Why Non-Manufacturing Processes are Different, MSA Repeatability & Reproducibility (R&R) Studies. Gauge R & R. Comparison of MSA Acceptance Criteria	5 + 1
5	Projects in Six Sigma-Use of DMAIC Cycle	3 + 1

Learning Resources:		
1	Text Books	The Six Sigma Black Belt Handbook by MacCarty, Daniels, Bremer and Gupta, TMGH, 2010 Edition Juran Institute's Six Sigma Breakthrough and Beyond by De Feo and Barnard, TMGH. What is Six Sigma? by Peter Pande, TMGH Six Sigma Management by Blashka, TMGH All about Six Sigma by Warren Brussee, TMGH.
2	Reference Books	TPS-Lean Six Sigma by Hubert Ramprasad, Sara Books Pvt.Ltd.
3	Supplementary Reading Material	The Certified Six Sigma Black Belt Hand Book, Donald Benbow, Pearson Publication Achieving Business Excellence by Pravin Rajpal, Om Books International, India.
4	Websites	http://asq.org
5	Journals	What , Why and How: The importance of statistical thinking for SixSigma , Krishnamoorth, K. S., Industrial Engineer: IE, Oct 2011, Vol. 43, Issue 10 In pursuit of implementation patterns: the context of Lean and SixSigma, Shah, R.; Chandrasekaran, A.; Linderman, K.. International Journal of Production Research, Dec2008, Vol. 46 Issue 23 Critical analysis of SixSigma implementation , Moosa, Kamran; Sajid, Ali. Total Quality Management & Business Excellence, Jul2010, Vol. 21 Issue 7

Semester	III	Specialization	Operations Management
Course Code	313OPE	Type	Subject - Elective
Course Title	Designing Operations Systems		

Course Objectives:	
1	To give an overview of the various process options in Manufacturing and Services.
2	To give insights into factors that influence process choice.
3	To impart fundamental concepts in Job Design and Work Measurement.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Process Analysis: Process Analysis, Process Flowcharting, Types of Processes, Measuring Process Performance, Examples of Process Analysis, Process Throughput Time Reduction	5 + 1
2	Job Design & Work Measurement: Job Design Decisions, Behavioural Considerations in Job Design – Degree of Labour Specialization, Job Enrichment, Sociotechnical Systems, Work Measurement and Standards – Time Study, Work Sampling, Comparison	5 + 1
3	Designing Manufacturing Processes: Factors involved in making products, Types of Manufacturing processes – Project, Jobbing, Batch, Line & Continuous Processing. Product Categories & Manufacturing Processes- Relationship & Choices. Implications reflected in manufacturing process alternatives. Hybrid Processes – Batch Layout, Cellular Layout	5 + 1
4	Designing Service Processes I: Characteristics of Service Operations, Factors involved in delivering services – Nature of technology / people mix, Nature of service, Complexity of service, Volumes. Overall Design of Service Delivery System. Service Blueprinting and fail-safing. Service Delivery System – detailed design – Phase I: back office or front office, Phase II: The delivery system (Non repeat services, Repeat services, single step or multi step processes).	5 + 1
5	Designing Service Processes II: Three contrasting Service Designs – Production line approach, Self-service approach, Personal attention approach. Managing customer introduced variability, Applying behavioral Science to Service Encounters.	5 + 1

Learning Resources:		
1	Text Books	Operations & Supply Management by Chase, Shankar, Jacobs, TMGH, 12 th Edition. Operations Management – Terry Hill, Palgrave Macmillan, 2 nd Edition.
2	Reference Books	Operations Management by Krajewski, Ritzman, Malhotra, Pearson, 8 th Edition.
3	Supplementary Reading Material	Achieving Business Excellence by Pravin Rajpal, Om Books International, India.
4	Websites	http://www.servicedesigntools.org/tools/35
5	Journals	How important is the batch splitting activity in scheduling of virtual manufacturing cells (VMCs)? by Kesen, Saadettin Erhan; Gungor, Zulal., International Journal of Production Research, Mar2011, Vol. 49 Issue 6 The method in work design. Some recommendations based on experience obtained in job design byde Jong, J. R. International Journal of Production Research, Jan1978, Vol. 16 Issue 1 Service delivery system design: characteristics and contingencies by Ponsignon, F.; Smart, P. A.; Maull, R. S. International Journal of Operations & Production Management, 2011, Vol. 31 Issue 3 Structuring front office and back office work in service delivery systemsby Zomerdijs, Leonieke G.; Vries, Jan de. International Journal of Operations & Production Management, 2007, Vol. 27 Issue 1 Impact of sequence of operations and layout of cells in cellular manufacturing by Logendran, Rasaratnam., International Journal of Production Research, Feb1991, Vol. 29 Issue 2 Customer-Introduced Variability in Service Operations by Frei, Frances X. Harvard Business School Cases, Mar 01, 2006

Semester	III	Specialization	Operations Management
Course Code	314OPE	Type	Subject - Elective
Course Title	Toyota Production System		

Course Objectives:

1	To explain the management principles and business philosophy behind Toyota's worldwide reputation for quality and reliability.
2	To demonstrate how managers in every industry can improve business processes by: Eliminating wasted time and resources Building quality into workplace systems Finding low-cost but reliable alternatives to expensive new technology Turning every employee into a quality control inspector

Syllabus:

Unit Number	Contents	Number of Sessions
1	Operational Excellence as a Strategic Weapon: 4 P model of the Toyota Way. Toyota Production System (TPS) and Lean Production. Development of TPS & One Piece Flow. Waste Elimination. Traditional Process Improvement v/s Lean Improvement. TPS House	5 + 1
2	14 Toyota Way Principles: 1. Base Your Management Decisions on Long Term Philosophy 2. Create Continuous Process Flow 3. Use 'Pull' Systems to avoid Overproduction 4. Level out the Workload (Heijunka)	5 + 1
3	14 Toyota Way Principles: 5. Build a Culture of Stopping the Process to Build in Quality Right the First Time 6. Standardized Tasks for Continuous Improvement and Employee Empowerment 7. Use Visual Control so No Problems are hidden 8. Use only Reliable, Thoroughly Tested Technology	5 + 1
4	14 Toyota Way Principles: 9. Grow Leaders who thoroughly understand the Work 10. Develop Exceptional People and Teams 11. Respect Your Extended Network of Partners and Suppliers	5 + 1
5	14 Toyota Way Principles: 12. Go and See for yourself to thoroughly understand the Situation (Genchi Genbutsu) 13. Consensus based slow decision making but rapid implementation 14. Become a learning organization through relentless reflection (Hansei) and Continuous Improvement (Kaizen)	5 + 1

Learning Resources:		
1	Text Books	The Toyota Way by Jeffrey Liker, Tata McGraw Hill, 2004 Edition.
2	Reference Books	The Machine that Changed the World by Womack, Jones & Roos, Simon and Schuster UK
3	Supplementary Reading Material	The Toyota Way Fieldbook by Jeffrey Liker, David Meier, TMH, 2008 Reprint
4	Websites	http://www.toyotawayacademy.com/index.php
5	Journals	<p>Empowering Kanban through TPS-principles - An empirical analysis of the Toyota Production System by Thun, Jorn-Henrik; Druke, Martin; Grubner, Andre. International Journal of Production Research, Dec2010, Vol. 48 Issue 23</p> <p>The Toyota Production System and Art: Making highly customized and creative products the Toyota way by Lander, E.; Liker, J. K., International Journal of Production Research, Aug2007, Vol. 45 Issue 16</p> <p>The Toyota Way in Services: The Case of Lean Product Development by Liker, Jeffrey K.; Morgan, James M.. Academy of Management Perspectives, May2006, Vol. 20 Issue 2</p> <p>Exploiting the DNA of the Toyota Production System by Towill, D. R., International Journal of Production Research, Aug2007, Vol. 45 Issue 16</p> <p>Handshakes around the world [Toyota production system by Towill, Denis R., Manufacturing Engineer, Feb/Mar2006, Vol. 85 Issue 1</p>

Semester	III	Specialization	Operations
Course Code	315OPE	Type	Subject - Elective
Course Title	Project Management		

Course Objectives:	
1	To provide the students with a holistic, integrative view of Project Management.
2	To highlight the role of projects in modern day business organizations.
3	To sensitize the students to complexities of project management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Overview of Project Management</p> <p>Basics of Project Management: Concept of Project, Attributes of a Project, Importance of Project Management, Project Management Process, Project Lifecycle, Project Stakeholders, Project Management Structures, Choosing Appropriate Project Management Structure, Implications of Organizational Culture, Main Causes of Project Failure.</p> <p>Project Definition: Defining Scope, Establishing Priorities, Creating the Work Breakdown Structure (WBS), integrating the WBS with the organization, Coding the WBS for information system, Project Roll Up, Process Breakdown Structure, Responsibility Matrices.</p>	5 + 1
2	<p>Project Planning</p> <p>Estimating Project Times and Costs: Factors Influencing Quality of Estimates, Estimation Guidelines for Time, Costs and resources, Macro versus Micro Estimating, Methods for Estimating Project Times and Costs, Level of detail, Developing Budgets, Types of Costs, Refining estimates and contingency funds.</p> <p>Developing a Project Plan: Developing the Project Network, From Work Package to Network, Constructing a Project Network, Activity-on-Node Fundamentals, Network Computation process, Using the Forward and Backward pass information, Level of Detail for activities, Extended Network techniques.</p>	5 + 1
3	<p>Project Scheduling & Risk Management</p> <p>Scheduling Resources and Reducing Project Duration: Types of Project Constraints, Classification of Scheduling Problem, Resource Allocation Methods, Splitting, Multitasking, Benefits of scheduling resources, Assigning Project work, Multi Project resource Schedules, Rationale for reducing project duration, Options for accelerating Project Completion, Concept and construction of a Project Cost – Duration Graph, Practical considerations.</p> <p>Managing Risk: Risk Management process – Risk Identification, Risk Assessment, Risk Response Development, Contingency Planning, Risk Response Control, Change Control Management.</p>	5 + 1

4	<p>Project Organization:</p> <p>The Project Manager: Role and Responsibilities of the project Manager, Planning, Organizing, Controlling, Skills of the Project Manager – Leadership Abilities, Coaching & mentoring Abilities, Communication Skills, Interpersonal Skills, Ability to Handle Stress, Problem Solving Skills, Time Management Skills, Delegation, Management of Change.</p> <p>Managing Project Teams: The five stage team development model, Situational factors affecting team development, Team effectiveness, Conflict in projects, Sources of Conflict, Handling Conflict. Managing Virtual Project teams, Project team pitfalls.</p>	5 + 1
5	<p>Project Evaluation</p> <p>Progress and Performance Management and Evaluation: Structure of a Project Monitoring Information System, Project Control Process, Monitoring Time Performance, Need for an Integrated Information System, Developing a status report and index to monitor progress, Forecasting final project cost, Other control issues.</p> <p>Project Audit and Closure: Project Audit, Project Audit Process, Project Closure, Team, Team member and Project Manager Evaluations.</p>	5 + 1

Learning Resources:		
1	Text Books	Project Management – The Managerial Process, Clifford Gray and Erik Larson, TMGH, 3 rd Edition. Effective Project Management, Clements and Gido, Thomson – India Edition, 1 st Indian Reprint.
2	Reference Books	The Practice of Project Management – A guide to business focused approach, Frigenti and Comminos, Kogan Page, 1 st South Asian Edition
3	Supplementary Reading Material	Project Management by Mantel, Meredith, Shafer, Sutton and Gopalan, Wiley India, 1 st Edition.
4	Websites	http://www.pmi.org.in/ http://www.infogoal.com/pmc/pmchome.htm
5	Journals	Journal of Project Management-Global Research Publication International Journal of Project Management-Elsevier Science

Semester	III	Specialization	Operations Management
Course Code	316OPE	Type	Subject - Elective
Course Title	Theory of Constraints		

Course Objectives:

1	To imbibe in the students the TOC thinking process.
2	To provide insights into managing a business when there are constraints and resolving those by logical thinking.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Thinking Process: Introduction to Theory of Constraints (TOC), Tools of TOC, Where is TOC applicable? What is a constraint, TOC's thinking process and Human Being, Terminology used in the thinking process, Steps to implement in the thinking process, Current Reality Tree, Conflict Resolution Diagram, Future Reality Tree, Prerequisite Tree, Transition Tree, Three Cloud Method.	5 + 1
2	2.1 Finance and Measures: Economic Decisions, TOC and Product Costing, Economic Decisions using TOC Costing. 2.2 Project Management: Phases of Project Management, Common problems in Project Environment, Critical Chain project Management – A TOC approach.	5 + 1
3	Drum-Buffer-Rope Solution: Introduction, The Drum – The MPS of the Capacity Constraint Resource, Implementing Drum-Buffer-Rope, Implementing Drum-Buffer-Rope on the shop floor, MPS using Drum-Buffer-Rope Scheduling method.	5 + 1
4	Theory of Constraints in Supply Chain Management: Introduction, TOC in distribution Solution, Drum-Buffer-Rope in distribution	5 + 1
5	Cases: Cases in application of TOC thinking process, TOC in Manufacturing,	5 + 1

Learning Resources:

1	Text Books	Theory of Constraints by S K Mukhopadhyay, Jaico Books. The Goal by E M Goldratt and Cox J, Great Barrington, North River
2	Reference Books	What is the thing called Theory of Constraints? by E M Goldratt, Great Barrington, North River It's Not Luck by E M Goldratt, Great Barrington, North River
3	Supplementary Reading Material	Essays on Theory of Constraints by E M Goldratt, Great Barrington, North River Critical Chain by E M Goldratt, Great Barrington, North River
4	Websites	http://www.goldratt.com/ http://www.scienceofbusiness.com/home/what-is-theory-of-constraints-toc/ http://www.tocico.org/

5	Journals	<p>A Tutorial on Project Management from a Theory of Constraints Perspective by Blackstone, John H.; Cox, James F.; Schleier, John G., International Journal of Production Research, Dec2009, Vol. 47 Issue 24</p> <p>Theory of Constraints at Uni Co: Analyzing The Goal as a fictional case study by Tibben-Lembke, Ronald S., International Journal of Production Research, Apr2009, Vol. 47 Issue 7</p> <p>Implementing Theory of Constraints in a traditional Japanese Manufacturing Environment: The case of Hitachi Tool Engineering by Umble, M.; Murakami, S., International Journal of Production Research, 5/15/2006, Vol. 44 Issue 10</p> <p>Determination of buffer sizes for drum-buffer-rope (DBR)-controlled production systems by Ye, T.; Han, W., International Journal of Production Research, May2008, Vol. 46 Issue 10</p> <p>Modified drum-buffer-rope scheduling mechanism for a non-identical parallel machine flow shop with processing-time variation by Sirikrai, V.; Yenradee, P., International Journal of Production Research, 9/1/2006, Vol. 44 Issue 17</p> <p>Comparisons between drum-buffer-rope and Material Requirements Planning: a case study by Steele, Daniel C.; Philipoom, Patrick R.; Malhotra, Manoj K.; Fry, Timothy D., International Journal of Production Research, 8/1/2005, Vol. 43 Issue 15</p> <p>Order review/release and lot splitting in drum-buffer-rope by Russell, G. R.; Fry, T. D., International Journal of Production Research, Mar 1997, Vol. 35 Issue 3</p> <p>Scheduling using drum-buffer-rope in a remanufacturing environment by Guide, V.D.R., International Journal of Production Research, Apr96, Vol. 34 Issue 4</p> <p>Using Drum-Buffer-Rope Scheduling Rather Than Just-In-Time Production by Huff, Patricia. Management Accounting Quarterly, Winter2001, Vol. 2 Issue 2</p>
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**MBA SYLLABUS: SEMESTER III
HUMAN RESOURCE MANAGEMENT - SPECIALIZATION**

Semester	III	Specialization	HRM
Course Code	305HR	Type	Specialization - Core
Course Title	Labour Laws		

Course Objectives:

1	To make the students understand rationale behind labour laws
2	To equip students with important provisions of various labour laws
3	To give students insight into the implementation of labour laws.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Labour Laws: Why Labour Laws? Evolution of Labour Laws, Indian Perspective, Labour Laws and changing scenario, need for change in labour laws, Implementation of labour laws, Problems and challenges, ILO and its role.	3 + 1
2	The Payment of Wages Act 1936: Sections # 1 to 26, 12A, 13A, 14A, 15A, 17A, 17B, 22A, 25A, The Minimum Wages Act 1948, Sections # 1, 2, 11 to 18, 20, The Payment of Bonus Act 1965: Sections # 2, 4 to 17, 19, 20, 21, 22, 26, 28, 29, 30, 32	8 + 2
3	The Factories Act 1948: Sections #1, 3, 5, 6, 7, 10, 15 to 20, 23, 31, 40, 40A, 40B, 41, 42, 44, 45, 46, 47, 48, 49. All provisions under Chapter VI, VII, VIII	11 + 3
4	The Employee Provident Fund and Miscellaneous Provisions Act 195 : Sections# 2, 5, 6, 7, 8, 11, 12, 14, 15, 16, 17, 18, 20 The Payment of Gratuity Act 1972: Sections# 2, 4, 6, 7, 8, 10, 11, 12, 14, 15, 16, 17, 18, 20	8 + 2
5	The Employee State Insurance Act 1948: Sections # 2 and All provisions in Chapter IV, V, VIII The Workmen's Compensation Act 1923: Sections# 2 to 14, 16, 22	5 + 2

Learning Resources:

1	Text Books	Labour Law by S.P.Jain Labour Law by Malik
2	Reference Books	Introduction to Labour & Industrial Laws, Avatar Singh, LexisNexis Labour & Industrial Laws by S.N.Mishra, Central law publication Elements of Mercantile Law by N.D.Kapoor, Sultan Chand Bare Acts
3	Supplementary Reading Material	APS Labor Digest
4	Websites	www.india-laws.com www.lawinfo.com www.lawsinindia.com
5	Journals	Management & Labour Studies International Labour Review

Semester	III	Specialization	HRM
Course Code	306HR	Type	Specialization - Core
Course Title	Performance Management		

Course Objectives:

1	To orient the students with the concepts related to performance appraisal.
2	To facilitate learning related to performance management for employees

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Performance Management System: Definition, concerns and scope - Historical developments in Performance Management - Performance appraisal Vs. performance management - performance management Vs. Human resource management - processes for managing performance - Essence and Implications of Performance Management-critical appraisal	3 + 1
2	Performance Management Process: Performance planning Setting objectives - Organizational and individual performance plans - Components of Manager's performance and development plan - setting mutual expectations and performance criteria. Performance Managing, Objectives of performance managing, Process of performance Managing, Importance of performance managing. Performance Appraisal, Objectives of performance Appraisal, Process of performance appraisal, Types of Performance appraisal, Achieving effective Performance appraisal. Monitoring and Mentoring, Introduction - Supervision - Objectives and Principles of Monitoring - monitoring process - periodic reviews - problem solving - engendering trust - role efficacy.	8 + 2
3	Implementing Performance Management: Strategies for effective implementation of performance management-Top Management agreement commitment and leadership, Building Performance oriented Work culture. Factors affecting effective use of performance management-Corporate culture, alignment, Review and update	11 + 3
4	Reward for Performance: Reward System, Components of Reward System, Objective of Reward System, Linkage of performance management to reward and compensation System Performance Management Pitfalls and Remedies, Recognizing the problems and Pitfalls, Limitations, Shortcoming or efficiencies of performance appraisal, Guideline for performance appraisal and good practices	8 + 2
5	Ethics in Performance Management: Ethical Performance Management Defined, Objectives and Significance of Ethics in performance Management, Ethical issues and dilemmas in Performance Management, Ethical Strategies in Performance management, Performance Management in Multinational Corporations	5 + 2

Learning Resources:		
1	Text Book	Performance Management: The New Realities by Michael Armstrong & Angela Baron, Jaico Publishing House, New Delhi, 2002 Appraising and Developing Managerial Performance by TV Rao Learning Systems Pvt. Limited, Excel Books, 2003
2	Reference Books	Corporate Performance Management by David Wade and Ronad Recardo, Butter Heinemann, New Delhi, 2002. Performance Management by A.S. Kolhi & T. Deb, Performance Management Systems by A.M. Sharma
3	Supplementary Reading Material	Compensation Management in a Knowledge Based World by Henderson , Pearson Education, 9 th Edition
4	Websites	http://shrmindia.org http://humanresources.about.com/od/performancemanagement
5	Journals	International Journal of Business Performance Management International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	307HR	Type	Subject - Elective
Course Title	Employee Health & Safety		

Course Objectives:	
1	To learn the basic concepts of safety management
2	To study the various provisions of employee health and safety.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Health and Safety Organization and Administration : Safety Organization, Safety Planning, Safety policies, Safety officer, Fire hazards, Fire inspection, Safety inspection, Plant inspection list, Record keeping	8 + 1
2	Occupational and Work Related Health and Safety: Occupational health , Occupational Safety , Occupational Disease, Fire Basic Chemistry/Mechanism , Reasons, Prevention and Types of Fire, Extinction of Fire, Loss Prevention, Association- Objective Formation, Scope and Significance	5 + 1
3	Accident compensation statutes: Section I: The Dangerous Machines Act 1983 (Entire Act), The fatal accident Act 1855 (Entire Act), Workmen Compensation Act 1928(Health and Safety Related Sections), The Mine Act 1952(Section 19 to 22) Section II: The Employers liability Act 1938(Entire Act), Public Liability Insurance Act 1991(Entire Act), The Employees State Insurance Act 1948(Health and Safety Related Sections), Factories Act 1948 (Section 11 to Section 40), Maharashtra Factories Rule 1963(Health and Safety Related Sections), Maharashtra Safety Officers Rule 1982(Health and Safety Related Sections)	6 + 2
4	Environmental Pollution and Protection: Air pollution, Water pollution, Soil pollution, Noise pollution, The Air Prevention and Control Act 1981, The Water Prevention and Control Act 1974 , The Environment Protection Act 1986: Definitions, General powers of the central Government: Power of Central Government to take measures to protect and improve environment, appointment of officers and their powers and functions, rules to regulate environmental pollution.	3 + 1
5	Field Visit: It is expected that students should visit an organization. The students are expected to prepare reports of accidents.	3

Learning Resources:		
1	Text Books	Industrial health and Safety Management by A.M. Sarma
2	Reference Books	T Safety Management: John V. Grimaldi, Rollin H. Simonds Industrial Safety Management by L.M. Deshmukh
3	Supplementary Reading Material	BARE Acts APS Labour Digest
4	Websites	www.lawsinindia.com www.lawforyou.com
5	Journals	Management & Labour Studies International Labour Review

Semester	III	Specialization	HRM
Course Code	308HR	Type	Subject - Elective
Course Title	Employee Welfare		

Course Objectives:	
1	To equip students with welfare concepts & practices
2	To study statutory & non statutory welfare facilities
3	To acquaint students with role of various agencies

Syllabus:

Unit Number	Contents	Number of Sessions
1	Labour Welfare : Introduction & Origin, Welfare from Indian prospective, Objectives, principals, approaches, classification of welfare	4 + 1
2	Labour Welfare Officer: Need, role, functions, duties, Qualification, disqualification, Duties under Maharashtra Welfare officers Rules 1966.	5 + 1
3	Statutory & Non Statutory welfare facilities : Study of all statutory & Non statutory welfare facilities	5 + 1
4	Role of various agencies in Labour Welfare Employer: Employer, Government, Trade Unions, NGO	4 + 1
5	Field Study/ Desk Research: Student along with faculty are expected to study employee welfare facilities practiced by the organizations in the area & prepare a report	7 + 1

Learning Resources:		
1	Text Books	Aspects of Labour Welfare & Social Security by A.M. Sharma
2	Reference Books	Labour Welfare, Trade Unionism by S.D. Punekar Labour Problems & Social Welfare by R.C. Tyagi
3	Supplementary Reading Material	APS Labour Digest
4	Websites	www.articlesbase.com http://industrialrelations.naukrihub.com/employee-welfare.html
5	Journals	Management & Labour Studies International Journal of Human Resource Management Human Resource Management Journal

Semester	III	Specialization	HRM
Course Code	309HR	Type	Subject - Elective
Course Title	HR Audit		

Course Objectives:

1	To provide a balanced and comprehensive exposition of the concept of HRD Audit
2	To learn the tools and techniques required for its implementation
3	To provide a balanced and comprehensive exposition of the concept of HRD Audit

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction : Origins of HR Audit, HRD Audit Basic Concepts and Components, Elements of Good HRD	5 + 1
2	HRD and HR Audit : HRD Strategies, HRD Structure, HRD Systems , HRD Competencies	5 + 1
3	HRD Audit Methodology : HRD Audit Methodology –Interview- Individual, Group, HRD Audit Methodology-Observation-Physical facilities, Meetings, Discussions, and Transaction , Celebration and Events, HRD Score Card: Designing and Using HRD Audit for Business Improvement	7 + 2
4	Effectiveness of HRD Audit as an Intervention : Objective, Variables Used, Instruments Used, Tools of Data Collection, Major Findings and Conclusion	8 + 1

Learning Resources:

1	Text Books	HRD Audit – Evaluating the Human Resource Functions for Business Improvement by T.V. Rao, Response Books
2	Reference Books	Human Resource Management by Gary Dessler, Pearson Publications
3	Supplementary Reading Material	---
4	Websites	http://www.expressindia.com/fe/daily/19980719/20055424.html http://strengthbasedstrategies.com/PAPERS/24%20TVRaoFormatted.pdf
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	310HR	Type	Subject - Elective
Course Title	Human Resource Information System		

Course Objectives:

1	To learn fundamental principles of HRIS
2	Developing specific HRIS skills competencies needed by professionals

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction To Human Resource Management And Human Resource Information Systems: Evolution of Human Resource Management and Human Resource Information Systems: The Role of Information Technology, Database Concepts and Applications in Human Resource Information Systems, Systems Considerations in the Design of an HRIS: Planning for Implementation	5 + 1
2	Determining Human Resource Information System's Needs: Human Resource Information Systems Needs Analysis, System Design and Acquisition, HR Metrics and Workforce Analytics, Cost Justifying Human Resource Information Systems Investment	5 + 1
3	Resource Information Systems Implementation And Acceptance: Human Resource Information Systems Project Management, Change Management: Implementation, Integration and Maintenance of the Human Resource Information Systems	3 + 1
4	Human Resource Information Systems Applications: Human Resource Administration and Human Resource Information Systems, Talent Management 1: Job Analysis and Human Resource Planning, Recruitment and Selection in an Internet Context, Training and Development: Issues and Human Resource Information Systems Applications, Performance Management, Compensation, Benefits, Payroll and the Human Resource Information Systems, International Human Resource Management	7 + 1
5	Special Topics In Human Resource Information Systems: Information Security and Privacy in Human Resource Information Systems, The Future of Human Resource Information Systems: Emerging Trends in Human Resource Management and Information Technology	5 + 1

Learning Resources:

1	Text Books	Human Resource Information Systems- Basics, Application, Future and Direction by Dr. Michael Kavanagh and Dr. Mohan Thite
2	Reference Books	Human Resource Information System by P.K.Gupta and Sushil Chaabra
3	Supplementary Reading Material	Human Resource Management by Gary Dessler, Pearson Publication
4	Websites	http://smallbusiness.chron.com/advantages-disadvantages-human-resource-information-system-2107.html
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	311HR	Type	Subject - Elective
Course Title	Outsourcing of HR		

Course Objectives:

1	To learn the basic concepts of outsourcing
2	To enable the students to understand each stage of out sourcing process

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: What is Outsourcing? Factors Driving the Need to Outsource, Types of Outsourcing, Skills Needed to Manage Outsourcing Efforts, The Outsourcing Lifecycle, Stages of Outsourcing	7 + 1
2	Outsourcing Strategies: Four Elements of Strategic Assessment , Business Value Assessment, Risk Assessment	2 + 1
3	Defining Needs and Vendor Assessment : In-depth Look at Operational Assessment, Defining Needs, Conclusion in Checklist, Types of Vendors, The Process of Vendor Assessment, Common Errors while Choosing Vendors	5 + 1
4	Negotiation and Contract Management : Negotiation management, Contract Management, Project Initiation and Transition, Key Considerations	4 + 1
5	Managing Relationships and Repeating the Processes: Work Administration, Communication Management, Knowledge Management, Personnel Management and Financial Management, The Argument for Continuing the Exit Strategy, Outsourcing Management Maturity Model (OMMM), Relationship Management Office	7 + 1

Learning Resources:

1	Text Books	The outsourcing Handbook: How to implement a Successful Outsourcing Process by Mark J. Power, Kevin c. Desouza, carlo Bonifazi
2	Reference Books	Human Resource Outsourcing- An Introduction by V.R. P. Kashyap, E. Mrudula, ICAFAI University Press
3	Supplementary Reading Material	Human Resources Outsourcing: Solutions, Suppliers, Key Processes and the Current Market : a Case-study-based Market Review by Ian Hunter, Jane Saunders, Gower Publishing, Ltd., 2007
4	Websites	http://www.induction.to/outsourcing/ http://www.strategic-human-resource.com
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	312HR	Type	Subject - Elective
Course Title	Public Relations & Corporate Communications		

Course Objectives:

1	To make students understand importance of effective communication in HR
2	To equip students with PR initiatives by the HR professional

Syllabus:

Unit Number	Contents	Number of Sessions
1	Public Relations & Corporate Communication : Introduction to corporate communication, Public relations writing-writing to inform, writing to persuade, Design & lay out, Online public relations	4 + 1
2	Media Relations : Building maintaining relationship with credibility with media, Developing methodologies for successful practice of media relations	5 + 1
3	Public Relations : Concept, theory, history & practice of public relations, Importance of PR for HR professionals, PR campaign & strategies for PR, Evaluating PR activities	5 + 1
4	Communication Management : Presentation skills, Developing strategic communication plan, Synthesizing internal & external initiatives, Event Management	4 + 1
5	Field Study/ Desk Research : Student along with faculty are expected to study PR activities and communication strategies designed & practiced by the organizations in the area & prepare a report.	7 + 1

Learning Resources:

1	Text Books	Public Relations by Phillip Henslowe, Chartered Institute of PR, 2 nd Edition,
2	Reference Books	Public Affairs in Practice by Stuart Thomson & Stevee John, Chartered Institute of PR, 1 st edition
3	Supplementary Reading Material	Develop your PR Skills by Neil Richardson & Lucy Laville, The Sunday Times, Creativity in PR by Andy Green, Chartered Institute of PR, 3 rd edition, Running a PR Department by Mike Beard, Chartered Institute of PR, 2 nd Edition
4	Websites	http://www.public-relations-india.blogspot.in/
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	313HR	Type	Subject - Elective
Course Title	Quality Management System		

Course Objectives:

1	To create an awareness of fundamental principles, significance and implementation of quality management
2	To use new concepts of TQM in the process of continuous improvement and learning

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: History of Total quality management, Principles of TQM, Features of TQM, Tool and techniques of TQM, TQM implementation, Barriers to TQM implementation	5 + 1
2	Components of TQM: Customer supplies relationship, Management leaders and leadership in TQM system, Values vision mission and goals in TQM, Cultural change for TQM, Continuous improvement and learning in TQM, Creativity and innovation, Communication.	7 + 1
3	Quality Certification: Evolution of ISO 9000 standard, Principles and objectives of ISO 9000 standard, Procedure for registration and certification of ISO 9000 Standards, ISO 9000 standard versus QS 9000	5 + 1
4	5S for Quality Ambience: Definition of 5S, Implementation of 5S	3 + 1
5	Tools for Continuous Improvements: PDCA process, Just in Time, Poka Yoke, Kaizen, Six Sigma.	5 + 1

Learning Resources:

1	Text Books	Total Quality Management Principles and Practices by S.K Mandal
2	Reference Books	Total Quality Management by N. Srinivasa Gupta, B. Valarmathi Total Quality Management by I. Suganthu, Anand Samuel
3	Supplementary Reading Material	Quality control & Total Quality Management by P.L. Jain, TMGH An Executive Handbook- World Class Quality by Suresh Lulla, TMGH
4	Websites	http://www.iso.org/iso/qmp http://www.stqc.gov.in/content/quality-management-system-qms
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	314HR	Type	Subject - Elective
Course Title	Lab in Recruitment and Selection		

Course Objectives:

1	To give hands on experience to students on Recruitment advertisements, profiling techniques
2	To acquaint students with different interviewing methods

Syllabus:

Unit Number	Contents	Number of Sessions
1	Comparative study of 10 recruitment advertisements (5 from Newspaper & 5 from job portals) & analysis of the same in the light of : Job Specification/ description, Mode of selection, Other details - Documentation for Recruitment	10
2	Profiling Techniques : Personality, Aptitude, Competency	10
3	Interviewing : Study of Interview modes, List of questions for interviewers, Personal, Telephonic	10

Learning Resources:

1	Text Books	Human Resource and Personnel Management by K Aswathappa, Publisher, TMGH
2	Reference Books	Effective Recruitment and Selection Practices by Alan Nankervis, Robert Compton, Bill Morrissey, 5 th Edition. Recruitment and Selection (Developing Practice), Chartered Institute of Personnel and Development
3	Supplementary Reading Material	Successful Interviewing and Recruitment by Rob Yeung, Kogan Page Publishers, 2008
4	Websites	www.articlebase.com
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	315HR	Type	Subject - Elective
Course Title	Lab in Job Design & Analysis		

Course Objectives:

1	To give hands of experience to the students of designing jobs at various levels
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Faculty is expected to divide students in group of 5 students each & brief them about the process of Job design & Analysis	5
2	Each group assigned to design jobs at following levels from manufacturing/ service sector: Lower Level- 2 jobs , Middle Level- 2 jobs, Top level- 2 jobs	15
3	Presentation by the student & submission of assignment to the concern faculty	10

Learning Resources:

1	Text Books	Job Analysis: Methods, Research, and Applications for Human Resource Management in the New Millennium by Michael T. Brannick
2	Reference Books	Human Resource Management by Gary Dessler
3	Supplementary Reading Material	Human Resource Management by K. Ashwathappa, TMGH
4	Websites	http://www.job-analysis.net/018.htm http://toolkit.ahpnet.com/Building-a-Recruitment-and-Retention-Plan/Step-3-Analyze-the-Selected-Job-Position http://www.icmrindia.org/courseware/Intro%20to%20Hrm/hrm-DS5.htm
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	316HR	Type	Subject - Elective
Course Title	Lab in Training		

Course Objectives:	
1	To make students understand training need analysis
2	To help students design Training Programmes
3	To make students understand & design training methods

Syllabus:

Unit Number	Contents	Number of Sessions
1	Students are divided in group of 5 students each. Faculty along with students identify 6 cadres at different levels & prepare Training Need Analysis	10
2	After this design training programme with reference to TNA	10
3	Design Training methods for the Training programme designed.	10

Learning Resources:		
1	Text Books	The ASTD Training and Development Handbook: A Guide to Human Resource Development by Robert Craig, McGraw-Hill.
2	Reference Books	Creative Training Techniques Handbook by Robert W. Pike, CSP
3	Supplementary Reading Material	Training & Development by Dr. B. Janakiraman, Dreamtech Press, Indian Text Edition, 2007.
4	Websites	www.astd.org www.istdtrg.org
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management Advances in Developing Human Resources

Semester	III	Specialization	HRM
Course Code	317HR	Type	Subject - Elective
Course Title	Lab in Labor Laws - I		

Course Objectives:

1	To give students insight into the implementation of labour laws
2	To acquaint students with calculation of due/ compensations/ contributions etc.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Calculations of: Bonus, Gratuity, Compensations under W.C. Act, Provident Fund, ESI contributions, Accident Report Writing	10
2	Inviting industry experts to understand calculations of the above in their respective organizations.	10
3	Students to be given assignments either realistic or hypothetical to calculate above	10

Learning Resources:

1	Text Books	Labour Law by S.P. Jain Labour Law by Malik
2	Reference Books	Introduction to Labour & Industrial Laws by Avatar Singh Labour & Industrial Laws by S.N.Mishra, Central law Publication Labour Laws by S.D. Geet, Nirali Prakashan Elements of Mercantile Law by N.D.Kapoor, Sultan Chand Bare Acts
3	Supplementary Reading Material	APS Labor Digest
4	Websites	www.india-laws.com www.lawinfo.com www.lawsinindia.com www.lawforyou.com
5	Journals	--

MBA SYLLABUS: SEMESTER III
INTERNATIONAL BUSINESS MANAGEMENT - SPECIALIZATION

Semester	III	Specialization	IB
Course Code	305IB	Type	Subject Core
Course Title	International Business Economics		

Course Objectives:	
1	To explore the students the relevance of various trade theories/models
2	To explore the students to understand deep current issues in International Trade
3	To enable students to use economic tools to analyze diversity of issues in the international economy.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Background for International Business Economics : Globalization and International Business – The Emergence of Global Institutions – Drivers of Globalizations - The Globalization Debate - The Gains from Trade - Foreign Trade Multiplier - Balance of Payments	5 + 2
2	The International Trade Theory : The Law of Comparative Advantage – The– Demand and Supply, Offer Curves, and the Terms of Trade – Factor Endowments and the Heckscher – Ohlin theory – Implications of Trade Theories - Economics of Scale, Imperfect Competition, and International Trade.	6 + 2
3	a) International Trade Policy : Trade Restrictions - Tariffs , Non-Tariff Trade Barriers - Tariff vs. Quota - The New Protectionism – Economic Integration - Custom Unions and Free Trade Areas - Major Regional Trade Agreements b) Foreign Exchange : Foreign Exchange Market – Types of Foreign Exchange Transactions – Reading Foreign Exchange Quotations – Forward and Futures Market – Foreign-Currency Options – Exchange Rate Determination – Arbitrage – Speculation and Exchange-Market Stability	10 + 2
4	World Financial Environment: Global Foreign – Exchange Markets – Economic Theories of Exchange Rate Determination - International Regime for FDI and MNC- Do Global Corporations Pose a Threat? - Consequences of Economic Globalization	7 + 2
5	International Banking : Reserves, Debt and Risk : Nature of International Reserves – Demand for International Reserves – Supply of International Reserves – Gold Exchange Standard – Special Drawing Rights – International Lending Risk – The Problem of International Debt – Financial Crisis and the International Monetary Fund – Eurocurrency Market	7 + 2

Learning Resources:		
1	Text Books	International Economics Theory and Policy , 6/E Paul Krugman, Maurice Obstfeld, Pearson Education International Economics, 9/E, Robert Carbaugh, Thomson – South Western International Business , 12/E, John Daniels, Lee Radebaugh, Daniel Sullivan and Prashant Salwan, Pearson
2	Reference Books	Pugel, Thomas, International Economics, 13th edition, McGraw-Hill-Irwin, 2007. Friedman, Thomas, The World is Flat, 2nd edition, Farrar, Strauss and Giroux, New York, 2006 Edward Leamer, editor, International Economics, Worth Series in Outstanding Contributions, Worth Publishers, 2001 Jagdish N. Bhagwati, Arvind Panagariya, and T. N. Srinivasan, Lectures on International Trade, second edition (Cambridge, MA: MIT Press, 1998). Paul R. Krugman, Rethinking International Trade (Cambridge, MA: MIT Press, 1990).
3	Supplementary Reading Material	Irwin, D.A. 1996. "The United States in a New Global Economy? A Century's Perspective." American Economic Review 86(May): 41-46. Krugman, Paul "The Narrow and Broad Arguments for Free Trade," American Economic Review, 83(2), pp. 362-366, may 1993. Economic Times Daily Business Standard Daily
4	Websites	http://www.wto.org/ http://www.imf.org/external/index.htm
5	Journals	Asian Economic Bulletin Foreign Trade Review Global Business Review Global Journal of International Business Research International Business & Economics Research Journal International Business and Management International Trade Forum International Trade Journal Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Trade & Economic Development Journal of Asian Business World Affairs: the Journal of International Issues

Semester	III	Specialization	International Business Management
Course Code	306IB	Type	Subject Core
Course Title	Export Documentation and Procedures		

Course Objectives:

1	To familiarize students with policy, procedures and documentation relating to foreign trade operations.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Significance of procedures and documentation in international trade; procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS) classification System ;Role of ICC; INCOTERMS; nature of export/trading houses.	7 + 2
2	Export order processing; export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure.	7 + 2
3	Methods of payment in international trade; documentary collection of export bills; UCPDC guidelines; realization of export proceeds – provisions of RBI's Exchange Control Manual; pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.	7 + 2
4	Major export promotion schemes in India – EPCGS, duty exemption scheme; DEPB scheme; SIL; facility for deemed exports; Export promoting institution's – role of export promotion councils, commodity boards and ITPO.	7 + 2
5	Regulations for International Trade: Major laws governing India's export import trade- Foreign Trade (Development & Regulation) Act, Pre-shipment Inspection & Quality Control Act, 1963 & Customs Act, 1962; Foreign Exchange Management Act, 2000	7 + 2

Learning Resources:		
1	Text Books	Export Import Procedures & Documentation by Dr. Kushpat S. Jain, HPH, 5 th Revised Edition, Aug. 2007 Export Marketing by B. S. Rathor & J. S. Rathor, HPH, 3 rd Revised & Enlarged Edition, 2006 Export Management by T. A. S. Balagopal, HPH, 18 th Revised Edition, 2006 Export Management by D.C. Kapoor, Vikas Publishing House, 2009 Export- Policy, Procedures and Documentation by M. I. Mahajan, Show white, 24 th Edition, 2010
2	Reference Books	Export Procedures and Documentation by M.D. Jitendra, Rajat Publications, Delhi. Export Markets and Foreign Trade Management by Pervin Wadia, Kanishka Publications, New Delhi.
3	Supplementary Reading Material	Nabhi's Exporters Manual and Documentation. Nabhi's New Import-Export Policy Procedures.
4	Websites	http://www.eximbankindia.com/
5	Journals	Foreign Trade Review Global Business Review International Trade Forum International Trade Journal Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Trade & Economic Development Law & Policy in International Business Monthly Statistics of International Trade World Affairs: the Journal of International Issues

Semester	III	Specialization	International Business Management
Course Code	307IB	Type	Subject - Elective
Course Title	International Management		

Course Objectives:

1	To familiarize students with the cross –cultural behaviour and its management for successful operations of the international firms
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Syllabus:

Unit Number	Contents	Number of Sessions
1	International Management: Concept, Dimensions and Approaches; Business culture and corporate culture; Problems of intercultural communication; Cross - cultural values and business management; Business values ethics and social responsibilities.	5 + 1
2	Challenges of Global Planning: Economics, political, and strategic predisposition imperatives; Resource allocation and portfolio compositions of a global firm; Planning for linkages and synergies among business across borders; Locus of decision making; Headquarter-subsidiary relationships in international business enterprises.	5 + 1
3	Organization and Control for international Competitiveness: Organization design and structure of international companies; Global product division; Matrix and network structures; Managing communication across cultures; Managing for continuous innovations in trans-cultural context; Developing coordination; Systems of control in international operations.	5 + 1
4	Management of Personnel with Different Social and Cultural Backgrounds: Selection, training and development of people for global assignments; Compensation and reward practices among international firms; managing cultural and social diversities. Motivation and leadership in international Firms.	5 + 1
5	Managing Political Risks: Host country home country and multinational relationships; Political risk assessment and protection techniques for multinational corporations; Organizing for political risk management.	5 + 1

Learning Resources:		
1	Text Books	Adler, Nancy J., International Dimensions of organizational Behaviour, 4th ed., South western College Publishing Company, Singapore, 2001. Bartlett, C.A. and S. Ghoshal, Managing Across Borders: The Transnational Solution, Century Business London, 1989. Beamish, Paul w., Allen J. Morrison, Phillip M. Rosenzweig and Andrew C. Inkpen, International Management: Text and Cases, Irwin McGraw Hill, Boston, 2000.
2	Reference Books	Helen, D., Management: Managing Across Borders and Cultures, Prentice - Hall, Upper Saddle River, New Jersey, 2000. Hiltrop, Jean-M and Shiela Lidall, The Essence of Negotiation, Prentice Hall of India Pvt. Ltd., New Delhi.
3	Supplementary Reading Material	Hodgetts, R.M. and F. Luthans, international Management, McGraw -Hill, New York. Hoecklin, L., Managing Cultural Differences: Strategies for Competitive Advantage, Addison-Wesley, Washington. Holt, D. H., International Management: Text and Cases, The Dryden Press, Harcourt Brace College Publishers, New York. Porter, M.E., Competition in Global Industries, Harvard Business Press, New York, 1996. Pucik, C.A. and Y. Doz and G. Healund, Managing the Global Firm , Routledge, London, 1990. Rodrigues, Carl, International Management: A Cultural Approach, 2ndEd., South Western College Publishing-Thompson Learning, Australia, 2001. Terence, J., Cross Cultural Management, Butterworth, Heinemann, London, 1995. Thakur, M., G. E. Burton and Srivastava, B.N., International Management: Concepts and Cases, Tata McGraw-Hill Publishers, Delhi. Vernon, R and L.T. Wells, Manager in the International Economy, Prentice – Hall Englewood Cliffs.
4	Websites	-
5	Journals	Asian Journal of Management Cases Economic and Political Weekly Enterprise and Society: The International Journal of Business History Global Business Review Global Journal of International Business Research Harvard Business Review International Business and Management Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Trade & Economic Development Journal of Asian Business Leadership Excellence South Asian Journal of Management World Affairs: the Journal of International Issues

Semester	III	Specialization	International Business Management
Course Code	308IB	Type	Subject - Elective
Course Title	International Marketing		

Course Objectives:

1	To help the students understand the peculiarities of international marketing
2	To develop the students' ability to devise marketing mix for international marketing

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Nature, importance and scope of international marketing International market orientation and involvement, International marketing management process – an overview. Scanning and monitoring global marketing environment; International marketing information system; broad structure of an international marketing plan.	5 + 1
2	International Market Segmentation and Positioning: Screening and selection of markets; International market entry strategies -Exporting licensing contract manufacturing, joint venture, setting -up of wholly owned subsidiaries abroad. International Product Planning: Major Product decisions-Product features and quality, Product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.	7 + 1
3	Pricing for International Markets: Pricing strategies; Factors affecting international price determination; environment factors affecting international prices; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing. International dumping; financing marketing transactions	3 + 1
4	International Distribution Decisions: The structure of international distribution systems; Distribution channel strategy-International distribution channels, their roles and functions; Selection and management of overseas agents; Aspects of international supply chain management; International distribution logistics inventory management transportation, warehousing and insurance. International direct marketing; leveraging international distribution for competitive advantage.	5 + 1
5	International Promotion Strategies : International promotion mix; push and pull strategies; Communications across countries-complexities and issues; International promotion tools and planning – Advertising, personal selling, publicity and sales promotion; challenges of international advertising; global media strategy; Developing international promotion campaign; Standardization vs. adaptation issue; Planning for direct mail, sales literature, trade fairs and exhibitions.	5 + 1

Learning Resources:		
1	Text Books	Onkvisit Sak and John J Shaw, International Marketing – Analysis and Strategy, PHI, New Delhi Joshi, Rakesh Mohan, International Marketing, Oxford University Press, New Delhi Rajgopal, International Marketing, Vikas Publication, New Delhi
2	Reference Books	Doole Isobel and Robin Lawe, International Marketing Strategy, Thomson Learning Keegan Warren J, Global Marketing Management, Pearson Education, New Delhi
3	Supplementary Reading Material	Bhattacharya, B., Export Marketing Strategies for Success, Global Business Press, New Delhi, 1991. Cateora, Phillip R. and John L. Grahm, International Marketing, 10th Ed., Irwin McGraw Hill, Boston, 1999. Jain, Subash C., International Marketing Management, 6th ed., South Western College Publishing – International Thompson Publishing Company. Cincinnati, 2004. Fair-weather, John International Marketing, Prentice Hall of India Private Ltd., New Delhi
4	Websites	-
5	Journals	Asian Economic Bulletin Asian Journal of Management Cases Global Business Review Global Journal of International Business Research Harvard Business Review International Business and Management International Business Research International Journal of Marketing and Trade Policy Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Consumer Research Journal of Asian Business

Semester	III	Specialization	International Business Management
Course Code	309IB	Type	Subject - Elective
Course Title	International Marketing Research		

Course Objectives:

1	To highlight the significance of International Marketing Research and provide a compressive understanding the research process
2	To develop an in-depth knowledge of the challenges associated in conducting market research internationally
3	To understand the simple and advanced data analysis for International Marketing Research
4	To make sound marketing decisions on the basis of collected and analyzed data

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Nature and scope of marketing research; marketing research in international context-importance, complexities and issues; Organizational framework for international marketing research; International Marketing Information System (IMIS).	5+1
2	Marketing Research Process: An overview; problem identification and definition; Preparing research proposal; Exploratory, descriptive and experimental research designs; international secondary data sources; Primary data collection methods and complexities of data collection in international marketing research; Online data sources and research.	5+1
3	Questionnaire preparation : etic and emit dilemma; Sample design – sampling methods and sample size determination; Fieldwork and data collection; Sampling and non-sampling errors.	5+1
4	Multi – country Data Analysis and Interpretation: Data editing and coding preliminary data analysis, Univariate and multivariate data analysis techniques- Discriminate analysis, factor and conjoint analysis: (including application software). Issues in multi-country data analysis-Data comparability and validity problems; Report preparation and presentation.	5+1
5	Cross-cultural Consumer research : Attitude measurement and scaling techniques; Product research; Advertising research; International market opportunity analysis; Ethical issues in international marketing research.	5+1

Learning Resources:		
1	Text Books	International Marketing Research by V. Kumar, Pearson Education, 1st ed. Aaker, David A, V. Kumar arki George S Day, Marketing Research, John Wiley and Son, New York, 2001. Boyd, Harper w., et al Marketing Research: Text and Cases, Irwin, Homewood Illinois.
2	Reference Books	International Marketing Research by Craig & Douglas, Wiley, 3rd ed. Green, P.E. et al, Research for marketing Decisions, Prentice Hall of India Ltd., New Delhi. Malhotra, Naresh K., International Marketing Research - An Applied Orientation, 3rd ed., Person Education Asia. Tull, D.S. and D. I. Hawkins, Marketing Research: Measurement and Methods, Prentice Hall of India Ltd., New Delhi
3	Supplementary Reading Material	Alex Rialp, Josep Rialp (2006), "International Marketing Research: Opportunities and Challenges in the 21st Century", International Marketing Research (Advances in International Marketing, Volume 17), Emerald Group Publishing Limited, pp.1-13 Douglas, S.P. and C.C. Samuel (2000) "Conducting International Marketing Research in the 21st Century", International Marketing Review Douglas, Susan P; Craig, C. Samuel (2006) "On Improving the Conceptual Foundations of InternationalMarketingResearch " Journal of InternationalMarketing . 2006, Vol. 14 Issue 1, p1-22. 22p Sarstedt, Marko; Schwaiger, Manfred; Taylor, Charles R (2011) "Introduction: Measurement And Research Methods In InternationalMarketing ". Advances in InternationalMarketing . 2011, Vol. 10 Issue 22, p3-7 Barnard, P. (1997), "Global developments and future directions in marketing research," Globalization and the Millennium: Opportunities and Imperatives, Marketing Science Institute, June 16-17, Brussels, Belgium
4	Websites	http://as.wiley.com http://drvkumar.com
5	Journals	International Journal of Market Research International Journal of Research in Marketing International Journal of Management and Marketing Research

Semester	III	Specialization	International Business Management
Course Code	310IB	Type	Subject - Elective
Course Title	International Financial Management		

Course Objectives:

1	To make the students aware about the operations in foreign exchange market
2	To sensitize the student with complexities of managing finance of multinational firm
3	To understand the regulatory framework within which the operations can take place

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Complexities and issues in financial decisions of a multinational firm: Foreign investment decisions: Exchange rate movement and decision to invest: Foreign direct investment theories and strategies: Green field investment vs. acquisitions and mergers.	5+1
2	International Capital Budgeting: Multinational considerations and calculation of cash flows; Adjusted present value approach: Cost capital: Assessment and management of political risks.	5+1
3	International Working Capital Management: Cash management; Receivables and inventory management. Dividend Policy for Multinational Corporations	5+1
4	Currency and Interest Rate Risk Management: Exposure and risk; Transaction, translation and real operating exposure; Exposure management contractual and natural hedging; interest rate risk assessment and management.	5+1
5	International Accounting: Foreign currency translation; Multinational transfer pricing and performance measurement; Consolidated financial reporting international accounting standards and practices. International Taxation: Key elements and issues; International tax environment; Bilateral treaties and tax heavens.	5+1

Learning Resources:		
1	Text Books	Apte P.G., Multinational Financial Management, Tata -McGraw Hill, New Delhi. Baker J.C., International Finance: Management, Markets and Institutions, Prentice Hall, Englewood Cliffs. Eiteman, David K., Arthur Stonehill and Micheal H. Moffett, Multinational Business Finance, Addison-Wesley Publishing Company, Readings Mass.
2	Reference Books	Rathore, Shirin, International Accounting, Prentice Hall of India Pvt. Ltd., New Delhi. Seth, A.K., International Financial management, Galgotia Publishing. Shapiro, Allen C., Multinational Financial Management, John Wiley & Sons, 2001.
3	Supplementary Reading Material	Eun, Cheol and Bruce Resnick, International Financial Management, McGraw Hill, New York. Levi, Maurice, International Finance, McGraw Hill Inc., New York. Madura, Jeff, International Financial Management South Western Publishing Company, Cincinnati.
4	Websites	International Monetary Fund
5	Journals	Indian Journal of International Business and Finances Asian Economic Bulletin Asian Journal of Management Cases Economic and Political Weekly Global Journal of International Business Research Harvard Business Review International Business & Economics Research Journal International Business and Management International Trade Journal Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy World Affairs: the Journal of International Issues

Semester	III	Specialization	International Business Management
Course Code	311IB	Type	Subject - Elective
Course Title	Global IT Management		

Course Objectives:

1	To understand scope and operational aspects of Global I.T. Management
2	To understand regulatory requirements concerning International IT governance
3	To learn to integrate International Business Management with Information Systems Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Global Information Systems Overview - Global Information Systems Architecture - Business Drivers and Challenges - Case Studies	5+1
2	Organizing Global Information Systems –Information Systems as a strategic fit with Global Business Strategies – Cultural, Political and Geo-economic Challenges - Role of Information Systems in organizing international business	5+1
3	Managing Global Systems – Problems of Globalization, Localization and Integration – Network Management, Cross Cultural, Regulatory, and Country oriented Issues – Impact of Outsourcing - Case Studies	5+1
4	Technology Issues and Opportunities for Global Value Chains – Computing Platforms and Systems Integration – Role of Internet – Ensuring Connectivity – Software Localization	5+1
5	International IT Governance - Compliance with ISO 17799 / ISO 27001 standards of Information Security – Sarbanes-Oxley regulatory compliance – Business Continuity Management – ISO/IEC 27001 Audit	5+1

Learning Resources:

1	Text Books	Global Information Technology: Strategy and Challenges, Palvia/Palvia and Harris
2	Reference Books	Management Information Systems, Laudon, Laudon and Dass, Pearson International I.T. Governance Calder and Watkins, Kogan Page India
3	Supplementary Reading Material	-
4	Websites	-
5	Journals	Communications of the ACM MIS Quarterly Journal of the American Society for Information Science & Technology Journal of Intelligent Transportation Systems

Semester	III	Specialization	International Business Management
Course Code	312IB	Type	Subject - Elective
Course Title	Global Logistics & Supply Chains		

Course Objectives:

1	To get acquainted with global dimensions of logistics management
2	To introduce basic operational aspects i.e. procedure, documentations & related legal aspects of global logistics
3	To sensitize students to basics of shipping line industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Introduction to Global Logistics : International Logistics Development, International Trade Logistics Chain, Shipper's Logistics Requirements in trade, 7R's of Logistics Management, 5 P's of Logistics, International Commercial Terms – Use of Incoterms in a Contract, Incoterms Laws.</p> <p>1.2 Logistics and Documentation: Consular Invoice, Commercial Invoice, Certificate of Origin, certificate of Value, Bill of Lading, Cargo Manifest or Packing List, Health Certificate, Import license, Insurance Certificate, Export Declaration Forms.</p> <p>1.3 Transportation: Modes of transportation, Transport and Communication, Transport activities and Land Use, Transport, Energy and the Environment.</p> <p>1.4 Air Cargo: Transportation of goods through Air, Transportation Infrastructure, World Air Cargo growth, Benefits of Airfreight, Airport classification, International Airports of India, Types of Aircraft, Unit loading devices, Airport Charges, International Country Codes.</p>	5 + 1
2	<p>2.1 Carriage of Goods by Land: Motor Vehicles Act, 1988, Central Motor Vehicles Rules, 1989, Carriers Act, 1865 – Definition of common carrier, Scheduled and Non Scheduled Goods, Railways Act, 1989 – Railway's liability, Merits and Demerits of Railway Transportation, Railway Freight rates.</p> <p>2.2 Carriage of Goods by Sea & Ocean Freight & Freight Calculations: Ocean Shipping Methods, Ocean Freight or Tariff rates, Freight rates terminology used in international shipments, Freight surcharges, Freight Rebates, Conference Discounts, Contract Shippers, Weight or Measure in the Freight Cost Calculation, Freight Adjustments – Currency Adjustment Factor (CAF), Bunker Adjustment Factor (BAF).</p> <p>2.3 Types of Ships: Mail and Supply Ships, Expedition Ships, Coasters, Bulk Carriers, Tankers, Refrigerated Vessels and Reefers, Livestock carriers, LNG Carriers, Car Carriers, Container Ships, Heavy lift Vessels, Tugs, Ro-Ro Vessels.</p>	5 + 1
3	<p>3.1 Shipping Formalities: Booking Shipping Space, Conference Shipping, Non-conference Shipping, Charter Shipping, Charter Party, Shipping Storage, Ocean Shipping procedure.</p> <p>3.2 Shipping Intermediaries: Function and Roles of Custom Brokers, Freight Forwarders and Consolidators, Shipping Agents, Stevedores.</p> <p>3.3 The Major Port Trusts Act, 1963.</p> <p>3.4 Shipping Corporation of India: Products and Services, Bulk Carriers, LNG Carriers, STS Lighterage Operations</p>	5 + 1

4	<p>4.1 Major Ports in India: Present Policy, Privatization Policy, Indian Port Policy Reform, Major Ports in India – Chennai, Cochin, Ennore, JNPT, Kandla, Mormugao, Mumbai, Paradip, NMPT, Pipavav, Tuticorin, Visakapatnam.</p> <p>4.2 Important Sea Routes: Northern Sea route, North Atlantic Route, Mediterranean Route, Panama Route, Baltic Sea Route, Indian Ocean route, Cape Route, South Atlantic Route, North Pacific Route.</p> <p>4.3 International Chamber of Shipping</p> <p>4.4 World's Major Ports: Major Ports and Port codes, Seaports of the world.</p>	5 + 1
5	<p>5.1 Containerization: Origin of containerization, Origin of TEU, Container sizes - dimensions and capacity, Container Flavours, Swap Bodies, Other considerations, Registration, Container Classification numbers, Lift/Stacking fittings, Movement of containers, Recent Developments – Coltainer, Cargosprinter, Safety of container ships, Container Classification – General Cargo service, Specific cargo service, Unit Load Device, Rating – Tare Mass and Pay load of Containers, Marking and Identification of Containers. Benefits of containerization.</p> <p>5.2 Inland Container Depots & Container Freight Stations: Functions, Benefits, Requirements for successful ICD/CFS, Designs and Layout, Equipping the ICD/CFS, Procedures for approval and implementation. Concor – The Multimodal Logistics Professionals.</p>	5 + 1

Learning Resources:		
1	Text Books	Logistics Management for International Business – Text and Cases, by Sudalaimuthu and Anthony Raj, PHI, 2009 Edition. Global Operations and Logistics: Text and Cases by Dornier, Ernst, Fender and Kouvelis, Wiley India, 2006
2	Reference Books	Global Logistics – New Directions in Supply Chain Management, Edited by Donald Waters, Kogan Page, Fifth Edition
3	Supplementary Reading Material	Logistics in International Business by Rajiv Aserkar, Shroff Publishers, 2 nd Edition.
4	Websites	
5	Journals	International Journal of Logistics Management Foreign Trade Review International Trade Forum International Trade Journal Journal of International Business and Economy Journal of International Trade & Economic Development Monthly Statistics of International Trade

Semester	III	Specialization	International Business Management
Course Code	313IB	Type	Subject - Elective
Course Title	Designing Organizations for Uncertain Environment		

Course Objectives:	
1	To develop and acquire cognitive framework to understand and analyses the hyper-turbulent international business environment.
2	To gain insights into strategic models that successful organizations deploy to develop their strategies.
3	To learn designing principles to create organizations capable of performing in uncertainty and hyper-turbulence.
4	To appreciate the HR/People systems and processes required for emergent organizational forms

Syllabus:

Unit Number	Contents	Number of Sessions
1	Understanding Emerging Environment: Emergence of Vertical/Type-5 Environment, Understanding Hyper-turbulence, Networks and Business Eco-Systems, Role of Information Technology in Shaping Business Environment, Understanding Impact of Technological Discontinuities, Law of Increasing Returns in Networked, Knowledge-Based Economy	5 + 1
2	Changing Models of Strategy: Strategy-Making under Uncertainty, Application of Complexity/Chaos Theory to Strategy, Strategy as “Sense-Making”, Shaping and Adapting to Networks	5 + 1
3	New Forms of Organization: Organizations as Networks, Types of Network Organizations / Clusters, Self-Organizing Systems, Organizational Designs for Change and Innovation, Designing Principle for New Forms of Organizations	5 + 1
4	People and Process issues in Emerging Organizational Forms: Systems for Team-Based Functioning, High Performance Work Systems, Managing Empowerment and Accountability, Designing Roles and Systems for Flat, Networked Organization, Developing Competencies for New Organizational Forms	5 + 1
5	Case Studies	5 + 1

Learning Resources:		
1	Text Books	Adler, Nancy J., International Dimensions of organizational Behaviour, 4th Ed., South western College Publishing Company, Singapore, 2001. Bartlett, C.A. and S. Ghoshal, Managing Across Borders: The Transnational Solution, Century Business London, 1989.
2	Reference Books	Beamish, Paul w., Allen J. Morrison, Phillip M. Rosenzweig and Andrew C. Inkpen, International Management: Text and Cases, Irwin McGraw Hill, Boston, 2000. Fowler, Alam, Negotiation Skills: Skills and strategies, University Press Hyderabad, 1990.
3	Supplementary Reading Material	Helen, D., Management: Managing Across Borders and Cultures, Prentice - Hall, Upper Saddle River, New Jersey, 2000 Pucik, C.A. and Y. Doz and G. Healund, Managing the Global Firm , Routledge, London, 1990. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.
4	Websites	-
5	Journals	Indian Journal of International Business and Finances Asian Journal of Management Cases Global Journal of International Business Research Harvard Business Review International Business and Management Journal of International Business Journal of International Business and Economy

Semester	III	Specialization	International Business Management
Course Code	314IB	Type	Subject - Elective
Course Title	Legal Dimensions of International Business		

Course Objectives:

1	To acquaint students with the legal dimensions of international business.
2	To enable students to formulate strategies as compatible with laws and treaties governing international business operations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Legal Framework of International Business: Nature and complexities; International conventions and trade law; Code and common laws and their implications to business; International Business contract – Legal provisions; Payment terms; International sales agreements; Rights and duties of agents and distributors. Contract of Enforcement and Dispute Settlement; International Commercial Arbitration and Enforcement of Foreign Awards.	5 + 1
2	Regulatory Frame work of WTO: Basic principles and charter of GATT/WTO; GATT/WTO; provisions relating to preferential treatment to developing countries, regional grouping, subsidies, technical standards, antidumping duties, and other NTBs, Customs Valuation; Dispute settlement; Implications of WTO to important sector – GATS, TRIP and TRIMs.	5 + 1
3	Regulations and Treaties: Relating to Licensing, Franchising, Joint Ventures, Patents and Trade Marks, Technology Transfer and Telecommunications; Restrictions on trade in endangered species and other commodities as based on international conventions; Taxations Treaties.	5 + 1
4	India Laws and Regulations Governing International Business Transactions: FERA/FEMA, Taxation of foreign income; Foreign investment; Setting up offices and branches abroad.	5 + 1
5	Competition Law: National and International Dimensions. Consumer Law: National and International Dimensions. Electronic Commerce: Regulatory Framework	5 + 1

Learning Resources:		
1	Text Books	<p>Chuah; J., International Trade Law: Questions and Answer Series, Cavendish. London.</p> <p>Chush, J. C. T., Law of International Trade. Sweet and Maxwell, London.</p> <p>Indian Council of Arbitration Case Law on UNCITRAL Model Laws on International Commercial Arbitration. New Delhi.</p>
2	Reference Books	<p>Bansal. A.K., Law of Commercial Arbitration, Universal law House, Delhi.</p> <p>Jain, R., Foreign Exchange Management Law and Practice, Vidhi, New Delhi, 2000.</p> <p>Pam borides, G.P., International Shipping Law: Legislation and Enforcement, Kluwer Law International. London.</p>
3	Supplementary Reading Material	<p>Petersmann, E. Ed., International Trade Law and GATT/WTO Dispute Settlement System. Kluwer Law International London.</p> <p>Trebilcock, M. and Robert Hawse, Regulation of International Trade, Rout ledge, London.</p> <p>Wadhera, B.C., Relating To Patents, Trademarks, Copyrights and Design Universal Law House, New Delhi.</p>
4	Websites	
5	Journals	Law & Policy in International Business

Semester	III	Specialization	International Business Management
Course Code	315IB	Type	Subject - Elective
Course Title	Global Strategic Management		

Course Objectives:

1	To help students understand strategy making process that is informed integrative and responsive to rapid changes in an organization's globally oriented environment
2	To help students understand tasks of implementing strategy in a global market.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Strategy making strategy implementing and strategic managing; Globalization and strategic management; Strategic flexibility and learning organization. Competitive strategy and competitive advantage in global market.	5 + 1
2	Hybrid Forms of Economic Organization: Alliances, Networks and Equity Joint Ventures. Typology of Strategic Alliances. Significance of Networks as a Mode of Economic Organization. Knowledge Networks and Technological Innovation in Networks, Networks to Set Industry Standards, Social Networks: Competitive Significance of Relations Beyond Firm Boundaries, Alliance Between Competitors - Pre-competitive Alliances, Market Sharing Alliances	5 + 1
3	Strategic Issues and Alternatives in Globally Competitive Markets: International entry options; Multi-country and global strategies; Concepts of critical markets, global market dominance and global competitiveness, Corporate turnaround, retrenchment and portfolio restructuring strategies; Multinational diversification strategies; Outsourcing strategies; Techniques for analyzing diversified companies.	5 + 1
4	Corporate Diversification Strategies: Building shareholder value; Roles of cost sharing and skills transfer in creating competitive advantage via diversification; Competitive advantages to diversified multinational corporations in a globally competitive business world.	5 + 1
5	Organizational Learning: Organizational Learning Through Alliances, Structures and Systems for Effective Learning for Partners in Alliances, Managing the Process of Alliance Formation: Partner Selection and Negotiation, Contracts and Trust in Managing Partner Conflict in Alliances, Evolution and Termination of Alliance Relationships, Issues in global strategy implementation; strategy evaluation and control.	5 + 1

Learning Resources:		
1	Text Books	<p>Bartlett, C.A. and S. Ghoshal, Transnational Management: Text, Cases, and Readings in Cross-Border Management, Irwin London.</p> <p>Bleeke, J. and D. Ernst, Collaboration to Compete, John Wiley, New York.</p> <p>Brooke, M.Z. and M.L. Remmers, International Management and Business Policy, Houghton Mifflin, Boston.</p> <p>Lorange, P. and J. Roos, Strategic Alliances: Formulation, Implementation, and Evolution, Blackwell, Oxford.</p> <p>Miller, Alex and Gregory Dess, Strategic Management, McGraw Hill Publishing Company, New York.</p> <p>Thompson, Arthur A. and A. J. Strickland, Strategic Management, McGraw Hill, New York.</p> <p>Global Strategic Management, Gerardo R. Ungson and Yim-Yu Wong, Segment Books New Delhi, 2009.</p> <p>Strategic Management: Creating Value in a Turbulent World, Peter, Fitzroy and James M. Herbert. Wiley India Pvt. Ltd. New Delhi, 2007.</p> <p>Global Strategic Management, Dr. M. Mahmoudi Maymand, Deep & Deep Publications Pvt. Ltd., New Delhi, 2005.</p> <p>Global Strategic Management, Kamel Mellahi, J. George Frynas, and Paul Finlay, Oxford University Press, New York, 2005.</p> <p>Globalization and Business, John Daniels, Leeh. Radebaugh, and Daniel P. Sullivan, Prentice Hall of India Private Limited, New Delhi, 2002.</p> <p>International Business : Competing in the Global Marketplace : Postscripts 2001, Charles W. L. Hill, McGraw Hill Higher Education, New York, 3rd International Ed., 2001.</p>
2	Reference Books	<p>Davidson, W.H., Global Strategic Management, John Wiley, New York.</p> <p>Ellis, J. and D. Williams, International Business Strategy, Pitman, London, 1995.</p> <p>Eayerweather, W.H. International Business Strategy and Administration Ballinger Publishers, Cambridge Mass.</p> <p>Hitt, Michael A., R. Duane Ireland and Robert E. Hokisson, Strategic Management: Competitiveness and Globalization, 4th Ed, South Western College Publishing, Australia, 2001.</p> <p>Nagadhi, A.R. and M. Welge, Beyond Theory Z: Global Rationalization of American, German and Japanese Multinational Companies, Jai Press, Greenwich, Conn.</p>
3	Supplementary Reading Material	<p>Porter, M.E., Competition in Global industries, Harvard University Press, New York 1996.</p> <p>Porter, M.E., The Competitive Advantage of Nations, Macmillan, London, 1990.</p> <p>Root, F.R. and K. Visudtibhean, International Strategic Management: Management Challenges and opportunities, Taylor and Francis, New York, 1992</p> <p>Salover, G., A. Shepard and J. Podolny, Strategic Management, John Wiley and Sons, 2001.</p> <p>Stone house, George, et. al., Global and Transnational Business: Strategy and Management, John Wiley and Sons Ltd., Chi Chester, 2000.</p> <p>Vernon-Wortzel, H and L. H. Wortzel, Global Strategic Management: The Essentials, John Wiley, New York, 1991.</p> <p>Wheelen, Thomas L. and J. David Hunger, Strategic Management and Business Policy: Emerging 21st Century Global Society, 7th edition, Prentice Hall, New Jersey, 2000.</p>
4	Websites	

5	Journals	Asian Journal of Management Cases Economic and Political Weekly Enterprise and Society: The International Journal of Business History Global Business Review Global Journal of International Business Research Harvard Business Review International Business and Management International Business Research Journal of International Business Journal of International Business and Economy Journal of Asian Business Leadership Excellence South Asian Journal of Management
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Semester	III	Specialization	International Business Management
Course Code	316IB	Type	Subject - Elective
Course Title	International Relations & Management		

Course Objectives:

1	To equip the students with an understanding of the multifaceted phenomenon called international relations
2	To help students understand as to how exactly does the existing international environment affect the decision menu? How does it affect what is possible and probable in state behaviour and what are its effects on business?
3	To expose students to these issues focused on India to discern their effect on the management of business.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Historical Context: The Historical Context of International Relations - The Pre-Westphalian World, The Westphalian System, World Wars I & II & the Cold War. Role of the US - The New World Disorder & the Emerging New World Order. The European Union: Role in Global Security & Business.	5 + 1
2	New World Order : New World Order. The Shift of Balance of Power to Asia, Strategic Alignments in Asia: Convergence of Democracy and Emergence of the Asian bloc, Role of Australia, Resurgent Japan.	5 + 1
3	Indian Perspective - I: India's Security in its Areas of Strategic Interest, The Rise of China & its Implications for Asia, The Taiwan Issue, The Myth of China's Miracle, The Bamboo Network, The Great Game in the Stans of Central Asia. India's Look East Policy: Relations with SE Asia.	5 + 1
4	Indian Perspective - II: The Indian Ocean & India's Maritime Strategy, Pakistan: Future Portents; Democracy & Role of the Military, Terrorism: An International & National Scourge, Future of Afghanistan: Chaos or Stability? Disaster Management & Business.	5 + 1
5	Indian Perspective - III: India's Interaction in Africa: Exploiting an Untapped Market & Seeking Resources, India & West Asia: Transfer of Wealth & the Politics of Oil, Energy Security: Oil, Gas & the Nuclear Deal, Iran & Central Asia- Energy & Allies, Iran as a Nuclear State.	5 + 1

Learning Resources:		
1	Text Books	<p>International Business, Justin Paul, Prentice Hall of India Private Limited, New Delhi, 4th Ed. 2008.</p> <p>International Business, Oded Shenkar and Yadong Luo, John Wiley & Sons Inc., New Delhi, 2004.</p> <p>International Business, S Shajahan, Macmillan India Limited, Delhi, 2006.</p> <p>International Business: An Introduction, Geert Hofstede, Palgrave, New York, 2001.</p> <p>Elements of International Business, S. N. Chary, John Wiley & Sons Inc., New Delhi, 2006.</p> <p>Globalization of Business: Practice and Theory, Abbas, J. Ali, Jaico Publishing House, Mumbai, 2006.</p>
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	-
5	Journals	<p>Indian Journal of International Business and Finances</p> <p>Asian Journal of Management Cases</p> <p>Global Journal of International Business Research</p> <p>Harvard Business Review</p> <p>International Business and Management</p> <p>Journal of International Business</p> <p>Journal of International Business and Economy</p>

Semester	III	Specialization	International Business Management
Course Code	317IB	Type	Subject - Elective
Course Title	Foreign Language for International Business – I		

Course Objectives:

1	To equip the students with a foreign language skill at least to that extent that is required for conducting international business.
2	To provide the student with listening, reading, speaking and writing skills in chosen foreign language.
3	To enhance the vocabulary in the selected Foreign Language.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Socializing: Wishing, thanking and congratulating somebody and to take leave, Talking about his work, his experiences and his professional plans, Introducing his colleagues and the people with whom he is collaborating.	5 + 1
2	Telephonic conversation: Receiving or send simple telephonic message, Identifying the person on phone and his/her request, Spelling, repeating, reformulating, concluding, taking leave.	5 + 1
3	Writing - I: Reading simple and commonly used documents in professional and day-to-day life. Filling up forms in professional or day to day life situation. Taking down notes.	5 + 1
4	Writing - II: Writing (from indications given) about messages, telegram, notes, as well as informal and formal specifically formatted letters, such as business letters.	5 + 1
5	Career related Communication: Organizing the time table. Reading writing and understanding classified ads, a curriculum vitae, and application for a post so that the student can look for a job or a training programme. Interviewing another person and handle a job interview.	5 + 1

Note:

Institute may offer any one of the following foreign languages to the students: SPANISH / FRENCH/ GERMAN/ JAPANESE / CHINESE

Learning Resources:

1	Text Books	Relevant Standard Text Books, Videos, Audio CDs for the language offered to the students.
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

MBA SYLLABUS: SEMESTER III
SUPPLY CHAIN MANAGEMENT - SPECIALIZATION

Semester	III	Specialization	Supply Chain Management
Course Code	305SCM	Type	Subject Core
Course Title	Essentials of Supply Chain Management		

Course Objectives:

1	To make students understand how supply chain impacts all areas of the firm
2	To introduce the basic concepts of supply chain management
3	To provide insights into supply chain's linkages with customer value

Syllabus:

Unit Number	Contents	Number of Sessions
1	21st Century Supply Chains: Concept & definitions of Supply Chain (SC), Physical distribution, Logistics & Supply Chains, Generalized SC Model, Concept of SCM, Role of SC as a value driver: Integrative Management, Responsiveness, Financial Sophistication	6 + 1
2	Supply Chain Structure: Shift from enterprise to network, Structure of a SC, Push based SC, Pull based SC, Tradeoff between Push & Pull, Identifying appropriate Push & Pull Strategy for SC, Commodity & cost centric SC, Agile SC	7 + 2
3	Total SCM: Changing business landscape – driving forces: Shift from Operations to Services, Impact of globalization & technological revolution, Shift from linear SC to collaborative networks, power shifts in the SC- demands for flexibility of partnerships, core competencies, growth in outsourcing, Increased complexity of processes	7 + 2
4	SCM Building Blocks: Overview of customer focus & demand, resources & capacity management, procurement & supplier focus, inventory management, operations management, distribution management in SCM	7 + 2
5	Customer Value: Empowered consumer, Customer focused Marketing & SC service outputs, customer service – availability, operational performance, reliability. Customer satisfaction – customer expectations, enhancing customer satisfactions, limitations of customer satisfaction. Customer success – achieving customer success, value added services, customer value requirement mapping, CRM	8 + 3

Learning Resources:		
1	Text Books	<p>Supply Chain & Logistics Management by Bowersox, Closs & Cooper, TMGH, 2nd Edition.</p> <p>Designing & Managing the SC – Concepts, Strategies & Case studies by Levi, Kaminsky et. al., TMGH, 3rd Edition.</p> <p>Supply Chain Management: Strategy Planning & Operations by Sunil Chopra, Peter Meindl, Pearson, 1st Edition.</p> <p>Supply Chain Management Process, System & Practice by N. Chadraseskaran, Oxford, 1st Edition</p> <p>Total Supply Chain Management by Basu & Wright, Elsevier, 1st Edition.</p>
2	Reference Books	<p>Logistics Management & Strategy by Harrison and van Hoek, Prentice Hall, 2005.</p> <p>Supply Chain Management by Mentzer, Response Books, 2007</p> <p>Logistics Management : The Supply Chain Imperative by Vindo Sople, Pearson Education, 2007</p>
3	Supplementary Reading Material	<p>Competitive Advantage, Michael Porter, Free Press, 1985</p> <p>Latest Economic Survey of India – Chapter on Infrastructure and Communications.</p> <p>New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007</p>
4	Websites	<p>http://csmp.org/</p> <p>www.supplychain.org</p>
5	Journals	<p>Logistics And Supply Chain Practices In India by Srivastava, Samir K., Vision , Jul-Sep2006, Vol. 10 Issue 3</p> <p>What Is the Right Supply Chain for Your Product? by Fisher, Marshall L., Harvard Business Review, Mar/Apr97, Vol. 75 Issue 2</p> <p>Supply Chain Management: More Than a New Name for Logistics, by Cooper, Martha C.; Lambert, Douglas M.; Pagh, Janus D., International Journal of Logistics Management, 1997, Vol. 8 Issue 1</p> <p>Customer Service, Customer Satisfaction, and Corporate Performance In The Service Sector, by Dresner, Martin; Kefeng Xu., Journal of Business Logistics, 1995, Vol. 16 Issue 1</p> <p>Supply Chain Management: Relationships, Chains and Networks, by Harland, C. M., British Journal of Management, Mar96 , Special Issue, Vol. 7</p>

Semester	III	Specialization	Supply Chain Management
Course Code	306SCM	Type	Subject Core
Course Title	Logistics Management		

Course Objectives:

1	To make students understand the role and importance of logistics in modern day economy.
2	To discuss the relationship between logistics and other functional areas.
3	To analyze logistics systems from different perspectives to meet desired corporate objectives.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Context of Logistics: Introduction, definitions, logistics in the economy a macro perspective, aim of logistics, activities of logistics, value added role of logistics	5 + 1
2	Logistics in the firm: Micro dimensions of logistics, interface with operations, manufacturing, marketing, supply chain, Problems with fragmented logistics, Integrating logistics within an organization, integrating logistics along the SC,	7 + 2
3	Approaches to analyzing logistics systems: Materials Management v/s physical distribution, Cost centers, nodes v/s links, logistics channel, cost perspective & level of optimality, short run or static analysis, long run or dynamic analysis	8 + 2
4	Logistics Relationships: Types of relationships, Competitive relationship, product relationship, spatial relationship, intensity of involvement, logistics outsourcing activities – concept & types of 3PL, 4PL, need for collaborative relationships	7 + 2
5	Service Response Logistics: Overview of service Operations – service productivity, global service issues, service strategy development, service delivery systems, service location & layout, primary concerns of service response logistics – service capacity, waiting times, distribution channels, service quality	8 + 3

Learning Resources:		
1	Text Books	The Management of Business Logistics by Coyle, Bardi, Langley, Cengage Learning India Ed, 7 th Edition. Logistics – An introduction to SCM by Donald Waters, Palgrave Macmillan, 1 st Edition Principles of SCM – A Balanced Approach by Wisner, Leong, Tan , Cengage Learning India Ed., 1 st Edition
2	Reference Books	Logistics and Supply Chain Management: Cases and Concepts by Raghuraman and Rangaraj, Macmillan Business Books
3	Supplementary Reading Material	Business Logistics: Management of Physical Supply and Distribution, Heskett, Ivie and Glaskowsky, Ronald Press, New York.
4	Websites	http://www.logisticsmgmt.com/ www.asianclm.com/
5	Journals	Principles Of Logistics Management by Payne, Stanley L.; Kramer, Walter H., Journal of Marketing, Apr1967, Vol. 31 Issue 2, The Principles of Logistics Revisited by Voorhees, Roy Dale; Sharp, Merrill Kim., Transportation Journal (American Society of Transportation & Logistics Inc), Fall78, Vol. 18 Issue 1, A Survey of Third-party Logistics (3PL) Service Providers in India by Mitra, Subrata., IIMB Management Review , Jun2006, Vol. 18 Issue 2 The Emerging Role of the Third-Party Logistics Provider (3PL) as an Orchestrator by Zacharia, Zach G.; Sanders, Nada R.; Nix, Nancy W., Journal of Business Logistics, 2011, Vol. 32 Issue 1 Selection process in logistics outsourcing - a view from third party logistics provider by Yee Ming Chen; Meng-Jong Goan; Pei-Ni Huang., Production Planning & Control, Apr 2011, Vol. 22 Issue 3

Semester	III	Specialization	Supply Chain Management
Course Code	307SCM	Type	Subject - Elective
Course Title	Managing Material Flow in Supply Chains		

Course Objectives:

1	To understand flow of materials in a Supply Chain
2	To appreciate the role of Transportation and Warehouse Management
3	To understand the essentials of Packaging and Materials Handling from Logistics point of view
4	To understand Government statutory requirements related to Logistics Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Flows in SC: Forward & Reverse SC, Product, Services, Information, Funds, Demand, Forecast flows in Upstream & Downstream direction	4 + 1
2	Transportation Infrastructure & Operations: Transport functionality, Principles, Mode Selection criteria, Transportation Service Levels, Transportation Economics and Pricing – economic drivers, costing, carrier pricing strategy. Transport Administration – operational management, consolidation, negotiation, control, Documentation – L/R, B/L, AWB, IGM	5 + 2
3	Warehouse Management: Warehousing – economic benefits, service benefits. Warehousing Operations – handling, storage. Warehouse Ownership Arrangements, Warehouse Decisions – site selection, design, product mix analysis, expansion, material handling, layout, Warehouse Management System	5 + 1
4	Packaging & Materials Handling: Packaging Perspectives, Packaging for Materials Handling Efficiency – package design, unitization, communication. Material Handling – basic considerations, mechanized systems, semi-automated, automated Systems, information directed Systems, special handling considerations	5 + 1
5	Role of Government in Logistics: Overview of CST, LST, Implications of proposed GST, Excise Duties, Octroi, Entry Tax, CENVAT, Motor Vehicles Act, Customs Act	5 + 1

Learning Resources:		
1	Text Books	Supply Chain & Logistics Management by Bowersox, Closs& Cooper, TMGH, 2 nd Edition. Logistics and Supply Chain Management- Cases and Concepts by G. Raghuram, N Rangaraj, Macmillan India, 1 st Edition. Fundamentals of SCM Twelve drivers of competitive advantage by John Mentzer, Sage Publication, 1 st Edition
2	Reference Books	Business Logistics/Supply Chain Management by Ronald Ballou, Pearson Education, 5 th Edition. A Logistics Approach to Supply Chain Management by Coyle, Langley, Gibson, Novack, Bardi, Cengage Learning, India Edition, 2009.
3	Supplementary Reading Material	Advanced Supply Chain Management by Poirier C C, Berrett, Koehler Publishers, 1999.
4	Websites	http://www.inboundlogistics.com/cms/ http://www.cillogistics.com/ http://www.tcil.com/tcil/ http://cscmp.org/
5	Journals	Commodity Futures Markets, Warehouse Receipts and the Dynamics of Warehousing Infrastructure: The Indian Scenario by Pillai, Manoj., IUP Journal of Infrastructure, Dec2010, Vol. 8 Issue 4 What Can You Do About Logistics in India?, Frentzel, David, World Trade: WT100, Mar2011, Vol. 24 Issue 3 Technological Innovations in the Indian Logistics Industry: The Case of Freight Handling, Srinivas, Kolluru; Krishna, Kolluru., IUP Journal of Infrastructure, Sep2009, Vol. 7 Issue 3/4,

Semester	III	Specialization	Supply Chain Management
Course Code	308SCM	Type	Subject - Elective
Course Title	Inventory Management		

Course Objectives:	
1	To understand the Process of Aggregate Planning and its link with Inventory Management
2	To understand concept of Supply Chain Inventory and study a few basic variants of EOQ models
3	To recognize role and importance of Supply Chain Inventory Management in delivering perfect customer order
4	To acquaint with safety and environmental aspects of Inventory Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Aggregate Planning & Inventory Management: Introduction, Operations Planning, Aggregate Production Plan – Chase Production Strategy, Level Production Strategy, Mixed Production Strategy. MPS, Dependent & Independent Demand. Bill Of Materials, Overview of MRP & MRP II	4 + 1
2	Managing SC Inventory & Delivering Perfect Customer Orders-I: Understanding SC Inventory – types of inventory, inventory related costs, Inventory Investment – Asset or Liability? The Right reasons for Investing in Inventory – (support production, operational & customer service requirements, hedge against marketplace uncertainty, opportunity buying). The Wrong reasons for Investing in Inventory – (poor quality & material yield, unreliable supplier delivery, extended order-cycle times, inaccurate demand forecasts, specifying custom items for standard applications, extended material pipelines, inefficient manufacturing processes). Special Applications of EOQ Approaches – adjusting simple EOQ model for modal choice decision, adjusting simple EOQ model for volume transportation rates, adjusting simple EOQ for private carriage	6 + 1
3	Managing SC Inventory & Delivering Perfect Customer Orders-II: Managing Inventory Investment – Three V model of inventory management, achieve perfect record integrity, improve product forecasting, Standardize and Simplify product design, leverage companywide purchase volume, use suppliers for on-site inventory management, develop SC planning systems and support structure, Reduce Supplier-buyer cycle times, Delivering the Perfect Customer Order – MRP, DRP, SC inventory planning, automated inventory tracking system, Inventory at Multiple Locations – The Square Root law, inventory for outbound systems, Demand Pull Approach to manage Inventory	5 + 1
4	Safety & Environmental Aspects of Inventory Management: Environmental Aspects of Storage – identification of land contamination , water and air contamination & monitoring for fugitive emission, spillages, leakages, dumps, & disposables. Explosive Storage - Petroleum act - storage of explosive – precautions during loading, unloading, storage, transportation & usage, Gas Cylinder rules, Fire and other Hazards & precautions for mitigation, Cross contamination & Hygiene precaution in case of chemicals & pharmacy food storage material, Hazardous Waste Storage and Management – Storage and disposal methods and legal compliance	5 + 1
5	Key Operational Aspects in SC: Creating the Lean SC – JIT Purchasing, JIT Transportation and JIT Production. Kanban, VMI	4 + 1

Learning Resources:		
1	Text Books	Purchasing & Supply Chain Management by Monczka, Trent, Handfield, Thomson South Western, 3 rd Edition Supply Chain Management Process, System & Practice by N.Chadrasekaran, Oxford, 1 st Edition
2	Reference Books	Purchasing & Supply Chain Management by Dobler, Burt, TMGH, 6 th Edition.
3	Supplementary Reading Material	The Management of Business Logistics by Coyle, Bardi, Langley, CengageLearning, 5th Indian Reprint
4	Websites	www.apics.org/
5	Journals	Sharpening Inventory Management by Armstrong, David J. , Harvard Business Review, Nov/Dec85, Vol. 63 Issue 6 Empowering Kanban through TPS - Principles - An Empirical Analysis of the Toyota Production System, Thun, Jorn-Henrik; Druke, Martin; Grubner, Andre, International Journal of Production Research, Dec2010, Vol. 48 Issue 23 Kanban, MRP, and Shaping The Manufacturing Environment by Krajewski, Lee J.; King, Barry E.; Ritzman, Larry P; Wong, Danny S., Management Science, Jan1987, Vol. 33 Issue 1 Prerequisites to Vendor-managed Inventory by Niranjana, Tarikere T.; Wagner, Stephan M.; Nguyen, Stephanie M., International Journal of Production Research, Feb2012, Vol. 50 Issue 4 A Logistics Network Design Model With Vendor Managed Inventory by Shu, Jia; Li, Zhengyi; Shen, Houcai; Wu, Ting; Zhong, Weijun., International Journal of Production Economics, Feb2012, Vol. 135 Issue 2 Adaptive Fuzzy Vendor Managed Inventory Control For Mitigating The Bullwhip Effect In Supply Chains by Kristianto, Yohanes; Helo, Petri; Jiao, Jianxin (Roger); Sandhu, Maqsood., European Journal of Operational Research, Jan2012, Vol. 216 Issue 2 Study of Vendor-Managed Inventory practices in Indian industries by Atul B. Borade; Satish V. Bansod., Journal of Manufacturing Technology Management, Oct2010, Vol. 21 Issue 8

Semester	III	Specialization	Supply Chain Management
Course Code	309SCM	Type	Subject - Elective
Course Title	Purchasing & Supplier Relationship Management - I		

Course Objectives:

1	To emphasize the managerial perspective of core tasks and challenges in effectively managing the purchasing function within the context of integrated supply chain.
2	To make the students aware of the different demands placed on the purchasing and supply chain managers by business stakeholders.
3	To help the students understand the impact of purchasing on competitive success and profitability of modern day organizations.
4	To provide an in-depth understanding of the fundamentals surrounding the operational aspects of purchasing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Purchasing Process, Policy & Procedures: Purchasing Objectives, Responsibilities of Purchasing, Types of Purchases, Improving Purchase Process, Purchasing Procedures, Policy Overview – What makes an effective Policy? Advantages & Disadvantages of Policies, Policies defining - Role & conduct of Purchasing, Buyer-Supplier Relationship, Operational Issues, Ethical considerations in Purchasing	5 + 1
2	Organizing the Purchasing Function: Purchase Function Position Within the Organization Structure, Factors affecting Purchasing's Position, Reporting of Purchasing function, Organizing of Purchasing, Separating Operational & Strategic Purchasing, Advantages & disadvantages of centralized, decentralized Purchasing, Hybrid Purchasing Structure	5 + 1
3	Strategic Sourcing – Supplier Evaluation & Selection: Linking Purchasing and Corporate Strategy, Translating Corporate Objectives into Purchasing Goals, Translating Purchasing Objectives into Purchasing Goals, Purchasing Strategy Development Process, Types of Purchasing Strategies, Supply Base Optimization, Critical Role of In-sourcing / Outsourcing, The In-sourcing / Outsourcing Decision Process, Make or Buy, Supplier Evaluation and Selection Process, Need for Supplier Selection, Identifying key sourcing requirements, Evaluation and Selection, Key Supplier Evaluation Criteria	5 + 1
4	Supplier Quality Management: Overview of Supplier Quality Management – What is Supplier Quality? Why be Concerned with Supply Quality? Factors Affecting Purchasing's Role in Managing Supplier Quality, Supplier Quality Management using Total Quality Perspective, Defining Quality in Terms of Customers and their Requirements, Pursuing Quality at the Source,	5 + 1
5	Negotiation & Contracts Management: Objectives of negotiation, when to negotiate, The negotiation Process, Preparation, Establishing the Objectives, Dynamics of Negotiation, Phases in face-to-face negotiation, Negotiation Techniques – traditional, collaborative, price analysis, cost analysis. Types of Contracts – Fixed Price, Cost based / Indexation, Long term, Short term. Consideration when selecting contract types, How to write a Contract. Essential elements of Contract, Purchase Order (P.O), Difference between P.O & Contract	5 + 1

Learning Resources:		
1	Text Books	Purchasing & Supply Chain Management by Monczka, Trent, Handfield, Thomson South Western, 3 rd Edition. Purchasing & Supply Chain Management by Lysons and Farrington, Pearson Education, 2010.
2	Reference Books	Purchasing & Supply Chain Management by Dobler, Burt, TMGH, 6 th Edition. New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007 Extending the Supply Chain by Boyer, Forhlich and Hult, PHI, 3 rd Indian Reprint, 2009
3	Supplementary Reading Material	Organizational Buying Behaviour by Webster and Wind, Prentice Hall, 1972 Category Management in Purchasing: A Strategic Approach to maximize business profitability by Jonathan O Brien Kogan Page.
4	Websites	www.cips.org www.eipm.org
5	Journals	Purchasing Competence: A Stakeholder-Based Framework for Chief Purchasing Officers by Kern, Daniel; Moser, Roger; Sundaresan, Naveen; Hartmann, Evi., Journal of Business Logistics, 2011, Vol. 32 Issue 2 Understanding how Formal and Informal Communication Affect Purchasing, Manufacturing and Logistics Integration by Andrea, Furlan; Arnaldo, Camuffo; Romano, Pietro., Advances in Management, Jul2011, Vol. 4 Issue 7 An Empirical Study of the Relationships among Purchasing Skills and Strategic Purchasing, Financial Performance, and Supplier Responsiveness by Carr, Amelia S.; Smeltzer, Larry R., Journal of Supply Chain Management, Summer2000, Vol. 36 Issue 3 World-Class Purchasing Skills: An Empirical Investigation by Giunipero, Larry C.; Percy, Dawn H., Journal of Supply Chain Management, Fall2000, Vol. 36 Issue 4 The Seven Cs of Effective Supplier Evaluation by Carter R, Purchasing and Supply Chain Management, April, 1995.

Semester	III	Specialization	Supply Chain Management
Course Code	310SCM	Type	Subject - Elective
Course Title	Six Sigma		

Course Objectives:	
1	To provide a comprehensive understanding of six sigma
2	To introduce the six sigma methodology and philosophy
3	To learn how to manage change and sustain benefits
4	To learn how to listen and map customer requirements

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Enterprise-wide Deployment:</p> <p>1.1 Six Sigma and Lean: Brief history of performance initiatives- Quality Control, TQM, Cost of Quality, Customer quality Management, SPC, Reengineering, Six Sigma, Theory of Constraint, Lean manufacturing.</p> <p>1.2 Business Process Management: Introduction to Six Sigma-As a metric, As a methodology, As a management System. Six sigma Evolution and approach Lean as a Business Management Strategy, Key elements of lean. Types of lean initiatives, Implementing lean initiatives</p>	5 + 1
2	<p>DMAIC model for implementing Six Sigma:</p> <p>2.1 Define: Project Selection, Developing the team, DMAIC & DMADV, Deliverables, Tollgate Questions</p> <p>2.2 Measure: Determining X variables, Cause and Effect Diagram & Matrix, Overview of MSA, Data Collection Plan – Forms, Baselining the y data, DPMO, Capability Indices, COPQ, Yield, Tollgate Questions</p> <p>2.3 Analyze: Tools for identifying Root Causes: Histogram, Boxplot, Scatter Plot, Matrix Plot, DotPlot, Run Chart, Multi-Vari Chart, 5 Why's</p> <p>2.4 Improve: Generating Solutions, Random Stimulation, Six Thinking Hats, Mind Mapping, Challenge Assumptions, Decision Making Tools for Selecting Solutions – Pairwise Ranking, Solution Matrix, Force Field Analysis, Costs and Benefits, Pilot Plan, Potential Problem Analysis – Mistake Proofing, Risk Assessment Matrix and Control Assessment Matrix, FMEA, Contingency Plan, Verification Plan, Tollgate Questions</p> <p>2.5 Control: Solution Planning, Process Control Plan, Review Meetings, Updated flowcharts & procedures, Control Charts, Out Of Control Action Plan, Project Conclusion Activities</p>	7 + 1
3	<p>Six Sigma Impact measurement: Financial and Performance measurement: Lack of Clear Goals and Metrics linked to Measurable Business Goals, Mismatches between Traditional Accounting and Improvement Campaigns. Metrics That Impact – Revenue Growth, Cost Savings, Productivity Improvement, Reduced Cost of Poor Quality, Cash Flow Improvement, Faster product / service cycle times, Freed up engineering and /or sales / service time, Freed up other indirect time, Cost avoidance savings. Seven Elements of Six Sigma Scorecard</p>	5 + 1

4	Six Sigma in non-manufacturing environments: MSA in the DMAIC Cycle. MSA Psychology. Why Non-Manufacturing Processes are Different, MSA Repeatability & Reproducibility (R&R) Studies. Gauge R & R. Comparison of MSA Acceptance Criteria	5 + 1
5	Projects in Six Sigma-Use of DMAIC Cycle	3 + 1

Learning Resources:		
1	Text Books	The Six Sigma Black Belt Handbook by MacCarty, Daniels, Bremer and Gupta, TMGH, 2010 Edition Juran Institute's Six Sigma Breakthrough and Beyond by De Feo and Barnard, TMGH. What is Six Sigma? by Peter Pande, TMGH Six Sigma Management by Blashka, TMGH All about Six Sigma by Warren Brussee, TMGH.
2	Reference Books	TPS-Lean Six Sigma by Hubert Ramprasad, Sara Books Pvt.Ltd.
3	Supplementary Reading Material	The Certified Six Sigma Black Belt Hand Book, Donald Benbow, Pearson Publication Achieving Business Excellence by Pravin Rajpal, Om Books International, India.
4	Websites	http://asq.org
5	Journals	What , Why and How: The importance of statistical thinking for Six Sigma by Krishnamoorth, K. S., Industrial Engineer: IE, Oct 2011, Vol. 43, Issue 10 In pursuit of implementation patterns: the context of Lean and Six Sigma by Shah, R.; Chandrasekaran, A.; Linderman, K., International Journal of Production Research, Dec2008, Vol. 46 Issue 23 Critical analysis of Six Sigma Implementation by Moosa, Kamran; Sajid, Ali. Total Quality Management & Business Excellence, Jul2010, Vol. 21 Issue 7

Semester	III	Specialization	Supply Chain Management
Course Code	311SCM	Type	Subject - Elective
Course Title	Supply Chain Planning		

Course Objectives:	
1	To understand essentials of Demand Management
2	To get acquainted to Supply Chain Aggregate Planning
3	To understand how to manage predictable variability in Supply Chain
4	To recognize the role of Network Planning and understand basic Network Planning Design Models

Syllabus:

Unit Number	Contents	Number of Sessions
1	Forecasting: Concept and definition of Forecasting & Demand, Role of Forecasting in SC, Traditional Forecasting Methods – Judgment Methods, Market Research Methods, Time Series Methods, Causal Methods. Selection of Appropriate Forecasting technique, Risks in Forecasting – forecasting error	5 + 1
2	Demand Management: Collaborative Planning, Forecasting & Replenishment (CPFR). Order fulfillment & Order Management. Customer Service Level & Expected cost of stock outs (Numericals Expected)	5 + 1
3	Aggregate Planning in SC: Concept of Aggregate Planning & its role in SC. Aggregate Planning Strategies, Aggregate Planning for Services, Aggregate Planning using MS-Excel, Role of IT in Aggregate Planning, Aggregate Planning in Practice	5 + 1
4	Managing Predictable Variability in SC: Decision Environment of SC – external factors responsible for decisions, Concept of Variability, Responding to predictable variability, Managing Supply, Managing Demand, Impact of seasonality	5 + 1
5	Network Decisions: Choices of Network Configurations – direct shipping, distribution through intermediary, customer pick up, Challenges in Network Configuration. Models – Strategic Facility Location Model with Single Capacity Choice, Strategic Facility Location Model with Two Capacity Choices, Demand Allocation Across different Facilities with Fixed Capacities, Gravity Location Model, Uncertainty and Application of Probability	5 + 1

Learning Resources:		
1	Text Books	Supply Chain Management – Strategy, Planning and Execution by Sunil Chopra, Peter Meindl, D V Kalra, Pearson Education, 3 rd Edition Supply Chain Management Process, System & Practice by N.Chadrasedkaran, Oxford, 1 st Edition
2	Reference Books	The Management of Business Logistics: A Supply Chain Perspective by Coyle, Bardi and Langley, Cengage Learning – India 7 th Edition.
3	Supplementary Reading Material	Managing the Supply Chain: A Strategic Perspective by Gattorna and Walters, Palgrave. A Logistics Approach to Supply Chain Management by Coyle, Langley, Gibson, Novack, Bardi, Cengage Learning, India Edition, 2009.
4	Websites	http://www.ibf.org/
5	Journals	Mapping the Future of Supply Chain Management: a Delphi study by Melny K, Steven A.; Lummus, Rhonda R.; Vokurka, Robert J.; Burns, Laird J.; Sandor, Joe., International Journal of Production Research, Aug2009, Vol. 47 Issue 16 Aligning Demand Management with Business Strategy by Jim R and Langabeer II, Supply Chain Management Review, May/June 2000. ABC of Collaborative Planning Forecasting and Replenishment by Ireland, Ron., Journal of Business Forecasting, Summer2005, Vol. 24 Issue 2 Collaborative Planning, Forecasting & Replenishment (CPFR): Realizing the Promise of Efficient by Sherman, Richard J., Journal of Marketing Theory & Practice, Fall 98, Vol. 6 Issue 4

Semester	III	Specialization	Supply Chain Management
Course Code	312SCM	Type	Subject - Elective
Course Title	Supply Chain Coordination		

Course Objectives:

1	To understand role and importance of business functional coordination across the Supply Chain
2	To know the impact of ineffective Supply Chain coordination and its business implications
3	To understand how managerial levers and partnerships aid in achieving Supply Chain coordination

Syllabus:

Unit Number	Contents	Number of Sessions
1	Coordinate the Traditional Business Functions Across the Company and Across the SC: Functional Coordination, Supply Chain Relationships, Failing to coordinate Sales Function with SC Capacity, Failing to coordinate Industrial Service SC, Coordinate Retail Functions for Market Expansion, Coordinating Traditional Retail Functions for SC Economics, Coordinating R&D, Order Processing and Inventory Management	5 + 1
2	SC Coordination & Bull Whip Effect: Challenges in SC Coordination, Concept of Bull Whip Effect – impact on manufacturing cost, inventory cost, replenishment lead time, transportation cost, labour cost for logistics, product availability & relationships across the SC, Obstacles to Coordination in SC – incentive obstacles, Information Processing Obstacles, Operational Obstacles, Pricing Obstacles, Behavioural Obstacles, Role of IT in SC Coordination	5 + 1
3	Managerial Levers to achieve SC Coordination: Aligning of Goals & Incentives, Improving Information Accuracy, Improving Operational Performance, Designing Pricing Strategies to stabilize orders, Building Partnerships & Trust.	5 + 1
4	Building Strategic Partnerships within a SC: Deterrence Based View, Process Based View, Accessing Value of Relationship, Identifying Operational Roles & Decision Rights for each party, Creating Effective Contracts, Designing Effective Conflict Resolution Mechanisms.	5 + 1
5	Collaborative Planning, Forecasting & Replenishment: Retail Event Collaboration, DC Replenishment Collaboration, Store Replenishment Collaboration, Collaborative Assortment Planning, Organizational & Technology Requirements for successful CPFR, Risks & Hurdles for CPFR Implementation	5 + 1

Learning Resources:		
1	Text Books	Fundamentals of Supply Chain Management by John Mentzer, Response Books, 1 st Edition Supply Chain Management – Strategy, Planning and Execution by Sunil Chopra, Peter Meindl, D V Kalra, Pearson Education, 3 rd Edition Supply Chain Management Process, System & Practice by N. Chadrasekaran, Oxford, 1 st Edition
2	Reference Books	The Management of Business Logistics: A Supply Chain Perspective by Coyle, Bardi and Langley, Cengage Learning – India 7 th Edition
3	Supplementary Reading Material	A Logistics Approach to Supply Chain Management by Coyle, Langley, Gibson, Novack, Bardi, Cengage Learning, India Edition, 2009. Industrial Dynamics by Jay Wright, Forrester, 1961
4	Websites	www.apics.org
5	Journals	The Bullwhip Effect in Supply Chains by Lee, Hau L; Padmanabhan, V. and Whang, Seungjin, Sloan Management Review, 1997 Volume 38 Issue 3 Taming the bullwhip by Lee, H.L., Journal of Supply Chain Management 2010, Volume 46, Issue 1 Capacity Choice and Allocation: Strategic Behavior and Supply Chain Performance by Cachon, Gérard P.; Lariviere, Martin A., Management Science, Aug1999, Vol. 45 Issue 8 Quantifying the Bullwhip Effect in a Simple Supply Chain: The Impact of Forecasting, Lead Times and Information by Chen, Y. F., Z. Drezner, J. K. Ryan and D. Simchi-Levi, Management Science, 2000, Volume 46. Information Sharing and Coordination Mechanisms for Managing Uncertainty in Supply Chains: A Simulation Study by Datta, Partha Priya; Christopher, Martin G., International Journal of Production Research, Feb2011, Vol. 49 Issue 3 Coordinating for Flexibility in e-Business Supply Chains by Gosain, Sanjay; Malhotra, Arvind; El Sawy, Omar A., Journal of Management Information Systems, Winter2004/2005, Vol. 21 Issue 3

Semester	III	Specialization	Supply Chain Management
Course Code	313SCM	Type	Subject - Elective
Course Title	Decision Modeling for Supply Chains		

Course Objectives:

1	To know how to model typical Supply Chain Domain Problems
2	To understand use of MS- Excel in solving typical Supply Chain Domain Problems

Syllabus:

Unit Number	Contents	Number of Sessions
1	Overview of MS – Excel Advance Capabilities and Functions	3 + 1
2	Linear Programming Models: Make Buy Decision Problem, Transportation Applications – Vehicle loading Problem, Sensitivity Analysis for Profit Maximization, Cost Minimization	6 + 1
3	Transportation Models: LP Formulation for transportation problem, Transportation involving transshipment, Maximal flow model, Shortest Path Model	5 + 1
4	Integer Programming Model, Goal Programming Model & Nonlinear Programming Model: New factory Decision Problem (IP), Product Mix Problem (Goal), Profit Maximization Problem (NLP)	6 + 1
5	Decision Making Models (based on Decision Trees): Using TreePlan to solve decision tree problems with Excel	5 + 1

Learning Resources:

1	Text Books	Managerial Decision Modeling with Spreadsheets by Balakishnan, Render, Stair, Pearson, 2 nd Edition
2	Reference Books	Excel Models for Business and Operations Management by Barlow, Wiley-India, 2 nd Edition.
3	Supplementary Reading Material	Modeling the Supply Chain by Jeremy Shapiro, Cengage Learning, 2 nd Edition Supply Chain Modeling & Solutions by B.S. Sahay & A.K. Gupta, Macmillan India Ltd., 1 st Edition
4	Websites	http://logistics.about.com/od/supplychainmodels/Modelling_the_Supply_Chain.htm
5	Journals	Overcoming Spreadsheet Risk in Supply Chain Modeling by Galbreth, Michael R.; LeBlanc, Larry J., Journal of Business Logistics. 2010, Vol. 31 Issue 2, p21-33 Design and Use of Microsoft Excel Solver by Fylstra, Daniel; Lasdon, Leon; Watson, John; Warren, Allen. Interfaces. (Sep-Oct) 1998, Vol. 28, 5, p29-55. Network Modeling Tools: Enhancing Supply Chain Decision Making by Jiminez, S., T.Brown and J.Jordan, Strategic Supply Chain Alignment, 1998, ed. J. Gattorna. Andershot, Eng.: Gower

Semester	III	Specialization	Supply Chain Management
Course Code	314SCM	Type	Subject - Elective
Course Title	Theory of Constraints		

Course Objectives:	
1	To imbibe in the students the TOC thinking process.
2	To provide insights into managing a business when there are constraints and resolving those by logical thinking.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Thinking Process: Introduction to Theory of Constraints (TOC), Tools of TOC, Where is TOC applicable? What is a constraint, TOC's thinking process and Human Being, Terminology used in the thinking process, Steps to implement in the thinking process, Current Reality Tree, Conflict Resolution Diagram, Future Reality Tree, Prerequisite Tree, Transition Tree, Three Cloud Method.	5 + 1
2	2.1 Finance and Measures: Economic Decisions, TOC and Product Costing, Economic Decisions using TOC Costing. 2.2 Project Management: Phases of Project Management, Common problems in Project Environment, Critical Chain project Management – A TOC approach.	5 + 1
3	Drum-Buffer-Rope Solution: Introduction, The Drum – The MPS of the Capacity Constraint Resource, Implementing Drum-Buffer-Rope, Implementing Drum-Buffer-Rope on the shop floor, MPS using Drum-Buffer-Rope Scheduling method.	5 + 1
4	Theory of Constraints in Supply Chain Management: Introduction, TOC in distribution Solution, Drum-Buffer-Rope in distribution	5 + 1
5	Cases: Cases in application of TOC thinking process, TOC in Manufacturing,	5 + 1

Learning Resources:		
1	Text Books	Theory of Constraints by S K Mukhopadhyay, Jaico Books. The Goal by E M Goldratt and Cox J, Great Barrington, North River
2	Reference Books	What is the thing called Theory of Constraints? by E M Goldratt, Great Barrington, North River The Goal by E M Goldratt and Cox J, Great Barrington, North River It's Not Luck by E M Goldratt, Great Barrington, North River
3	Supplementary Reading Material	Essays on Theory of Constraints by E M Goldratt, Great Barrington, North River Critical Chain by E M Goldratt, Great Barrington, North River
4	Websites	http://www.goldratt.com/ http://www.scienceofbusiness.com/home/what-is-theory-of-constraints-toc/ http://www.tocico.org/

5	Journals	<p>A Tutorial on Project Management from a Theory of Constraints Perspective by Blackstone, John H.; Cox, James F.; Schleier, John G., <i>International Journal of Production Research</i>, Dec2009, Vol. 47 Issue 24.</p> <p>Theory of Constraints at UniCo: Analyzing The Goal as a fictional case study by Tibben-Lembke, Ronald S., <i>International Journal of Production Research</i>, Apr2009, Vol. 47 Issue 7.</p> <p>Implementing Theory of Constraints in a traditional Japanese Manufacturing Environment: The case of Hitachi Tool Engineering by Umble, M.; Umble, E.; Murakami, S., <i>International Journal of Production Research</i>, 5/15/2006, Vol. 44 Issue 10.</p> <p>Determination of buffer sizes for drum-buffer-rope (DBR)-controlled production systems by Ye, T.; Han, W., <i>International Journal of Production Research</i>, May2008, Vol. 46 Issue 10.</p> <p>Modified drum-buffer-rope scheduling mechanism for a non-identical parallel machine flow shop with processing-time variation by Sirikrai, V.; Yenradee, P., <i>International Journal of Production Research</i>, 2006, Vol. 44 Issue 17.</p> <p>Comparisons between drum-buffer-rope and Material Requirements Planning: a case study by Steele, Daniel C.; Philipoom, Patrick R.; Malhotra, Manoj K.; Fry, Timothy D., <i>International Journal of Production Research</i>, 2005, Vol. 43 Issue 15.</p> <p>Order review/release and lot splitting in drum-buffer-rope by Russell, G. R.; Fry, T. D., <i>International Journal of Production Research</i>, Mar1997, Vol. 35 Issue 3.</p> <p>Scheduling using drum-buffer-rope in a remanufacturing environment by Guide, V.D.R., <i>International Journal of Production Research</i>, Apr96, Vol. 34, Issue 4.</p> <p>Using Drum-Buffer-Rope Scheduling Rather Than Just-In-Time Production by Huff, Patricia. <i>Management Accounting Quarterly</i>, Winter2001, Vol. 2 Issue 2</p>
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Semester	III	Specialization	Supply Chain Management
Course Code	315SCM	Type	Subject - Elective
Course Title	Supply Chain Practices - I		

Course Objectives:	
1	To give a practical understanding of the practice of supply chain management in various sectors.
2	To give a practical understanding of the peculiarities of supply chain management practices in various sectors.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Supply Chains for Agro Based Products - Food, Milk Products, Poultry, Edible Oil, Flowers, Seeds & Fertilizers, Public Distribution System	NA
2	Supply Chains for Industrial Products - Auto Components, Steel Products, Lubricants, Industrial Paints, Transformers, Gensets	NA
3	Supply Chains for Consumer Products – Bicycles, Tractors, Cola Cans, Cars, Mobile Phones, Furniture, Sports Goods, Pharmaceutical Products, Fabrics & Garments, Books, Mineral Water, Newspapers & Magazines, Toys, Wrist Watches, Home Décor, Decorative Paints, Wine, White goods	NA
4	Supply Chains for Commodities - Coal, Cotton, Cement, Sugar, Rice, Metals, Oil & Gas	NA
5	Supply Chains for Services - Mobile Telephony, Financial Services, Electricity , Internet Services, Food Chains, Hospitality, Medical services, Airlines, Retail	NA

Students should work in groups of two each on any two Companies from the Sectors listed above. The Sectors should be from different groups. Students shall study various aspects of the SCM principles and practices as followed in these sectors. They should identify the peculiarities of the sector, map the supply chain in detail (identify the parties involved and their role in the supply chain), compare the top two players in each of these sectors and identify best practices, Prepare a summary evaluation of each sector studied. Students shall submit a structured detailed report based on the above parameters. The evaluation shall be made by a panel of two examiners. One of the examiners shall be the Internal Faculty.

The other examiner may be an external faculty or a person from the relevant industry. The evaluation shall be based on the following criteria:

Report – 20 Marks

Presentation – 15 Marks

Question & Answer – 15 Marks

* Field/Self Study under Faculty guidance.

Learning Resources:		
1	Text Books	Indian Supply Chain Architecture by B S Sahay and Ramneesh Mohan, Macmillan, 2007. Excellence in Manufacturing : New Approaches by Sabyasachi Chatterjee, ICFAI Books.
2	Reference Books	Financial Supply Chain by Sanjay Dalmia, TMGH, 2008. Logistics and Retail Management: Insights into Current Practice and Trends from leading Experts by Fernie and Sparks, Kogan Page, 2 nd Edition.
3	Supplementary Reading Material	Supply Chain Management in the 21st Century Editor by B S Sahay, Macmillan, 2006 reprint.
4	Websites	www.kpmg.com http://www.futuresupplychains.com/aboutus.html http://www.deloitte.com/us/supplychainindia
5	Journals	The Effects Of Digital Trading Platforms On Commodity Prices In Agricultural Supply Chains by Banker, Rajiv; Mitra, Sabyasachi; Sambamurthy, V., MIS Quarterly, Sep2011, Vol. 35 Issue 3 Supply Chain: Barriers and Benefits Indian SMEs by Zahedirad, Rouhollah; Shivaraj, B., SCMS Journal of Indian Management, Oct2011, Vol. 8 Issue 4 Flexible Strategic Framework for Managing Forces of Continuity and Change: Study of Supply Chain Management of Lighting Industry in India by Gupta, V. K., Global Journal of Flexible Systems Management, Jul-Sep2010, Vol. 11 Issue 3 The Impact of Supplier-Selection, Supply Effort Management, Logistics Capabilities and Supply Chain by Sezhiyan, D. M.; Nambirajan, T., Journal of Contemporary Management Research, Mar2011, Vol. 5 Issue 1 Supply Chain: A Differentiator in Marketing Fresh Produce by Veena, A.; Babu, K. Nagendra; Venkatesha, H. R., IUP Journal of Supply Chain Management, Mar2011, Vol. 8 Issue 1

**MBA SYLLABUS: SEMESTER III
RURAL & AGRIBUSINESS MANAGEMENT SPECIALIZATION**

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	305RABM	Type	Subject - Core
Course Title	Agriculture and Indian Economy		

Course Objectives:	
1	To expose learners to the environment in which the agri-business is conducted.
2	Focus will be on understanding micro and macro environmental forces and their impact on agri-business.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Indian Agriculture under the Five Year Plans : The Green Revolution, The place of agriculture in the national economy, progress of agriculture under the Five Year Plans, Present position of Indian Agriculture : Looming Crisis, New Thrust Areas in Agriculture, National Commissions of Farmers and Green Revolution, Crop Pattern in India since 1951.	7 + 2
2	Food Security in India: Green Revolution, Second Green Revolution – the future prospects, Concept of Food Security , Food self-sufficiency and food security, Poverty and need for Public Distribution Systems, Policy Options for reforms of PDS, Food Insecurity at Global level, Food Security Act – Salient features and implications.	7 + 2
3	Irrigation and other agricultural inputs: Irrigation, multipurpose river valley project – a controversy, irrigation in the 12 th plan, private sector participation in irrigation, fertilizers and manures, improved seeds, soil conservation and reclamation, livestock and dairy development, mechanization of agriculture	7 + 2
4	Land Reforms: The need and scope for land reforms in a developing economy, the abolition of intermediaries, tenancy reforms, ceiling on land holdings, an appraisal of land reforms Size of Farms and Productive Efficiency: Meaning of economic holding, changing pattern of ownership and operational holdings in India, Farms size, Productivity/ Profitability and farm efficiency, the problem of sub division and fragmentation of holdings, cooperative farming	7 + 2
5	Agriculture Labour: Present position of agricultural Labour in India, Agricultural Labour and Minimum Wages, Abolition of Bonded Labour, Recommendations of National Commissions on Rural Labour (NCRL) Unorganized Sector and Informalisation of the Indian Economy: Unorganized sector and India's Informal economy, size of unorganized sector, poverty, vulnerability and unorganized sector employment – the high degree of correlation, estimate of organized and unorganized workers, self-employed workers in non-agricultural sector, agricultural labourers, bonded labour, working conditions, of farmers, action programme for the unorganized sector, assessment of NCEUS recommendations	7 + 2

Learning Resources:		
1	Text Books	Indian Economy, Datt and Sundharam, S Chand Indian Economy Since Independence, edited by Uma Kapila, Academic Foundation Indian Agriculture - issues and perspectives, Edited by N Janardhana Rao, ICFAI University Press
2	Reference Books	Adhikary M. 1986. <i>Economic Environment of Business</i> . S. Chand & Sons. Aswathappa K. 1997. <i>Essentials of Business Environment</i> . Himalaya Publications Francis Cherunilam 2003. <i>Business Environment</i> . Himalaya Publications
3	Supplementary Reading Material	Food Security in India: Performance, Challenges and Policies (http://www.oxfamindia.org/sites/default/files/VII.%20Food%20Security%20in%20India-Performance,%20Challenges%20and%20Policies.pdf) National Food Security Mission - Operational Guidelines (http://agricoop.nic.in/nfsm/nfsm.pdf)
4	Websites	www.agricoop.nic.in/agristatistics.htm www.indiaseeds.com/ www.apeda.gov.in
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Indian Management Studies Journal Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	306RABM	Type	Subject – Core
Course Title	Rural Marketing – I		

Course Objectives:

1	To objective of this course is to develop understanding of issues in rural markets
2	To provide an overview of marketing environment, consumer behaviour, distribution channels, marketing strategies, etc. in the context of rural markets in India.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Rural Marketing Opportunities: What is a Rural Market?, Taxonomy of the Rural Market, Go Rural Decision, Rural Inhibiting factors, Approach Decision: Rural Marketing Models, Bottom of the Pyramid Approach, Integrated, Innovation and Inclusive – Growth Model, Evolution and Scope, Rural versus Urban Marketing, Becoming a Rural Marketer, Testing rural marketing potential. Understanding the Rural Economy: Rural marketing Environment, social environment, economic environment, technological environment, innovations, political environment and development initiatives, implications on rural marketers	7 + 2
2	Rural marketing experiences: Case of HUL – Project Shakti, Case of CFCL – Uttam Bandhan, Case of ITC – e-Choupal, Case of Colgate – Education, Case of HLL – Social Marketing, lessons from experience	7 + 2
3	Rural Consumer Behavior: Rural consumer on the growth, models of consumer behavior, buying decision process, Opinion Leaders, Environmental factors influencing the decision making process, buyer characteristics, buying behavior patterns, brand loyalty, innovation adoption	7 + 2
4	Rural Marketing Research: Significance of information, sources of information, marketing research – key decisions, approaches and tools – case for innovation, participatory approaches, innovative tools, rural versus urban marketing research, rural research business, challenges in rural marketing research.	7 + 2
5	Selecting and Attracting Markets: Concepts and process, case for segmentation, bases for segmentation, emerging segments – women and youth, guides to effective segmentation, targeting, positioning, Case Study.	7 + 2

Learning Resources:		
1	Text Books	<p>Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson</p> <p>Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH</p> <p>Rural Marketing, Velayudhan, Sage</p> <p>Rural Marketing, Gopalaswamy, Vikas Publishing house</p> <p>Rural Marketing in India, Habeeb - ur – Rahman, Himalaya Publishing House</p> <p>Rural Marketing Text and Cases, S L Gupta, Wisdom Publications</p>
2	Reference Books	<p>Singh AK & Pandey S. 2005. <i>Rural Marketing</i>. New Age.</p> <p>Singh Sukhpal. 2004. <i>Rural Marketing</i>. Vikas Publishing House.</p>
3	Supplementary Reading Material	<p>Rural Marketing, Badi and Badi, Himalaya Publishing House</p> <p>Agricultural Marketing in India, Acharya and Agarwal, Oxford and IBH Publishing</p> <p>Agricultural Marketing – New Trends and Techniques, K K. Tiwari, D.N.D Publications</p> <p>New Perspectives in Rural Agricultural Marketing, Ramkishan, Jaico</p> <p>Rural Agriculture and Marketing, Verma, Jiloka and Mandal, Deep and Deep Publications</p>
4	Websites	<p>www.agmarknet.nic.in/</p> <p>www.market.ap.nic.in/</p> <p>www.bambootech.org/</p>
5	Journals	<p>Agribusiness – An International Journal</p> <p>Decision</p> <p>Indian Journal of Agricultural Marketing</p> <p>Indian Journal of Marketing</p> <p>Indian Management Studies Journal</p> <p>Journal of Agri-business</p> <p>Journal of Marketing Management</p> <p>Journal of Marketing Research</p> <p>Journal of Sales Management</p> <p>Management Review</p> <p>Prabandhan</p> <p>Vikalpa</p>

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	307RABM	Type	Subject – Elective
Course Title	Rural Development – I		

Course Objectives:

1	To motivate students to understand the realities of rural India its economic strength, weaknesses, opportunities and threats in changing global context.
2	To help students to analyze the rural economic condition from two perspectives viz. actor's (the rural people) and outsider's (economists, development professionals) perspectives
3	To assists students to develop conceptual framework for dealing with rural economy.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Concepts and Connotations of Rural Development, Basic Elements of Rural Development, Growth versus Development, Some Dilemmas in Development Concepts and Connotations of Rural Development, Basic Elements of Rural Development, Growth versus Development, Why Rural Development,	5 + 1
2	Measures of Development: Measures of Level of Rural Development, Income Distribution, Development Simplified, Concepts and Measures of Rural Poverty. Paradigm of Rural Development: The modernization theory, the dependency theory of the Marxist school, The Gandhian Model of Rural Development, Development Theories from other social sciences and their relevance.	5 + 1
3	Determinants of Rural Development: Changes in Output, Natural Resources, Human Resources, Capital, Technology, Organizational and Institutional Framework, Relation between Rural Development and Its Determinants.	5 + 1
4	Strategies for Sustainable Development: The concepts of sustainability and sustainable development, some indicators of non-sustainable development, a critical review of India's strategies of rural development, some elements of a new strategy for sustainable development.	5 + 1
5	Rural Development Project: Students to be divided in groups of 5 each and assign to study and present rural development measures and outcomes of a selected rural area.	5 + 1

Learning Resources:

1	Text Books	Rural Development, Katar Singh, Sage Rural Transformation - Infrastructure and Micro Finance, Bhargava and Deepak Kumar, ICFAI University Press Agriculture and Rural Development in India, Smita Patel, Paradise Publishers
2	Reference Books	Mishra, J. My Vision for India's Rural Development, New Delhi, Vikas Publishing
3	Supplementary Reading Material	Dhubashi PR. 1986. <i>Policy and Performance - Agricultural and Rural Development in Post Independent India</i> . Sage Publications
4	Websites	www.indiabudget.nic.in/ www.fao.org/index_en.htm www.icar.org.in/
5	Journals	Journal of Rural Development

Semester	III	Specialization	Rural & Agribusiness Management
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Course Code	308RABM	Type	Subject – Elective
Course Title	Special Areas in Rural Marketing		

Course Objectives:

1	To explore the students to the Special Areas in Rural Marketing Environment
2	To help students to understand opportunities and emerging challenges in the upcoming rural markets .

Syllabus:

Unit Number	Contents	Number of Sessions
1	Rural Marketing in FMCG – FMCG :An Introduction, Characteristics of FMCG for rural markets, Challenges to FMCG Industry from a rural perspective, Adopting marketing strategies to rural markets.	5 + 1
2	Rural Market in Consumer durables – Consumer durables : An Introduction, Marketing of consumer durables vs. FMCGs, Issues related to marketing of consumer durables in rural market.	5 + 1
3	Rural Market in Financial Services – Marketing of banking services in rural market, evolution of rural banking after independence, key reasons for poor performance of banks in nationalization period, challenges in marketing of banking services in rural market, opportunities for banking in rural areas, marketing strategies for banking services. Marketing of Mutual Funds in rural markets, Micro SIPs, etc.	5 + 1
4	Rural Market in Agricultural inputs – Indian tractor industry : A brief overview, fertilizer industry in India: An Introduction, Indian Agrochemical market: An Introduction, Global Agrochemical Market: A brief Overview.	5 + 1
5	Rural Market in Cottage Industries – Characteristics of Indian Handicraft industry, Nature of Indian Handicrafts, selected cottage industries clusters identified for enhanced exports, Challenges for rural cottage industries.	5 + 1

Learning Resources:		
1	Text Books	Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH Rural Marketing in India, Habeeb - ur – Rahman, Himalaya Publishing House
2	Reference Books	Singh Sukhpal 2004. <i>Rural Marketing- Focus on Agricultural Inputs</i> . Vikas Publishing House.
3	Supplementary Reading Material	Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson Rural Marketing, Velayudhan, Sage Rural Marketing, Gopalaswamy, Vikas Publishing house
4	Websites	www.nhb.gov.in/ www.dcsi.gov.np/ www.fert.nic.in/
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Marketing Journal of Agri-business Journal of Marketing Management Journal of Marketing Research Journal of Sales Management Vikalpa

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	309RABM	Type	Subject – Elective
Course Title	Commodity Markets – I		

Course Objectives:

1	To help students understand what commodity means and how commodities are traded
2	To make students identify significant areas of risk associated with buying and selling commodities
3	To update students about the regulatory framework for commodity markets in India

Syllabus:

Unit Number	Contents	Number of Sessions
1	Commodity Markets: An Overview – What is a Commodity?, Commodity Markets, Marketing of agricultural commodities, physical market operations.	5 + 1
2	Commodity Risk – Understanding risk, managing risk, evolution of commodity derivatives, evolution of commodity derivatives in India.	5 + 1
3	Commodity Derivatives – What is Derivatives? , types of derivatives, other classification of derivatives, Pricing derivatives, derivatives markets and participants, economic importance.	5 + 1
4	Commodity exchanges – What is commodity exchanges?, commodity exchanges around the world, commodity exchanges in India, electronic spot exchanges regulation of commodity markets.	5 + 1
5	Variety in commodity markets – designing commodity contracts, weather derivatives, freight derivatives, electricity derivatives, catastrophe derivatives, carbon derivatives, currency derivatives, property derivatives.	5 + 1

Learning Resources:

1	Text Books	Purcell WD. 1991. <i>Agricultural Futures and Options: Principles and Strategies</i> . Macmillan Publications
2	Reference Books	Kaufman PJ. 1986. <i>The Concise Handbook of Futures Markets</i> . John Wiley & Sons. Wasendorf RR & McCafferty 1993. <i>All about Commodities from the Inside Out</i> . McGraw-Hill.
3	Supplementary Reading Material	Understanding Agricultural Commodity Markets – EPW - December 29, 2012, Vol xlvii no 52 Leuthold RM, Junkus JC & Cordier JE. 1989. <i>The Theory and Practice of Futures Markets</i> . Lexington Books. Lofton T. 1993. <i>Getting Started in Futures</i> . 3rd Ed. John Wiley & Sons, 1993.
4	Websites	www.indiabudget.nic.in/ www.commodityonline.com/ in.reuters.com/finance/commodities
5	Journals	Agribusiness – An International Journal Decision Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Finance Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	310RABM	Type	Subject – Elective
Course Title	Agricultural Marketing & Price Analysis – I		

Course Objectives:	
1	To impart adequate knowledge and analytical skills in the field of agricultural marketing issues
2	To enhance expertise in improving the performance of the marketing institutions and the players in marketing of agricultural commodities.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Concepts in Agricultural Marketing: Characteristic of Agricultural product and Production – Problems in Agricultural Marketing from Demand and Supply and Institutions sides. Market intermediaries and their role - Need for regulation in the present context - Marketable & Marketed surplus estimation. Marketing Efficiency - Structure Conduct and Performance analysis - Vertical and Horizontal integration - Integration over space, time and form-Vertical coordination.	5 + 1
2	Marketing Co-operatives: APMC Regulated Markets - Direct marketing, Contract farming and Retailing - Supply Chain Management - State trading, Warehousing and other Government agencies– Market infrastructure needs, performance and Government role - Value Chain Finance.	5 + 1
3	Role of Information Technology and telecommunication in marketing of agricultural commodities: Market research-Market information service - electronic auctions (e-bay), e-Chaupals, Agrimarket and Domestic and Export market Intelligence Cell (DEMIC) – Market extension.	5 + 1
4	Spatial and temporal price relationship: Price forecasting – time series analysis – time series models – spectral analysis. Price policy and economic development – non-price instruments.	5 + 1
5	Project: Students should collect prices of one commodity per group from APMC for a fixed period and analyze the price trends and forecast future prices.	5 + 1

Learning Resources:		
1	Text Books	Singhal AK. 1986. <i>Agricultural Marketing in India</i> . Annual Publ., New Delhi.
2	Reference Books	Purecell WD & Koontz SR. 1999. <i>Agricultural Futures and Options: Principles and Strategies</i> . 2nd Ed. Prentice-Hall.
3	Supplementary Reading Material	Rhodes VJ. 1978. <i>The Agricultural Marketing System</i> . Grid Publ., Ohio. Shepherd SG & Gene AF. 1982. <i>Marketing Farm Products</i> . Iowa State Univ. Press.
4	Websites	www.market.ap.nic.in/ www.ncdc.in/ www.agricoop.nic.in/agristatistics.htm
5	Journals	Agribusiness – An International Journal Decision Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Finance Journal of Agri-business Prabandhan Vikalpa

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	311RABM	Type	Subject – Elective
Course Title	Microfinance		

Course Objectives:

1	To Appraise the state of microfinance in Indian Economy
2	To make students understand the concept and principles of microfinance
3	To help students to identify issues, linkages and role of technology that hinder the success of microfinance

Syllabus:

Unit Number	Contents	Number of Sessions
1	Overview of Microfinance: What is Microfinance ? , Economically active poor, Microfinance Institutions, Trends in Poverty in India, Can Poverty be eradicated, Microfinance as a development tool: The India Experience	5 + 1
2	Subsidized credit to Microcredit: Progress of rural banking, growth of microcredit, RRBs and micro credit, sustainable micro credit, Microfinance delivery methodologies.	5 + 1
3	Microfinance Institutions: Why is credit microcredit booming?, credit delivery, four tier apparatus. NGO –SHG-Bank Linkage – Lending through NGOs, scalability – the new mantra of NGOs; State Sponsored Microfinance	5 + 1
4	Outreach and Viability: Impact assessment study of microfinance, innovative and creative microfinance models	5 + 1
5	Role of Technology: Technology as an Enabler – Case study	5 + 1

Learning Resources:		
1	Text Books	Microfinance - Redefining the Future, Somanath, Excel books
2	Reference Books	Microfinance: Concepts, Systems, Perceptions, and Impact: A Review of Sgsy Operations in India, Soumitra Sarkar, Samirendra Nath, Readworthy Publications Microfinance: Emerging Trends and Challenges, Suresh Sundaresan, Edward Elgar Publishing Limited The Microfinance Revolution: Sustainable Finance for the Poor, Volume 1, Marguerite S. Robinson, The World Bank, Washington, D. C. Open Society Institute, New York The Economics of Microfinance Armendáriz, Beatriz, Morduch, Jonathan, PHI Microfinance, V S Somanath, Excel Books
3	Supplementary Reading Material	Microfinance in India: A New Regulatory Structure (http://www.centre-for-microfinance.org/wp-content/uploads/attachments/csy/1602/IIM%20Regulation%20V11.pdf)
4	Websites	http://www.centre-for-microfinance.org/ http://www.microfinanceindia.org/ http://www.emfil.org/
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Journal of Agri-business Prabandhan Vikalpa

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	312RABM	Type	Subject – Elective
Course Title	Agricultural Marketing		

Course Objectives:

1	To make students understand the functions performed by the agricultural marketing system.
2	To make students aware of current issues and trends in agricultural markets
3	To help students identify basic market problems and assess the effect of market imperfections on the performance of the marketing

Syllabus:

Unit Number	Contents	Number of Sessions
1	Agricultural market in India: Methods of Sale : Hatha system, private negotiations, quotation on samples, dara and moghum sale methods, open auction method. Marketed and Marketable surplus : Relationship between marketed and marketable surplus, relationship between price and marketable surplus. Limitations of Agricultural marketing: post-harvest immediate sales by farmers or distress sales, need and inadequacy of institutional marketing infrastructure.	5 + 1
2	Grading and Standardization: Meaning of grading and standardization, purpose of grading, advantages of grading, inspection and quality control, analysis of rural produce, inspection and testing of Agmark Grade, Indian standards, India's progress in grade specifications, consumer perception, producer's problems in grading, Population of grading, Motivation for grading, enactments in support of grade, ISO, CAC (International Standards)	5 + 1
3	Transportation of farm products: Functions of transportation, advantages of these functions, transportation methods, details, cost of transportation, transportation problem, suggestions for improvements.	5 + 1
4	Storage and Warehousing: Storage, storage practices in India, Risks in storage, storage structures, essentials of storage structures, cost of storage, returns of storage structures, cost of storage, returns of storage cost, warehousing, types of warehouses, warehousing in India, CWC, SWC, functioning of warehouses, growth of warehouses, FCI, warehouse capacity utilization, improvement suggestions, cold storage, advantages, capacity.	5 + 1
5	New trends in Indian Agriculture: Agro Processing Sector in India, The present state of agro processing and marketing, agencies involved in agro marketing, food processing and value addition are the keys to the future. Global demand for Indian Agriproduce– project on agricommodity and global prices.	5 + 1

Learning Resources:		
1	Text Books	Agricultural Marketing in India, Acharya and Agarwal, Oxford and IBH Publishing Agricultural Marketing – New Trends and Techniques, K K.Tiwari , D.N.D Publications
2	Reference Books	New Perspectives in Rural Agricultural Marketing, Ramkishen, Jaico Rural Agriculture and Marketing, Verma, Jiloka and Mandal, Deep and Deep Publications
3	Supplementary Reading Material	India's Domestic Agricultural Markets - Centre for Civil Society (http://www.ccsindia.org/ccsindia/interns2004/22.%20agriculture_Mark&Shalini.pdf)
4	Websites	www.dahd.nic.in/dahd/default.aspx www.coconutboard.nic.in/ www.mofpi.nic.in/ www.market.ap.nic.in/
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Marketing Journal of Agri-business Journal of Marketing Management Journal of Marketing Research Journal of Sales Management Management Review Prabandhan Vikalpa

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	313RABM	Type	Subject – Elective
Course Title	Rural Research Methods		

Course Objectives:

1	To equip the students with basic elements of research methodology
2	To assist students to analyze the rural issues in the setting of rural environment.
3	To enhance students' understanding of various approaches in research

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Significance of information, sources of information, Marketing Research – Key Decisions, Approaches and Tools – Case for Innovation, Approaches to Agricultural Marketing – Problem, research areas, research institutions, Data Sources in Agricultural marketing – Coverage, agencies, Publication and Dissemination of Market information.	5 + 1
2	Rural Market Mapping: Market mapping tools, Indian market demographics, Business Intelligence unit.	5 + 1
3	Various Methods of Research Applied to Rural Development: Historical method and rural development; survey method and rural development research, case study and rural development research, unique features of case study for rural development research.	5 + 1
4	Participatory Farmers' Research: Meaning of participation, farmers' organizations and participation, the dimension of rural organizations and the emergence of participation.	5 + 1
5	Participatory Rural Appraisal (PRA): Meaning, advantages of PRA, disadvantages of PRA, scope of PRA, methods and techniques of PRA, menu of PRA, ranking, preference, ranking, steps of preference ranking, pairwise ranking, drawing maps transact, time line, seasonal calendar, venn diagrams, livelihood analysis, flow of diagram, analysis group discussion, sustainability analysis.	5 + 1

Learning Resources:

1	Text Books	Research Methods in Rural Development, Nakkiran and Ramesh, Deep and Deep Publications Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH Rural Marketing, Badi and Badi, Himalaya Publishing House
2	Reference Books	Gaode and Hall, Methods of Social Research. Selling And Jahodia, Research Methods In Social Relations. Paulin Young, Scientific Research and Social Survey.
3	Supplementary Reading Material	Supermarkets and rural livelihoods : A research method, United States Agency for International Development, November 2007
4	Websites	www.rbi.org.in/home.aspx www.icrisat.org/ www.icar.org.in/ dare.nic.in/
5	Journals	--

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	314RABM	Type	Subject – Elective
Course Title	Rural Banking		

Course Objectives:	
1	To enable students to understand the structure and importance of rural banking in Indian Economy
2	To help the students to gain a deeper understanding of rural banking and to explore emerging trends in rural banking

Syllabus:

Unit Number	Contents	Number of Sessions
1	Regulation of Rural Financial Services: Regulatory framework of RFI Reserve Bank of India and its policy and functions in Rural Banking - National Bank for Agriculture and Rural Development (NABARD) and its role in Rural Development Impact of Economic Liberalization.	5 + 1
2	Regional Rural Banks: Genesis and need Historical Background Problems of RRBs Structural and other weaknesses Dantwala Committee Working Group of RRBs (KELKAR Committee Report) Recommendations of committee of financial sector reforms Recent policy changes policy relating to RRBs deregulations of interest rates and prudential norms Turnaround strategies DAP/MOU for revamping and restructuring.	5 + 1
3	Commercial Banks and Rural Banking: Rural lending by Commercial Banks, Problems of rural branches of Commercial Banks, Transaction cost and risk cost of rural financing, Rural branches as profit center, Impact of recent policy changes Prudential norms.	5 + 1
4	Local Area Banks/Other Financial Institutions Emerging Trends – Genesis, RBI Guidelines on Rural Local Area Banks, Other financial institutions like private banks, non-banking financial companies, Linkages with informal money markets, Some experience Alternative credit arrangements.	5 + 1
5	Emerging trends in Rural Banking: Financing poor as bankable opportunities, Micro credit: Summit declaration and follow up, SHG/Linkage with banking, Alternative financial institutions, NGO involvement , Reforms in rural credit system, Deregularisation, Prudential norms DAP/IMOU, turnaround strategies.	5 + 1

Learning Resources:		
1	Text Books	R.M. Srivastava: Management of Financial Institutions in India.
2	Reference Books	Vasant Desai: Nature and problems of Commercial Banking in India. Vasant Desai: Development Banks: Issues and Options Banking Regulation Act. Basu. A.K. Fundamentals of Banking Theory and Practice. Chatterjee, A., Bank Credit Management. Choubay, B.N., Principles and Practice of Co-operative Banking. Tanan, M.L. Banking Law and Practice in Negotiable Instrument India Act. Banking Books Evidence Act. RBI. Manual for UCB
3	Supplementary Reading Material	Future of Rural Banking – Y V Ready (http://rbidocs.rbi.org.in/rdocs/Bulletin/PDFs/10991.pdf) Regional Rural Banks: The Past and the Present Debate, Sukanya Bose (http://www.macrosan.net/pdfs/rrb_debate.pdf)
4	Websites	www.eximbankagro.com/ www.eands.dacnet.nic.in/latest_2006.htm www.mospi.nic.in/fod.htm www.nabard.org/ www.rbi.org.in/home.aspx
5	Journals	Indian Cooperative Review Indian Journal of Agricultural Economics Indian Journal of Finance Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	315RABM	Type	Subject – Elective
Course Title	AgriSupply Chains Management		

Course Objectives:	
1	To introduce students to the concepts and processes of agricultural supply chain management
2	To provide a framework for structuring supply chain drivers; network designs,
3	To develop an understanding of demand forecasting, inventory planning, sourcing decisions and IT enablement of supply chain.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.	5 + 1
2	Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management.	5 + 1
3	Procurement Management in Agriculture Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory (VMI).	5 + 1
4	Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.	5 + 1
5	Information Technology in SCM: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management- Benchmarking: introduction, concept and forms of Benchmarking.	5 + 1

Learning Resources:		
1	Text Books	Altekar RV. 2006. <i>Supply Chain Management: Concepts and Cases</i> . Prentice Hall of India. Monczka R, Trent R & Handfield R. 2002. <i>Purchasing and Supply Chain Management</i> . Thomson Asia.
2	Reference Books	van Weele AJ. 2000. <i>Purchasing and Supply Chain Management Analysis, Planning and Practice</i> . Vikas Publ. House
3	Supplementary Reading Material	Building Agri Supply Chains: Issues and Guidelines – World Bank
4	Websites	http://indiagovernance.gov.in/bestpractices.php?id=627 planningcommission.nic.in/reports/genrep/rep_logis.pdf
5	Journals	Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Marketing Journal of Agri-business Journal of Marketing Management Journal of Supply Chain Management Vikalpa

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	316RABM	Type	Subject – Elective
Course Title	ICT for Agriculture Management		

Course Objectives:

1	To Acquire A Clear Understanding Of Theory And Application Of Information & Communications Technology In Various Fields Of Agriculture Management.
2	To help students in developing the linkage across various technological fields of agriculture management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction : Basic terminology , Recent history of adoption of ICT in developing countries , Leapfrogging technology – the mobile phone , ICT and its ramifications for rural economies , Introduction to various ICT enabled rural services related to land, education, health, insurance, micro-credit, marketing etc. Village Resource Centre (VRC), Common resource Centre (CRC), Tele-education, community radio etc. Potential impact	5 + 1
2	ICT for production systems management : Types of ICT information service , Short-term productivity information services , Crisis management information services , Long-term productivity information services , Risk management information services , Common ICT platforms for information services , Collection and analysis , Delivery , Issues and challenges for ICT information services , Advantages of and opportunities for ICT information services	5 + 1
3	ICT for market access : Types of market access ICT service, Pricing services , Virtual trading floors , Holistic trading services, Downstream (and upstream) administration , Issues and challenges for market access ICT services , Advantages of and opportunities for market access ICT services	5 + 1
4	ICT for financial inclusion : Types of financial inclusion, ICT services , Transfers and payments , Agricultural credit , Savings for agricultural needs , Insurance , Common ICT platforms for financial inclusion services , Issues and challenges for ICT financial inclusion services , Advantages of and opportunities for ICT financial inclusion services.	5 + 1
5	Overview of Geographical Information Systems (GIS) : Remote Sensing and Image Processing, GPS, GIS Data Modeling, Geographical Information Systems, Issues and Concerns in Land and Water Management, The GIS Approach. Planning and Implementing a GIS; Case studies on GIS; GIS and Precision farming; GIS Applications in micro resource mapping, principles in micro planning, modeling in resource mapping GIS Technology trend and next generation Systems.	5 + 1

Learning Resources:		
1	Text Books	Sustainable Agriculture, edited by A. Bandyopadhyay, Bhoovigyan Vikas Foundation Concepts and Techniques of Geographic Information Systems , Lo, C.P. and Yeung, A.K.W. (2002)., Prentice Hall. E- Governance Concepts and case Studies- C.S.R Prabhu , Prentice Hall of India
2	Reference Books	Cases on Developing Countries and ICT Integration: Rural Community Development ,edited by Rebecca Nthogo Lekoko, Ladislaus M. Semali, IGI Fundamentals of Geographic Information Systems. DeMers, M.N. (1999) 2nd Ed., Wiley Press. Principles of Geographical Information Systems Burrough, P.A. and R.A. McDonald (1998), Oxford University Press.
3	Supplementary Reading Material	The Relevance of Content in ICT Initiatives in Indian Agriculture – International Food Policy Research Institute (http://www.ifpri.org/sites/default/files/publications/ifpridp01180.pdf) Developing a Rural Market e-hub: The Case Study of e-Choupal Experience of ITC www.planningcommission.nic.in/reports/sereport/ser/stdy_ict/4_e-choupal%20.pdf .
4	Websites	www.deity.gov.in www.nasscom.org/
5	Journals	ASCI Journal of Management Agricultural Extension

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	317RABM	Type	Subject – Elective
Course Title	Tourism Marketing - I		

Course Objectives:	
1	To provide a global and local perspective on tourism
2	To build theoretical knowledge of the tourism industry and related sectors
3	To develop critical awareness of the physical, social and economic environments

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Tourism: Background, Tourism: Concept, Tourist: Concept, Motives Behind Travel, Tourism: Typology, Tourism: An Industry, Effect of Tourism, Tourist Organizations, Market Potential of Tourism.	5 + 1
2	Tourism Marketing: The Perception, Why Tourism Marketing? Purpose of Tourism Marketing, Significance of Tourism Marketing, Tourism Marketing in the Developed Countries, Tourism Marketing in Indian Environment.	5 + 1
3	User's Behavioural Profile: Background, Users- A General Description, Users' Behaviour, Behavioural Influence, Users' Behaviour and Life Style, Typology of Users' Behaviour, Behaviour Determinants Model, Understanding the Behaviour of Tourism, Psycholocomotion of Tourists.	5 + 1
4	Tourism Product Planning and Development: Background, Product- the Concept, A View of the Tourism Product, Tourism Product- The Salient Features, Tourism Product Planning, Why Product Planning? Planning Process, Environment and Planning, Regional Planning, Appraisal of Project and Tourism Planning, Tourism Product Planning in India.	5 + 1
5	Tourism Market Segmentation: Background, Concept of Tourism Market, Concept of Market Segmentation, Justification For Segmenting the Market, Importance of Market Segmentation, Bases of Market Segmentation, Life Style: An Importance Base, Effective Market Segmentation, Decision Processes for Segmentation.	5 + 1

Learning Resources:		
1	Text Books	Tourism Management, Anil Sharma, Essential Books, New Delhi Tourism and Travel Management, Biswanath Ghosh, Vikas Publishing House Pvt. Ltd. New Delhi Basic of Tourism Management, Suddhendu Mishra, Excel Books, New Delhi Starting a Tourism Company, Monika Prakash and Nimit Chowdhary, Matrix Publishers, New Delhi
2	Reference Books	Tourism Development Revisited: Concepts, Issues and Paradigms , SutheeshnaBabu. S, Sitikantha Mishra, BirajBhusanParida, Response Books New Delhi Tourism Management , Stephen J Page, Butterworth-Hienemann Oxford
3	Supplementary Reading Material	Foundations For Tourism Development, JagmohanNegi, Galgotia Publishing Company, New Delhi Tourism Marketing, Tapan K Panda and Sitikantha Mishra, The ICFAI University Press, Hyderabad
4	Websites	www.agritourism.in/ www.agritourismworld.com www.tourism.gov.in/
5	Journals	Decision Indian Journal of Marketing Journal of Marketing Management Management Review Vikalpa

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	318RABM	Type	Subject – Elective
Course Title	Millennium Development Goals		

Course Objectives:

1	To make students understand the importance of millennium development goals and its applicability to rural economy
2	To highlight the contribution of agrarian economy and its role towards millennium development goals
3	To make students aware about the varied approaches towards the achievement of millennium development goals

Syllabus:

Unit Number	Contents	Number of Sessions
1	Millennium Development Goals – Origin and Concept, Strong international commitment, eight millennium development goals, Issues in Indian Agriculture	5 + 1
2	Role of Agriculture in Meeting the Millennium Development Goals – The Marginalization of Agriculture, Growth and poverty under structural adjustment, Prospects of reducing poverty by 2015. Agricultural growth is pro poor growth, Improving market access to encourage pro-poor growth, Agriculture and MDG 1, Perspectives on the role of Agriculture in meeting the Millennium Development Goals	5 + 1
3	Agriculture's Contribution to Food and Nutrition Security – The current growth path and increase in poverty, Growth in staples and poverty reduction, Assessing investment options and poverty reduction, Poverty Reduction through Agriculture led Economic Growth	5 + 1
4	Global trends and emerging issues in meeting MDGs – Policy Actions and impact on MDG, Trade Policies, Policies for Developing countries, Policies in Development Assistance - the case of Food aid, Macroeconomic Reforms and National Government Infrastructure Investments, Importance of Rural Infrastructure, Public Investment and Infrastructure	5 + 1
5	Private Sector & Millennium Development Goals – Role of Private sector in supporting agriculture to meet the MDGs, The rural nonfarm private sector, Private-Public Partnerships and Investment Synergies, The Role of Governance Structures in Agriculture for Achieving the MDGs, The Role of Foreign Direct Private Investment in Agriculture for Achieving the MDGs	5 + 1

Learning Resources:		
1	Text Books	Rural India: Achieving Millennium Development Goals and Grassroots Development, edited by Madaswamy Mon, Concept Publishing Company
2	Reference Books	Agriculture, Food Security, Nutrition and the Millennium Development Goals, Joachim Von Braun, Mark W Rosegrant, International Food Policy Research Institute Attaining the Millennium Development Goals in India: Reducing Infant Mortality, Child Malnutrition, Gender Disparities and Hunger-Poverty and Increasing School Enrollment and Completion, Anil B. Deolalikar, Oxford University Press India Attaining the Millennium Development Goals in India: Role of Public Policy & Service Delivery, , World Bank. South Asia Regional Office. Human Development Unit, World Bank Development Communication in Practice: India and the Millennium Development Goals, J V Vilanilam, Sage Publications
3	Supplementary Reading Material	Millennium Development Goals: India Country Report 2011
4	Websites	www.un.org/millenniumgoals www.undp.org/mdg/ www.un.org.in/_layouts/UNDP/MDG.aspx
5	Journals	Food Policy American Journal of Agricultural Economics

**MBA SYLLABUS: SEMESTER III
FAMILY BUSINESS MANAGEMENT SPECIALIZATION**

Semester	III	Specialization	Family Business Management
Course Code	305FBM	Type	Subject – Core
Course Title	Essentials of Family Business Management – I		

Course Objectives:

1	To motivate the entrepreneurial instinct of students and expose them to family owned business challenges and issues.
2	To develop and strengthen entrepreneurial quality and motivation especially towards Family owned business.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Family businesses Uniqueness: Definitions of Family business, What constitutes a family business? Succession and Continuity, Economic impact, What Makes it Unique - The Nature, Importance, and Uniqueness of Family Business - Special strengths - family business culture and values, predictable problem resolution, commitment, Knowledge, Flexibility in work, time and money, Long-range thinking, A stable culture, Speedy decisions, Reliability and pride. Dilemmas and challenges for family businesses- Resistance to change, Business challenges, Succession, Emotional issues, Leadership. A competitive edge and outperformance? Successful sectors for family businesses. The system theory perspective, Blurred System Boundaries, The Alternative to Blurred system boundaries: joint optimization, The agency theory perspective, The strategic perspective: competitive challenges faced by family businesses, Competitive advantage: the resource based view, The stewardship perspective.	7 + 2
2	Family business dynamics: People, system and growing complexity: Family culture, organizational culture, and cultural blur in family firms, A system perspective on continuity resulting from generational conflict and culture change, Family business people – Founders, Women in family businesses, Husband and wife teams, In-laws, Multifamily ownership, Non-family employees, Managing conflicts in family firms. Family unity and a positive family –business interaction as a resource in the creation of inimitable competitive advantages. Family business systems - Seeking a balanced approach, Introducing the ownership dimensions. Family business life cycles: a story of growing complexity - Life-cycle stages, A customer-active paradigm, continuous evolution-not revolution-and family business continuity, Ownership transitions. Erosion of the future entrepreneurial culture. The need to preserve the entrepreneurial spirit and promote a positive-sum dynamic in later generation. Great Family Businesses.	7 + 2
3	The family's relationship with business: developing a strategic vision and building teamwork: Articulating values and shared vision, Effective business families, How families add value: the family-business interaction factor, Ingredients of successful planning - Family emotional intelligence, Establishing open communication, Family Communication: Family Meetings, The benefits of family meetings, Family Councils, and Family Offices, Family retreats, Family constitutions Family Meetings, The use of facilitators and advisors, The family employment policy, Ownership and family policy making, Guidelines for policy making, The family contribution, Creative versus destructive conflict, Building family teamwork. Unifying plans, processes and structures - Designing family governance.	7 + 2

4	The next generation: human resource management and leadership perspective: To join or not to join? The importance of outside experience - Self-esteem and confidence -Wider business experience, Credibility with non-family employees. Systems overlap and human resource management issues – Recruitment, Training and development, Remuneration, Performance appraisal and promotion. Working in the business - Seek out a mentor, Gain the respect of employees, Tread carefully, Beware sibling rivalry, Work at establishing personal identity, Relationship with the senior generation	7 + 2
5	Getting help: making the most of outside resources: The Perspective of nonfamily managers, Career opportunities for nonfamily managers, Non-family managers - Relationship with the family, Introducing external executives, Motivation and rewards, Incentive design and delivery. Extending the family culture to nonfamily managers, Motivating and retaining nonfamily managers, Non-executive directors -Selecting the right candidate, Board practices. Professional advisers and consultants - Are your advisers keeping pace with your needs? Consultants, Family business consultants, Beware conflicts of interest, Relationships underpinning an advisory role, A nonfamily manager as a bridging president or CEO, Outsider advisors: the family business consultant.	7 + 2

Learning Resources:		
1	Text Books	Family business: The essentials by Peter Leach, Profile books Ltd. Family Business by Ernesto J. Poza
2	Reference Books	Entrepreneurs: Talent, Temperament, Technique 2 nd Edition. By – Bolton, Bill and John, Thompson. Butterworth-Heinemann, MA. 2004. ISBN: 978-81-312-1366-7 Unleashing your Entrepreneurial Potential. By – Raghu Nanadan. Response Business Book from Sage, New Delhi. 2009. ISBN: 978-81-7829-908-2 Peter Drucker: Innovation and Entrepreneurship – Practice and Principles, Affiliated East West Press, 1986 Robert Hisrich and Michael Peters: Entrepreneurship, Tata McGraw Hill, 2002 Jack Kaplan: Patterns of Entrepreneurship, Wiley, 2004 John Mullins: New Business Road Test, Prentice Hall, 2004
3	Supplementary Reading Material	Management of Succession in Family-Owned Business. Edited by Pramod Verma. The ICFAI University Press, Hyderabad. 2007. ISBN: 978-81-314-1185-8 Family Wars: Classic Conflicts In Family Business and How to Deal With Them. By - Grant Gordon and Nigel Nicholson. Kogan Page, London. 2008. ISBN: 978-0-7494-5457-9
4	Websites	-
5	Journals	The Role of the Founder in Creating Organizational Culture, Edgar H. Schein, Organizational Dynamics, Summer 1983. Milestones for Successful Venture Planning, Z. Block and I. C. Macmillan (1985), HBR

Semester	III	Elective	Family Business Management
Course Code	306FBM	Type	Subject – Core
Course Title	Managing Innovation – I		

Course Objectives:

1	To develop innovative approach to business related skills of marketing, quality management production, distribution and human resource management etc.
2	To develop aptitude towards innovative approaches by empowering them with necessary tools.

Syllabus:

Unit Number	Contents	Number of Sessions
1	The Innovation Imperative - Why innovate? The changing world of business, Key Definitions – Creativity, Invention, Innovation, Business Design, Innovation to Energize, Innovate for Growth, Profit, Innovate for Survival, Managing Change, Creativity & innovation. Myths Surrounding Creativity, Difference between innovation and creativity.	7 + 2
2	Models of Innovation – Static Models : Incremental versus Radical Innovation, Abernathy –Clark Model, Henderson – Clark Model, Disruptive Technological Change Model, Innovation Value – Added Chain, Strategic Leadership View, Familiarity Matrix, Imitability & Complementary Assets – Teece Model. Dynamic Models: Utterback – Abernathy Model, Tushman – Rosenkopf technology Life Cycle Model, Foster's S Curve.	7 + 2
3	Competencies, Assets and Knowledge: Profit Chain, Value Configurations – Value Chain, Value Network, Value Shop. Assets and Competencies. Assets – Coreness, Imitability, Profits. Competencies – Coreness, Imitability, Profits. Relationship between Competencies and Assets. Knowledge – Newness, Quantity, Tacitness. Sources of Assets and Competencies. Implications for Competition. Innovation and Competencies.	7 + 2
4	The Innovation Portfolio – What to innovate? Vision – Portfolios and Feelings, What is the right question. Identifying Feelings and Needs, Innovating Experiences, Battling Commoditization, Technology & Psychology, Innovation, Feelings, Needs: Creating Emotional Appeal, Searching for Innovation Opportunities. Process Innovation, Innovation Portfolios for Established Organizations. Pioneers, Migrators & Settlers.	7 + 2
5	Sources of Innovation: Functional Sources of Innovation – Internal Value Chain, Spillovers from Competitors, Suppliers, Customers and Complimentary Innovators, University, Government & Private Laboratories, International Sources. Circumstantial Sources of Innovation – Planned Firm Activities, Unexpected Occurrences, Creative Destruction.	7 + 2

Learning Resources:		
1	Text Books	Innovation Management , Allan Afuah, Oxford Indian Edition. Innovation Management , Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi. Innovation: the attacker's advantage, Foster, Richard N., London, Macmillan, 1986.
2	Reference Books	Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books.
3	Supplementary Reading Material	Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition. Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press. The Innovator's ToolKit , Harvard Business Press. Fastrack to Success Innovation , Andy Bruce and David Birchall, Prentice Hall - Financial Times. Getting to Innovation, Arthur B VanGundy, PHI – Eastern Economy Edition.
4	Websites	-
5	Journals	-

Semester	III	Specialization	Family Business Management
Course Code	307FBM	Type	Subject – Elective
Course Title	Business Plan		

Course Objectives:	
1	To help students appreciate the purposes and audiences for business plans.
2	To help students understand the structure and content of a business plan, including the reasons for the structure and content.
3	To guide students in preparing a first draft of their own business plan
4	To train students in critical evaluation of business plans

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Business Plan: Business Plan – Concept, need, use. Business planning overview - Business planning as a change agent - Idea brainstorming session - Understanding your motivations for preparing a plan - Raising money , Clarifying the company's future , Launching a new venture , Searching for partners , Plotting against the competition, Recruiting.	5 + 1
2	Key elements of a Business Plan: Executive summary - Business description - Industry analysis and trends - Competitive analysis - Target market - strategic position – risk assessment - Market strategies - Design and development plan - Technology plan -management and organization - Financial factors - Financial features - sales, profits, cash flows and return on investment - Financial requirements - loan , equity source of collateral - Current business position- Relevant information about the company, its legal form of operation, when it was formed, the principal owners and key personnel - Major achievements - developments within the company that are essential to the success of the business.	5 + 1
3	Writing a Business plan: Decide why you're writing your plan - Research other business plans - Collect Information - press releases, related articles, Trade and industries associations - industry journals, Internet, government sources and statistics - offline research resources - library - historical financials, important web sites. Evaluating data- benefits of market study -coverage of market study. Put it down on paper - brainstorming - Prepare your rough draft - Compile information and research to support the claims and assertions you make in your plan - Start thinking about the numbers- Write a final draft and finish the numbers - Set a deadline.	5 + 1
4	Evaluating a B Plan from the Investor's Perspective: (O) Opportunity: Is this a positive present value opportunity? (I) What is the idea / industry? (M) Is the target market large enough to support substantial growth / valuation? (P) Why does the opportunity generate a positive present value? What is unique? (A) Acceptance: Will customers in that market accept / buy this new product / service? (C) Why won't the value be competed away? (T) Why is this a good time to enter? (S) Speed? How quickly can this be implemented?	5 + 1

5	<p>Risk Assessment: Possible uncertainties: Market size, Customer acceptance, Customer approach, Competition, Management team, Potential real options, Which uncertainties can be managed so that outcome is more likely to be favorable? Choice of initial customers? Choice of investors?</p> <p>Team Evaluation: Can management team implement opportunity? How does previous experience relate to opportunity? How “hungry” is the management team? If management pieces are missing: What pieces are missing? What type of person will you look for to fill them? How will you find that person? Importance of a good team and a good opportunity are for VCs.</p> <p>Strategy: Is strategy consistent with opportunity, uncertainty, team, and exit?</p> <p>Investment requirements / cash flows: Is the amount of money required reasonable? Do the cash flows / forecasts make sense? Bottom-up, Top-down.</p> <p>Deal: Does deal structure provide appropriate incentives? Is the deal priced attractively? Do key individuals have incentives to do deal? Do key individuals have incentives to make deal work? Does deal structure provide / ensure appropriate governance? Does deal structure help manage the uncertainties?</p> <p>Exit: Is the deal excitable? How?</p>	5 + 1
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Learning Resources:		
1	Text Books	<p>Entrepreneurial Small Business, Katz J A , Green II R P, McGraw Hill/Irwin, New York, NY, 2008. 3rd Ed.</p> <p>Getting to Plan B, Mullins J and Komisar R, Harvard Business Press, Boston, Massachusetts, 2009.</p> <p>Business Planning: A guide to Business Start-up. By – David Butler. Thompson. Butterworth-Heinemann, MA. 2008. ISBN: 978-81-312-1432-9</p>
2	Reference Books	<p>The Successful business Plan Secret Strategies by Rhonda Abrams PH</p> <p>The business plan in a day by Rhonda Abrams , PH.</p> <p>Business plan preparation - Entrepreneurship Development Institute of India</p>
3	Supplementary Reading Material	How Much Money Does Your New Venture Need?, James M. Stancill, HBR, 1986.
4	Websites	-
5	Journals	<p>Business Plans: Two Major Types; Fry, Fred L., Stoner, Charles R.; Journal of Small Business Management. Milwaukee: Jan 1985. Vol. 23, Issue. 1; p. 1</p> <p>How to Write a Great Business Plan, William A. Sahlman, HBR, July 01, 1997, 11 pgs.</p> <p>How to Write a Winning Business Plan, S. R. Rich and D. E. Gumpert (1985), HBR, May-June, 1985 (Reprint No. 85314)</p>

Semester	III	Specialization	Family Business Management
Course Code	308FBM	Type	Subject – Elective
Course Title	Private Equity		

Course Objectives:

1	To lay the foundations of a career in private investment activity in countries with transitional or developing economies, either as part of a corporate development effort, or through venture capital or buyout fund activity.
2	To develop an understanding of the fundamental dynamics of venture funding as a way of building a company, or considerations for buying a company amongst students who expect to engage in entrepreneurial activity.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: The structure of the VC industry , Company formation: structures, ownership and issues , Capitalization Tables and Valuation , Governance, Value Add and Exits; corporate venture capital funds. Issues in Private Equity in Emerging Markets (PEEM) and Development of Fund Strategy and Managing Crisis, History and trends , Contrasts with US/Europe , Hierarchy of risks , Risk mitigation strategies , Role of PE/VC in economic development.	5 + 1
2	Deal Sourcing, Due Diligence and Company Strategy in PEEM - I: Evolution of fund development in selected emerging markets , Contrasts in India, China and Brazil , Role of governments in the building of a venture capital base in emerging markets , Approaches to inventorying base of opportunities , Understanding the point of view and expectations of entrepreneurs, families and existing owners, Identifying and navigating relationships with corporate partners.	5 + 1
3	Deal Sourcing, Due Diligence and Company Strategy in PEEM - II: Working with international financial institutions, e.g., the IFC, World Bank and other regional development banks, Approaches to building deal flow in emerging markets, Special issues in setting up a system for deal processing , General transactional path , Special diligence factors in emerging markets and approaches to analyzing these , Challenges of deal origination , “Concept arbitrage” , Building companies around products or technologies transferred from other countries , The dangerous allure of “roll-up” strategies in emerging markets , Laying the groundwork for value added activity in the emerging market circumstances.	5 + 1
4	PE and VC Valuation Challenges in PEEM : Basic universal PE/VC valuation methods , Special considerations in emerging market PE , Special considerations in emerging market VC . Special considerations in term sheet provisions in PEEM - IFC's “quasi-equity structures”, Country limitations in VC deal structure , PE and buyout considerations in deal structuring and contrast with US , Structuring PE deals without leverage.	5 + 1
5	Exit Planning, Alternatives and Execution in Emerging Markets : Alignment with entrepreneurs' expectations and goals , Role and risks of local listing , Information resources for offshore listing , Inherent problems of illiquidity in emerging markets , Strategies for domestic and off-shore trade sales.	5 + 1

Learning Resources:		
1	Text Books	Poza, E. (2010). Family Business, 3rd Edition. Mason, OH: South-Western Cengage Learning. [ISBN : 0470998105] Tom Copeland et al: Valuation – Measuring and Managing the Value of Companies, Wiley 1996
2	Reference Books	Udayan Gupta (Editor), Done Deals: Venture Capitalists Tell Their Stories.
3	Supplementary Reading Material	Paul A. Gompers and Josh Lerner, The Money of Invention: How Venture Capital Creates New Wealth.
4	Websites	-
5	Journals	Zider, Bob “How Venture Capital Works” Harvard Business Review Roberts, Michael J. and Lauren Barley, “How Venture Capitalists Evaluate Potential Venture Opportunities” (HBSP 9-805-019) Amar Bhide: Bootstrap Finance – The Art of Start-ups, Harvard Business Review, November 1992, pp. 109-117

Semester	III	Specialization	Family Business Management
Course Code	309FBM	Type	Subject – Elective
Course Title	Franchising		

Course Objectives:

1	To introduce franchising as the most efficient form of entrepreneurship, a marketing tool, a distribution technique, the ultimate capital leverage device, a real estate platform, a combination of some or all of the above.
2	To learn how to evaluate franchise management opportunities - Ability to identify opportunities to expand local businesses through franchising.
3	To develop an ability to work out details needed to establish and develop a franchise network.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Franchising: What is Franchising? - Franchising: History and Overview, Types of Franchises, Threshold Business Issues, Advantages and Disadvantages to Franchisor, Advantages and Disadvantages to Franchisee, Elements of a Successful System, Growth of Franchising, Key Learning	7 + 2
2	How to become a Franchisor? Basic business concept, pilot operation, Developing the operational manual, Developing the franchise package, Marketing the franchise package, Selecting franchisees, Developing the Franchisor's organization, Gross Revenues, Profit and Loss Statement, Capital Expenditure, Franchisee Sales, Marketing the product or service, Operations (including innovation), initial services, ongoing services.	6 + 2
3	How to become a Franchisee? How does being a franchisee differ from running your own non-franchisee business, Self-examination, Type of business, Assessing the Franchisor, Assessing the business proposition, What happens if the Franchisor fails,	6 + 2
4	Financial Aspects of Franchising: Initial Franchisee Fee, Sale of the franchise package, Leasing of premises, Continuing fees, Advertising funds, Role of Banks. Financial analysis and comparison of two franchise cases: This analysis should include: <ol style="list-style-type: none"> 1. Demographic analysis of the area 2. Traffic counts 3. Estimated start-up cost and ongoing fees (franchise fees and start-up expenses) 4. Assessment of the overall competitiveness of the franchise, considering the demographic and market potential. 5. Break even analysis to recover franchise fees, royalties and start-up costs 6. Selected ratio analysis based on industry selection (Using RMA data) 7. A pro forma income statement for the first three years of operations for the two franchises 8. A recommendation on the best franchise (with data support) 9. All market or location assumptions must be clearly stated in the analysis and supported by facts. 	10 + 2
5	Franchisor Franchisee Relations: Foundations, Parties responsible, Continuing relationship, Channels of communication – personal contacts, written communication, Franchisee Meetings, Franchisee Associations, Contractual Issues, Structure of Franchisee Agreements ,	6 + 2

Learning Resources:		
1	Text Books	Martin Mendelsohn , Guide to Franchising 7th Ed, Cengage Learning Judd, R., & Justis, R. (2008). Franchising: An Entrepreneur's Guide, 4th ed. Mason, OH: Thomson
2	Reference Books	Hoy, F and Stanworth, J (2003), Franchising : An International Perspective, Routledge
3	Supplementary Reading Material	Bradach, J.L. (1998) Franchise Organizations, Harvard Business School Press Carter, S. & Jones-Evans, D (eds) (2000): Enterprise and Small Business, FT/Prentice Hall. Chapter 12 Felstead,A, (1993) The Corporate Paradox: Power and control in the Business Franchise International Thompson Business Press Lashley, C. & Morrison, A (eds) (2000) Franchising Hospitality Services, Butterworth Heinemann Perdy, D., Stanworth, J. and Hatcliffe, M., (1996) Franchising in Figures, University of Westminster Press Price,S., (1997)The Franchise Paradox, Cassell Toplis, N, Marsh, G (2004) The 60 Minute Guide to Franchising, 60 Minute Book Company, England Love, J.F.(1995) McDonald's: Behind the Arches, Bantam Ritzer, G (1993) The McDonaldisation of Society, Pine Forge Press
4	Websites	www.whichfranchise.com www.thefranchisemagazine.net

5	Journals	<p>Castrogiovanni, G. (1998). Universal business brokers. <i>Entrepreneurship Theory & Practice</i>, 22 (2), 75-86.</p> <p>Ciavarella, M., & Amason, A. (2001). Nawkaw, Inc.: Changing the color of masonry. <i>Entrepreneurship: Theory & Practice</i>, 26 (2): 77-91.</p> <p>Finkle, T. (1998). Beano's Ice Cream Shop. <i>Entrepreneurship Theory & Practice</i>, 23 (1): 87-99.</p> <p>Elango, B. and Fried, V. H. (1997) Franchising research: A literature review and synthesis, <i>Journal of Small Business Management</i>, 35, 3, pp68-81</p> <p>Fulop, C. and Forward, J. (1997) Insights into franchising: A review of empirical and theoretical perspectives, <i>The Service Industries Journal</i>, 17, 4, pp603-625</p> <p>Stanworth, J and Curran, J (1999) Colas, Burgers, Shakes and Shirkers: Towards a sociological model of franchising in the market economy, <i>Journal of Business Venturing</i>, 14, 4, pp. 323-344</p> <p>Peterson, A and Dant, RP (1990) Perceived advantages of the franchise option from the franchisee perspective: Empirical insights from a service franchise, <i>Journal of Small Business Management</i>, July, pp. 46-61</p> <p>Withane, S (1991) Franchising and the Franchisee Behaviour: An examination of Opinions, Personal Characteristics and Motives of Canadian Franchisee Entrepreneurs, <i>Journal of Small Business Management</i>, January, pp. 22-29</p> <p>Kaufmann, PJ (1999) Franchising and the Choice of Self-Employment, <i>Journal of Business Venturing</i>, 14, pp. 345-362</p> <p>Guilloux, V; Gauzente, C; Kalika, M and Dubost, N (2004) How France's Potential Franchisees Reach Their Decisions: A Comparison with Franchisers' Perspectives, <i>Journal of Small Business Management</i>, 42, 2, pp. 218-224</p> <p>Kaufmann, PJ; Eroglu, S (1998) Standardization and adaptation in business format franchising, <i>Journal of Business Venturing</i>, 14, pp. 69-85</p> <p>Stanworth, J., Price, S., Purdy, D., Zafiris, N. and Gandolfo, A. (1996) , Business Format Franchising: Innovation and Creativity or Replication and Conformity', <i>Franchising Research: An International Journal</i> 1(2): 29 -39</p> <p>Pizanta, I and Lerner, M (2003) Examining control and autonomy in the franchisor-franchisee relationship, <i>International Small Business Journal</i>, 21, 2, pp. 131-159</p> <p>Dant, RP and Gundlach, GT (1999) The Challenge of Autonomy and Dependence in Franchised Channels of Distribution, <i>Journal of Business Venturing</i>, 14, pp. 35-67</p>
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Semester	III	Specialization	Family Business Management
Course Code	310FBM	Type	Subject – Elective
Course Title	Social Entrepreneurship		

Course Objectives:	
1	Build appreciation of the nature of poverty, the needs of the poor and the obstacles to development in emerging markets.
2	Enhance capacity to analyze the challenges, opportunities and potential of social entrepreneurs and social organizations that are addressing global problems
3	Develop business strategies and operational plans that are tailored to the reality of emerging markets and that will help social entrepreneurs increase their impact and sustainability.
4	Build empathy, teamwork and leadership skills
5	To introduce students to the broad spectrum of emerging global social (including environmental and socially responsible) ventures - Laying the ground work for students' own potential career paths in social entrepreneurship.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Social Entrepreneurship & Social Enterprises: What is a social business? How is it different from social entrepreneurship? Definition of Social Entrepreneurship, Why social enterprises, Situating social enterprises, Defining social enterprises, Broad and Narrow Definitions, Recognizing Opportunities, The Idea of Social innovation, Social enterprises as hybrid organizations, Characteristics of social enterprises, Emergence of social enterprises, Influence of policy on emergence of social enterprises, Market influence on the development of social enterprises, Future & sustainability of social enterprises.	5 + 1
2	Skills for Social Entrepreneurship: Identifying and Defining Community need, Skills required for Identifying and Defining Community need, Stakeholder participation and involvement – Social policy context, Where do social enterprises fit within the changing landscape, Financing the social enterprise, funding gap. Income forecast, income statement, cash flow forecast, Managing financial risk.	5 + 1
3	Challenges and Risk of Innovation in Social Entrepreneurship – Conceptualizing innovation and its ethics, Analyzing for innovation system skills, Implementing innovation – mind set shifts. Distinctive leadership and management tasks in social enterprises.	5 + 1
4	BoP markets – definition, examples, the impact of culture, the poor as consumers, business models at the BoP, designing products that will create value for the BoP. Providing access to credit, Providing access to information and financial services through technology, Providing access to health care, education.	5 + 1
5	Newer business models at the BoP – Social Entrepreneurs, Challenges for social entrepreneurs – creating a successful business model and finding funding, generating income, scaling and replicating to increase impact, social entrepreneur's point of view, New opportunities for collaborative ventures at the BoP. Evaluating the social impact of BoP ventures.	5 + 1

Learning Resources:		
1	Text Books	Bornstein, David, How to Change the World: Social Entrepreneurs and the Power of New Ideas, 2007, Oxford University Press Social Entrepreneurship: A Skills Approach, By Robert Gunn, Chris Durkin
2	Reference Books	F. Perrini (Ed.) The New Social Entrepreneurship: What Awaits Social Entrepreneurship Ventures? Cheltenham and Northampton, MA: Edward Elgar, 2006 Carlo Borzaga and Jacques Defourny (eds.), The Emergence of Social Enterprise, Routledge, London, 2001, 400 pp. Social enterprise : at the crossroads of market, public policies and civil society by Nyssens, Marthe.; Adam, Sophie, London ; New York : Routledge, 2006.
3	Supplementary Reading Material	Nicholls, Alex. 2006. Social Entrepreneurship: New Models of Sustainable Social Change. Oxford University Press.
4	Websites	http://www.gsb.stanford.edu/csi/ http://www.fuqua.duke.edu/centers/case/ http://www4.gsb.columbia.edu/socialenterprise/
5	Journals	The World of the social entrepreneur, John L Thompson, (2002), The International Journal of Public Sector Management. Bradford. Vol.15, iss.4/5; Pg. 412. Journal of Nonprofit & Public Sector Marketing International Journal of Nonprofit and Voluntary Sector Marketing Nonprofit Management and Leadership

Semester	III	Specialization	Family Business Management
Course Code	311FBM	Type	Subject – Elective
Course Title	Intrapreneurship		

Course Objectives:	
1	To understand what an intrapreneur is, what the benefits are, the risks, and the responsibilities.
2	To learn how to manage a startup business or service within an existing company in ways that allows it to succeed, to make a profit and to continue to grow.
3	To understand the mechanics of putting together a business plan and presenting it for a new company.
4	To see how it is possible to overcome various financial, economic and political barriers and succeed with a new idea in an existing corporate environment.

Syllabus:

Unit Number	Contents	Number of Sessions
1	The concept of Intrapreneurship: Defining an intrapreneur, characteristics of people within an organization who are likely to become Intrapreneurs, Why Intrapreneurship is important now - Decentralization of ideas, Empowering the frontlines, User Driven innovation, The Digital Generation. Realizing the Promise of Intrapreneurship, Lens and Perspective of Intrapreneurship.	5 + 1
2	Ideas, Roles and Processes: Ideas – Scaling Ideas, Scope of Ideas, Degree of Change of Ideas, Orientation of Ideas, Navigating the idea space. Roles – The Intrapreneur, The Manager, The Observers, The Owner and/or the organization, The Process. Idea Generation and Mobilization: Organizational Perspective – Idea Generation, Idea Mobilization, Design Considerations for Idea Generation and Mobilization. Employee Perspective – Idea creation, Idea Mobilization.	5 + 1
3	Advocating & Screening: Organizational Perspective – Idea Advocacy, Idea Screening, Design Considerations for Idea Advocacy and Screening. Employee Perspective - Idea Advocacy, Idea Screening. Idea Experimentation: Organizational Perspective – Looking beyond R & D Labs for experimentation, Valuing an Experimentation Culture, Developing an Experimentation process to test the feasibility of ideas, Refining the Experimentation process of the organization. Design Considerations in Experimentation. Employee Perspective – Methods for Experimentation, Experimentation Simplified, and Getting help from friends, Experimenting Outside the Organization.	5 + 1
4	Idea Commercialization: Organizational Perspective – Creating the Commercialization Team, Conversation with the Idea creators, Identifying Resources and Assets, Markets, Packaging, pricing and Promotion. Implementation Plans. Performance Measurement. Employee Perspective – Appreciate the Commercialization Process, Working with the Commercialization team, Negotiating Compensation for Idea and Effort. Diffusion and Implementation of ideas: Organizational Perspective – Diffusing Ideas, Implementing ideas. Employee Perspective – Diffusing Ideas, Implementing ideas.	5 + 1
5	Intrapreneurship – from concept to sustained Competitive Advantage: Open up a dialogue, Take a Community approach, Lean Unlearn and Relearn, Build Multiple Avenues, Keep feedback mechanisms simple, Collect feedback with a plan in mind, Communicating Feedback, Technology doesn't drive the process, The Human Factor, Importance of Measurement, tracing the Maturity of Intrapreneurship Processes and linking them to business value.	5 + 1

Learning Resources:		
1	Text Books	Intrapreneurship: Managing Ideas Within Your Organization By Kevin C. DeSouza
2	Reference Books	Managing Corporate Culture, Innovation and Intrapreneurship by Howard W. Oden Creating the Intrapreneur: The Search for Leadership Excellence by Victoria C. DePaul Corporate Entrepreneurship: Top Managers and New Business Creation. By – Vijay Sathe. Cambridge University Press, New York. 2003. ISBN: 978-0-521-61392-7 Morris, M.H. and Kuratko, D., Corporate Entrepreneurship, Ft. Worth, TX: Harcourt, 2002.
3	Supplementary Reading Material	Intrapreneuring in Action, by Gifford Pinchot and Ron Pellman, Barrett Koehler, San Francisco, 1999, ISBN 978-1-57675-061-2 Essentials of Entrepreneurship and Small Business Management by Thomas W. Zimmerer and Norman M. Scarborough, Pearson Prentice Hall, 4th edition, 2005, ISBN 0-13-149178-4 Crossing the Chasm, by Geoffrey Moore, Harper Collins, 1999, ISBN 0-06662-002-3 Payback: Reaping the Rewards of Innovation by James P. Andrew, Harold L. Sirkin, John Butman, Harvard Business School Press; 1 st edition, 2007, ISBN: 978-1422103135 Intrapreneuring: Why You Don't Have to Leave the Corporation to Become an Intrapreneur by Gifford Pinchot, Harpercollins, 1986, ISBN: 978-0060913359
4	Websites	-
5	Journals	Internal entrepreneurship: strategy for growth, Roberts EB and Frohman A., Business Quarterly, 1972 The Four Models of Corporate Intrapreneurship by Robert C. Wolcott and Michael J. Lippitz, Reprint 49115; Fall 2007, Vol. 49, No. 1, pp. 75-82 Entrepreneurs and Intrapreneurs in Corporations by Teltumbde, Anand. Vikalpa: The Journal for Decision Makers, Jan-Mar2006, Vol. 31 Issue 1, p129,132, 4p; (AN 20500312) On the way to creativity: Engineers as intrapreneurs in organizations; Hanns C. Menzela, Iiris Aaltio, Jan M. Ulijna; Technovation 27 (2007), Pp 732–743 Connect and Develop Inside Procter & Gamble's New Model for Innovation; Larry Huston, Nabil Sakkab; Harvard Bus. Rev., March 2006 The Ten Commandments of Intrapreneurs, Mark Robinson, Management, Dec 2001, Pp 95-98 Managing in the Whitespace, Maletz, M.C., Nohria, N., Harvard Bus. Rev., Feb. 2001, 11p DuPont Tyvek(R): Commercializing a Disruptive Innovation, Jeffery, Mark; Cooper, Robert; Buchanan, Scott, 01/01/2006 HBS Number: KEL194 The 12 Different Ways for Companies to Innovate, Mohanbir Sawhney, Robert C. Wolcott and Inigo Arroniz, MIT Sloan Management Review, SPRING 2006 VOL.47 NO.3 The Middle Manager as Innovator (HBR Classic), Rosabeth Moss Kanter, HBR # R0407M Joline Godfrey and the Polaroid Corporation, Nancy A Kamprath, Melinda B. Conrad, HBSP 9-492-037, Rev April 4, 2000 The relationship between corporate entrepreneurship and strategic management, Barringer, B., and Harrison, J. (1999), Strategic Management Journal, 20: 421-444. Emerging Business Opportunities at IBM (A); DAVID A. GARVIN, LYNNE C. LEVESQUE, Harvard Bus. Sch. Pub. 9-304-075, Rev Feb 28, 2005

Semester	III	Specialization	Family Business Management
Course Code	312FBM	Type	Subject – Elective
Course Title	Trends in Entrepreneurship		

Course Objectives:	
1	To develop necessary knowledge and Entrepreneurial skills among the Students
2	To sensitize the potential entrepreneur towards environment.
3	To make the potential entrepreneurs know about the possible risks and failures of the project and make them learn how to overcome these problems

Syllabus:

Unit Number	Contents	Number of Sessions
1	Women and Entrepreneurship: Role of women in Society, Women: Historical Context in India , Challenges to Women Entrepreneurs, Increasing trends of Women in Business, Emerging Eco-system for Women Entrepreneurship, Benefits of Women Entrepreneurship	5 + 1
2	Rural Entrepreneurship: What is Rural Entrepreneurship? Need of Rural Entrepreneurship, Problems in Rural Entrepreneurship, Challenges to Rural Entrepreneurship, Government and Rural Entrepreneurship, Rural Entrepreneurship Opportunities, Benefits of Rural Entrepreneurship.	5 + 1
3	Globalization and Virtual Enterprises: Introduction to Globalization, Factors Motivating Globalization, Challenges due to Globalization, Trend towards Globalization, The fading 'Ship and Sell Approach', The new 'Borrow-Blend-Bill' Model, Why is Globalization important? Challenges in International Trade, Virtual Enterprises	5 + 1
4	Technology Driven Entrepreneurship: Technology in Perspective, Technology is an Enabler, Types of Technology Ventures, Profile of 'Technopreneur', Why Technology-based Enterprises fail, Challenges faced by Technology based Enterprises, Technology Application Strategies - Diffusion of Innovation, Right Timing	5 + 1
5	Sustainability, Climate Change And Entrepreneurship: Understanding Climate Change, Impact of Global Warming, What is Sustainability? Need for Sustainability in Business, Creating buy-in to Practice Sustainable Business, Entrepreneurship and Sustainability.	5 + 1

Learning Resources:		
1	Text Books	<p>Entrepreneurship - Theory and Practice , Raj Shankar, TMGH.</p> <p>Technology Ventures: From Idea to Enterprise - Dorf, R. and Thomas Byers,</p> <p>Technology Entrepreneurship: Creating, Capturing, and Protecting Value by Thomas N. Duening, Robert A. Hisrich, Michael A. Lechter</p> <p>High Technology Entrepreneurship by Ray Oakey</p> <p>Cases on Information Technology Entrepreneurship by José Aurelio Medina Garrido, Salustiano Martinez-Fierro, José Ruiz Navarro</p> <p>Idea Makers and Idea Brokers in High-Technology Entrepreneurship by Elias G. Carayannis, Todd L. Juneau</p> <p>Information Technology Entrepreneurship and Innovation by Fang Zhao</p> <p>Small Business And Entrepreneurship by S. Anil Kumar</p> <p>Managing Technology Entrepreneurship and Innovation by Paul Trott, Dap Hartmann, Victor Scholten</p>
2	Reference Books	<p>Hisrich, R. D. (2010). International Entrepreneurship. Thousand Oaks, CA: Sage [ISBN: 978-1- 4129-5798-4]</p> <p>Handbook of research on high technology entrepreneurs by Ayala Malakh-Pines, Mustafa F. Ozbilgin</p> <p>Entrepreneurs in High Technology : Lessons from MIT and Beyond by Massachusetts Institute of Technology Edward B. Roberts David Sarnoff</p> <p>Betting It All: The Entrepreneurs of Technology by Michael S. Malone</p>
3	Supplementary Reading Material	<p>Handbook of research on techno entrepreneurship by François Thérin</p> <p>Handbook of Research on Entrepreneurship Policy by David B. Audretsch, Isabel Grilo, A. A. Roy Thurik</p> <p>Cases in Technological Entrepreneurship: Converting Ideas Into Value by Claudio Petti</p> <p>From Entrepreneurs to Leaders: Building Billion Dollar Software Product Companies from India. By – Shirish Deodhar. Tata McGraw Hill Education Private Limited, New Delhi.2010.ISBN: 978-0-07-068070-8</p>
4	Websites	-
5	Journals	-

Semester	III	Specialization	Family Business Management
Course Code	313FBM	Type	Subject – Elective
Course Title	Small Scale Industries Management		

Course Objectives:	
1	To provide an overview of Small Scale Industry in the Indian context.
2	To highlight the role of institutional support to Small Industries.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Small Industry: Introduction, Concept of small industry, Position in India, Role of small industries in economic development. Definition of Small scale Industries, Undertakings, SSI Policy Statement, Procedure for SSI Registration, The Strengths and Weakness of Small Business. Reasons for the significance of small sector, various forms of small scale enterprises, Policy Support to Small Sector in India: Industrial Policy Resolution 1948, 1956, 1977, 1980, 1990, 1991, Small Industries during various five year Plans, Policies and measures for promoting small industries, Ancillarisation and its role, Conclusions and suggestions.	5 + 1
2	Institutional Support to Small Industries: Institutional Infrastructure set up by Central Government and at the state level- SIDO, DCSSI, SISIs, NSIC, PDTCS Specialized Corporations, DICs, Specialized Corporations DICs, and Addresses of SISIs etc. Finance for Small Industries: Financing by commercial banks, Assistance by other agencies NSIC; IDBI - Refinance assistance, Bills rediscounting scheme, Special Capital/Seed Capital Scheme, Export Finance; Non-traditional methods of financing, common problems in raising finances.	5 + 1
3	Sickness in SSI, Status and Dimensions of SSIs and Industrial Sickness: Definition of 'Sickness' in SSI, SSI in India: An Overview. Symptoms for Detecting Sickness in Small-Scale Industries – Detecting Sickness , Ratio Analysis, Fund Flow Analysis Causes of Sickness in Small-scale Industries – Mismanagement, Marketing , Implementation Lacunae, Poor Information System, Energy Problem, Improper Technology , Overtrading , Psychological Melodrama, Lack of Financial Control, Competition and Cost of Production and Raw Material, Improper Human Resource Management , Problems of Entrepreneurs in SSIs, Other Constraints Causing Sickness , In-Built Unfavourable Policies of Government/ Institutions Leading to Sickness. Assessment of Viability of Sick Industries and their Rehabilitation: Viability Study, Rehabilitation of Small-scale Industries, Government Policy - An effort to Strengthen the Small-scale Industries in India , Taxation Benefits: Boon for the Growth of SSI.	5 + 1
4	Legal Requirements Concerning Business: Factories Act, 1948; Employment of Children Act, 1938; ESIC Act, 1948, Employees Provident Fund Act, 1952, Industrial Disputes Act, 1947, Workmen's Compensation Act, 1923; Trade Union Act, 1948; Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959; Apprentices Act, 1961; Indian Boilers Act, 1923; Payment of Bonus Act, 1965; Payment of Gratuity Act, 1972.	5 + 1
5	Taxation Benefits to Small Industry: Depreciation, Investment Allowances & Investment Deposit Account, Expenditure on Scientific Research, Acquisition of patents & copyright, Know how; Amortization of Certain preliminary expenses; Deductions from Gross Total Income.	5 + 1

Learning Resources:		
1	Text Books	Entrepreneurship and Small Business Management by Dr. C L Bansal, Har Anand Publications Pvt. Ltd. New Delhi, 2012
2	Reference Books	Entrepreneurship by Lall, Madhurima. Sahai, Shikha. Excel Books, New Delhi, 2008, 2nd Edition
3	Supplementary Reading Material	-
4	Websites	http://niesbud.nic.in/ http://msme.gov.in/ http://ssi.nic.in/
5	Journals	Performance of small scale industries in India in the post-liberalization ERA, Dr. Palaniappan A, International Journal of Business Economics and Management Research, 2010, Volume : 1, Issue : 2

Semester	III	Specialization	Family Business Management
Course Code	314FBM	Type	Subject – Elective
Course Title	Entrepreneurial Case Study		

Course Objectives:

1	To provide learning through interaction and analysis of a real life entrepreneurial venture.
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Syllabus:

Study visit by students to TWO entrepreneurs of their own choice. With the help of an interview schedule / questionnaire, students will gather information about :

1. Background of entrepreneur – Family, Social, Educational, Financial, etc.
2. History of the enterprise
3. Reasons / Motivations for selecting the entrepreneurial career
4. Process of starting the enterprise
5. Type of enterprise
6. Products / Services
7. Production Process
8. Marketing policies and plans
9. Investments
10. Institutional Finance
11. Financial Monitoring and controls
12. People management – Core team
13. Profit or loss, BEP
14. Managerial Process and Systems
15. Growth and Development of the Enterprise
16. Problems faced
17. Family support or opposition
18. Formal / informal training in Entrepreneurship
19. Future Plans

Students will map the Life Cycle of the Enterprise and carry out a SWOT analysis of the Enterprise as well as the Entrepreneur. The student shall also document the learning through the above activity.

They shall submit a spiral bound report in two copies and a soft copy of the above information. They shall seek a certificate from the Entrepreneurs to the effect that the information has been collected by the student from the entrepreneurs. Reports from both the entrepreneurs can be submitted in the same spiral bound copy.

Students shall present the details in an open house viva which shall be evaluated by a faculty. To the extent possible an entrepreneur should be involved in the evaluation process.

Learning Resources:

1	Text Books	NA
2	Reference Books	NA
3	Supplementary Reading Material	NA
4	Websites	NA
5	Journals	NA



**MBA SYLLABUS: SEMESTER III
TECHNOLOGY MANAGEMENT SPECIALIZATION**

Semester	III	Specialization	Technology Management
Course Code	305TM	Type	Subject – Core
Course Title	Fundamentals of Technology Management		

Course Objectives:	
1	To provide students with a broad perspective on the key issues involved in the effective management of technology and innovation, including market, technological, and organizational factors, in today's fast-changing, competitive, global environment
2	To stress technology's crucial role in creating wealth and achieving competitiveness
3	To describe technology product life cycle linkages.
3	To present the concepts of technology & product life cycles.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Technology Management: Definition of Technology, Characteristics of Technology. Levels of Development of Technology. Technology & Society, Technology as Socially Constructed. Relation of Knowledge and Technology, Technology and Business. Levels of technology Development – Ideas, Theories, Perspectives, Tacit Knowledge, Physical embodiment in products, services of procedures. Management of Technology (MOT), MOT at the level of the firm, National and Government Level. Need for MOT in the present Global context. Firm as a Value Chain, Industries as Competitive Domain, Value Creation and Competitive Advantage. Market Based views and Resource Based views in Management. General Manager's Perspective on Managing Technology.	7 + 2
2	Technology & Wealth Creation: Role of Technology in wealth creation, Historical perspective, Creation of wealth, Long Wave Cycle, Evolution of Production Technology, Product Technology, Technology & the National Economy.	7 + 2
3	Critical Factors in Managing Technology: Creativity – Invention – Innovation. Link between Science and Technology. Types of Innovation. Creativity & Innovation. Bringing Innovation to Market. Technology – Price Relationship. The Timing Factor. The Vision to Change Strategy. Productivity, Effectiveness and Competitiveness. Leaders versus Followers.	7 + 2
4	Management of Technology - The New Paradigms: Technology Trends, Resources and the Business Environment, The Structure and Management of Organizations, Project Planning & Management, Management of Human Resources, MOT guiding principles for Managing Enterprises, Changes in the Business Environment – Communication, Integration, Collaboration, Strategic Directions of the Industry, Changes in Organizational forms and structures, Financial Sector Structure.	7 + 2
5	Management of Technology & Competitiveness: Definitions and Indicators of Competitiveness, Investment, Productivity, Trade, Standard of Living, Management of Technology & Global Competitiveness, Case of Japan, Singapore, Various Indices on Competitiveness - Standard of Living Indexes, Trade Indexes, Productivity Indexes, Investment Indexes, Patents Index. Emergence of the Tigers, Competitiveness – The Game of Nations, Competitiveness of Firms – The Micro Level. Competitiveness of India and China – a comparative analysis.	7 + 2

Learning Resources:		
1	Text Books	Management of Technology – The Key to Competitiveness and Wealth Creation, Tarek Khalil and Ravi Shankar, TMGH, New Delhi, 2 nd Edition.
2	Reference Books	Managing Technology and Innovation for Competitive Advantage, V K Narayanan, Pearson Education, 2009 Edition. Strategic Management of Technology & Innovation, Robert A Burgelman, Modesto A Maidique, Steven C Wheelwright, MGH International Edition.
3	Supplementary Reading Material	Technology, Management & Society – Peter Drucker, Harvard Business Review Press. Technology Management – Text and International Cases, Norma Harrison and Danny Samson, MGH. Managing Strategic Innovation and Change – A Collection of Readings, Michael L Tushman and Philip Anderson, Oxford University Press. 2 nd Edition. Management of Technology and Innovation – Competing through Technological Excellence, P N Rastogi, Response Books, 2 nd Edition.
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Cattani, G. & Simone Ferriani. 2008. A Core/Periphery Perspective on Individual Creative Performance, in Organization Science , 19(6): 824-844.

Semester	III	Elective	Technology Management
Course Code	306TM	Type	Subject – Core
Course Title	Managing Innovation – I		

Course Objectives:	
1	To highlight the importance of innovation in competitive world of business
2	To describe various models of innovation and corresponding assets & knowledge requirements
3	To highlight the threat of disruptive technologies and its managerial implications

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>The Innovation Imperative - Why innovate? The changing world of business, Key Definitions – Creativity, Invention, Innovation, Business Design, Innovation to Energize, Innovate for Growth, Profit, Innovate for Survival, Managing Change, Creativity & innovation. Myths Surrounding Creativity, Difference between innovation and creativity.</p> <p>Sources of Innovation: Functional Sources of Innovation – Internal Value Chain, Spillovers from Competitors, Suppliers, Customers and Complimentary Innovators, University, Government & Private Laboratories, International Sources. Circumstantial Sources of Innovation – Planned Firm Activities, Unexpected Occurrences, Creative Destruction.</p>	7 + 2
2	<p>Models of Innovation– Static Models : Incremental versus Radical Innovation, Abernathy –Clark Model, Henderson – Clark Model, Disruptive Technological Change Model, Innovation Value – Added Chain, Strategic Leadership View, Familiarity Matrix, Imitability & Complementary Assets – Teece Model. Dynamic Models: Utterback – Abernathy Model, Tushman – Rosenkopf technology Life Cycle Model, Foster's S Curve.</p>	7 + 2
3	<p>Competencies, Assets and Knowledge: Profit Chain, Value Configurations – Value Chain, Value Network, Value Shop. Assets and Competencies. Assets – Coreness, Imitability, Profits. Competencies – Coreness, Imitability, Profits. Relationship between Competencies and Assets. Knowledge – Newness, Quantity, Tacitness. Sources of Assets and Competencies. Implications for Competition. Innovation and Competencies.</p>	7 + 2
4	<p>The Innovation Portfolio –What to innovate? Vision – Portfolios and Feelings, What is the right question? Identifying Feelings and Needs, Innovating Experiences, Battling Commoditization, Technology & Psychology, Innovation, Feelings, Needs: Creating Emotional Appeal, Searching for Innovation Opportunities. Process Innovation, Innovation Portfolios for Established Organizations. Pioneers, Migrators & Settlers.</p>	7 + 2
5	<p>Innovator's Dilemma: Sustaining versus disruptive technologies, trajectories of market need versus technology improvement, Value Networks, Implications of the Value Network for Innovation, Managerial Decision Making & Disruptive Technological Change, Value Networks and Characteristic Cost Structures, Resource Allocation & Upward Migration, Case Studies on Management of Disruptive Technological Change</p>	7 + 2

Learning Resources:		
1	Text Books	<p>Innovation Management , Allan Afuah, Oxford Indian Edition.</p> <p>Innovation Management ,ShlomoMaital and D V R Seshadri, Response Books, Sage Publications, New Delhi.</p> <p>Moore, G. Crossing the Chasm. Revised ed. New York, NY: Harper Collins, 1999. ISBN: 9780066620022.</p> <p>Iansiti, M., Levien, R.: The Keystone Advantage – What the New Dynamics of Business Ecosystems Mean for Strategy, Innovation, and Sustainability, Harvard Business School Press, Boston, 2004</p> <p>Miller, W.L., Morris, L.: 4th Generation R&D: Managing Knowledge, Technology, and Innovation, John Wiley, New York, 1999</p> <p>Matheson, D., Matheson, J.: The Smart Organization: Creating Value Through Smart R&D, Harvard Business School Press, Cambridge, 1998</p>
2	Reference Books	<p>The Innovator's Dilemma. Cambridge, MA: Harvard Business School Press, 1997, pp. 3-28.</p> <p>Diffusion of innovations Rogers, E. M. New York: The Free Press. 1995, 4th ed.</p> <p>Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books.</p> <p>The Innovator's Dilemma, Clayton M. Christensen, Harper Business Essentials</p>
3	Supplementary Reading Material	<p>Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition.</p> <p>Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press.</p> <p>The Innovator's ToolKit , Harvard Business Press.</p> <p>Fastrack to Success Innovation , Andy Bruce and David Birchall, Prentice Hall - Financial Times.</p> <p>Getting to Innovation, Arthur B VanGundy, PHI – Eastern Economy Edition.</p> <p>Teaching with technology. Hooper, S., &Rieber, L.P. (1995). In A. Ornstein (Ed.), <i>Teaching: Theory into practice</i>. Boston, MA: Allyn and Bacon.</p>
4	Websites	<p>http://www.ifm.eng.cam.ac.uk/research/ctm/</p> <p>http://hbswk.hbs.edu/</p> <p>http://knowledge.wharton.upenn.edu/</p> <p>http://www.technologymanagementchicago.org/</p>
5	Journals	<p>Eisenhardt, Kathleen, and Charles Galunic. "Coevolving: At Last, A Way to Make Synergies Work." <i>Harvard Business Review</i>, January 1, 2000.</p> <p>Eisenhardt, Kathleen, and Shona Brown. "Patching: Restitching Business Portfolios in Dynamic Markets." <i>Harvard Business Review</i>, May 1, 1999.</p> <p>Brown, Shona, and Kathleen Eisenhardt. "The Art of Continuous Change: Linking Complexity Theory and Time-paced Evolution in Relentlessly Shifting Organizations." Administrative Science Quarterly 42 (1997): 1-34.</p> <p>Eisenhardt, Kathleen and Shona Brown. "Time Pacing: Competing in Markets that Won't Stand Still." <i>Harvard Business Review</i>, March 1, 1998.</p>

Semester	III	Elective	Technology Management
Course Code	307TM	Type	Subject – Elective
Course Title	Technology Forecasting		

Course Objectives:

1	To understand the purpose of technology forecasting and techniques used for technology forecasting.
2	To appreciate the strengths and weaknesses of technology forecasting techniques.
3	To underline the need for different technology forecasting techniques for different purposes.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Technology Forecasting Methods – I: Expert Opinion Methods: Delphi (iterative survey), Focus Groups [panels, workshops], Interviews, Participatory Techniques Trend Analysis: Trend Extrapolation [Growth Curve Fitting], Trend Impact Analysis, Precursor Analysis, Long Wave Analysis Monitoring and Intelligence Methods: Monitoring [environmental scanning, technology watch], Bibliometrics [research profiling; patent analysis, text mining]	5 + 1
2	Technology Forecasting Methods – II: Creativity: Brainstorming [brainwriting; nominal group process (NGP)], Creativity Workshops [future workshops], TRIZ, Vision Generation, Science Fiction Analysis Scenarios: Scenarios [scenarios with consistency checks; scenario management], Scenario-simulation [gaming; interactive scenarios], Field Anomaly Relaxation Method [FAR]	5 + 1
3	Technology Forecasting Methods – III: Statistical Methods: Correlation Analysis, Demographics, Cross Impact Analysis, Risk Analysis. Modeling and Simulation: Agent Modeling, Cross Impact Analysis, Sustainability Analysis [life cycle analysis], Causal Models, Diffusion Modeling, Complex Adaptive System Modeling (CAS) [Chaos], Systems Simulation [System Dynamics, KSIM], Technological Substitution, Scenario-simulation [gaming; interactive scenarios], Economic base modeling [input-output analysis], Technology Assessment.	5 + 1
4	Technology Forecasting Methods – IV: Valuing/Decision/Economics Methods: Relevance Trees [futures wheel], Action [options] Analysis, Cost-benefit analysis, Decision analysis [utility analyses], Economic base modeling [input-output analysis]	5 + 1
5	Technology Forecasting Methods – V: Descriptive and Matrices Methods: Analogies, Backcasting, Checklist for Impact Identification, Innovation System Modeling, Institutional Analysis, Mitigation Analysis, Morphological Analysis, Road mapping [product-technology roadmapping], Social Impact Assessment, Multiple perspectives assessment, Organizational analysis, Requirements Analysis [needs analysis]	5 + 1

Learning Resources:		
1	Text Books	<p>A brief introduction to technology forecasting: concepts and exercises by James Rieser Bright</p> <p>Foster, R. "The S-curve: A New Forecasting Tool." Chapter 4 in <i>Innovation, The Attacker's Advantage</i>. New York, NY: Summit Books, Simon and Schuster, 1986, pp. 88-111. ISBN: 9780671622503.</p> <p>Technological forecasting: a practical approach, Marvin J. Cetron</p> <p>Business Forecasting, Holton Wilson and Barry Keating, TMGH, New Delhi, 2010 Edition.</p> <p>Martino, J. P. (1983). <i>Technological Forecasting for Decision Making</i>, 2 ed., North-Holland, New York NY.</p>
2	Reference Books	<p>Bright, J. R. (1972). <i>A Brief Introduction to Technology Forecasting</i>, 2nd. ed., The Permaquid Press, Austin TX.</p> <p>Bright, J. R. and M. E. F. Schoeman (1973). <i>A Guide to Practical Technological Forecasting</i>, Prentice Hall Inc., Englewood Cliffs NJ.</p> <p>Hickman, L. A., ed. (1990). <i>Technology as a Human Affair</i>, McGraw-Hill Publishing Company, New York NY.</p>
3	Supplementary Reading Material	<p>Steele, L. W. (1989). <i>Managing Technology: The Strategic View</i>, McGraw-Hill Book Company, New York NY.</p> <p>Committee on Forecasting Future Disruptive Technologies; National Research Council. (2010). <i>Persistent forecasting of disruptive technologies</i>. National Academies Press.</p>
4	Websites	<p>Coates, J. (2001). A 21st Century agenda for technology assessment. <i>Technological Forecasting and Social Change</i> 67, 303-308. Retrieved January, 22, 2007, from http://josephcoates.com/pdf_files/252_21st_Century_TA_Agenda.pdf</p>
5	Journals	<p>Technological Forecasting and Social Change (Journal)</p> <p>Lienhard, J. H. (1985). "Some Ideas About Growth and Quality in Technology," <i>Technological Forecasting and Social Change</i>, Vol. 27, pp. 265-281.</p> <p>Martino, J. P. (1985). "Measurement of Technology Using Tradeoff Surfaces," <i>Technological Forecasting and Social Change</i>, Vol. 27, pp. 147-160.</p> <p>Martino, J. P. (1992). "Probabilistic Technological Forecasts Using Precursor Events," <i>Technological Forecasting and Social Change</i>, Vol. 42, pp.121-131.</p> <p>Martino, J. P. (1993a). "Baysian Updates Using Precursor Events," <i>Technological Forecasting and Social Change</i>, Vol. 43, pp.169-176.</p> <p>Martino, J. P. (1993b). "A Comparison of Two Composite Measures of Technology," <i>Technological Forecasting and Social Change</i>, Vol. 44, pp.147-159.</p> <p>Triplett, J. E. (1985). "Measuring Technological Change with Characteristics-Space Techniques," <i>Technological Forecasting and Social Change</i>, Vol. 27, pp. 283-307.</p>

Semester	III	Elective	Technology Management
Course Code	308TM	Type	Subject – Elective
Course Title	Strategies for Information Goods and Network Economies – I		

Course Objectives:

1	To learn about the characteristic features of network and information goods (and related products).
2	To understand the distinctive impact of network and information goods on competitive strategies in these industries, and how to manage them.
3	To highlight distinctive role of pricing in case of information goods.
4	To highlight importance of network effects & strategies to exploit network effect.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Introduction to information and network goods. Cost structures, network effects, product complements, two-sided networks, standards, compatibility, product and price differentiation, Platforms and two-sided networks	5 + 1
2	Methods for Pricing and Price Discrimination: Demand, supply, price elasticity, price optimization, variety of pricing schemes, price discrimination, Pricing information goods, Characteristics of information goods, and how they affect product differentiation, price discrimination, versioning.	5 + 1
3	Game theory and competition: Introduction to the concept of Game theory. Competitive duopoly pricing and product decisions. Price Discrimination through Versioning and Bundling. Product bundling. The design and pricing of product bundles	5 + 1
4	Network Effects: Product Design, Launch, and Pricing Strategies, Multiple Dimensions of Value – Technology's standalone value, Networks Externality value. Markets/products as networks, positive feedback, compatibility. Adoption dynamics for network goods. Managing network goods. Competing for Design Dominance in Markets with Network Externalities. Dynamic pricing, product complements and bundles, versioning, product launch strategy	5 + 1
5	Strategies for Platforms and Two-Sided Markets: Determining which side to charge, how to balance growth across both networks. Determining firm structure in platform market.	5 + 1

Learning Resources:

1	Text Books	Carl Shapiro and Hal R. Varian. Information rules: a strategic guide to the network economy. Boston, MA, USA: Harvard Business School Press, 1998 Economics of Information Technology: An Introduction , Hal R. Varian, Joseph Farrell, and Carl Shapiro. Cambridge University Press, 2005.
2	Reference Books	Competition, Regulation and Strategy: The Information Technology Industry, Morris Game Theory and Business Strategy , Oberholzer-Gee and Yao
3	Supplementary Reading Material	The Economics of Network Industries. Oz Shy , Cambridge University Press, 2002.
4	Websites	The Information Economy and Network Economics (at UC Berkeley): lots of pointers to research resources http://www2.sims.berkeley.edu/resources/infoecon/Networks.html and data http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/

5	Journals	<p>DeLong, J. B. and Froomkin, A. M. (2000). "Speculative Microeconomics for Tomorrow's Economy". Vol 5 No. 2, February 2000</p> <p>Nagle, T. (1984). Economic Foundations for Pricing. <i>Journal of Business</i>, 57</p> <p>Sahay, A. (2007), "How to Reap Higher Profits with Dynamic Pricing", <i>Sloan Management Review</i>, 48(4/Summer): 53-60.</p> <p>Lancaster, K. (1966). A New Approach to Consumer Theory. <i>Journal of Political Economy</i>, 74(2), 132-157.</p> <p>Brooks, Christopher H., Robert S. Gazzale, Rajarshi Das, Jeffrey O. Kephart, Jeffrey K. MacKie-Mason, and Edmund H. Durfee (2002). "Model Selection in an Information Economy: Choosing What to Learn," <i>Computational Intelligence</i>, vol. 18, no. 4 (Nov.): 566-582.</p> <p>Shapiro, Carl, and Hal Varian. "The Art of Standards Wars." <i>California Management Review</i> 41, no. 2 (1999): 8-32.</p> <p>Hamel, Gary, Yves L. Doz, and C. K. Prahalad. "Collaborate With Your Competitors — And Win." Harvard Business Review, January 1, 1989.</p> <p>Katz, M.L., Shapiro, C.: Network Externalities, Competition, and Compatibility, <i>American Economic Review</i> vol. 75, 1985, pp. 424 – 440</p>
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Semester	III	Elective	Technology Management
Course Code	309TM	Type	Subject – Elective
Course Title	Advanced Manufacturing Technology		

Course Objectives:	
1	To provide students with an understanding of the key concepts of advanced manufacturing technology used in modern manufacturing facility
2	To develop an understanding of the principles of operation and characteristics of specific technologies and processes.
3	To appreciate the effect of technologies on global manufacturing and competitiveness.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Advance Manufacturing Technology: Introduction to Advanced Manufacturing Technologies, Production System facilities, Manufacturing Support Systems, Automation in Production System, Manufacturing Operations, Product/Production Relationships, Cost of Manufacturing Operations.	5 + 1
2	Material Handling and Identification Technologies: Introduction to Material Handling, Considerations in Material Handling System Design, Material Transport Systems, Automated Guided Vehicle Systems, Cranes and Hoists, Storage Systems, Automated Storage Systems, Engineering Analysis of Storage Systems, Automatic Data Capture, Bar Code Technology.	5 + 1
3	Manufacturing Systems: Introduction to Manufacturing Systems, Components of a Manufacturing System, Conventional Manufacturing System, and Manufacturing Progress Functions. Single Station Manufacturing Cells: Single Station Manned Workstations, Single Station Automated Cells, Applications, Analysis of Single Station Cells.	5 + 1
4	Group Technology and Cellular Manufacturing: Part Families, Parts Classification and Coding, Production Flow Analysis, Cellular Manufacturing, Application Considerations in Group Technology, Quantitative Analysis in Cellular Manufacturing, Flexible Manufacturing Systems. Why consider FMS? What are FMS advantages over conventional manufacturing? FMS Management & Control Functions & Performance Statistics, FMS applications.	5 + 1
5	Rapid Manufacturing Processes: Classification of Rapid Manufacturing (RM) Processes- Additive/Subtractive/Formative Principles of various rapid manufacturing process, Typical Process Chain; Materials for RM; Operating principles, and characteristics of R M processes; Introduction of alternative technologies like Laminated Object Manufacturing , Shaped Deposition, Stereo-lithography , 3D printing, Selection of RM processes based on the product requirements; Process selection, Applications and Case studies.	5 + 1

Learning Resources:		
1	Text Books	Automation, Production Systems and Computer-Integrated Manufacturing, Mikell P. Groover, Prentice Hall. Flexible Automation and Intelligent Manufacturing, Begell House, 1998
2	Reference Books	Manufacturing Engineering and Technology, S.Kalpajian, S.Schmid, Prentice Hall, 2006, 5th Edition.
3	Supplementary Reading Material	Computer Integrated Manufacturing and Engineering, Rembold, Nnaji, Storr, Addison Wesley, 1994 Computer-Aided Manufacturing, Tien-Chien Chang, Richard A. Wysk, Hsu-Pin Wang, Prentice Hall Gibson, I, Rosen, D W., and Stucker, B., Additive Manufacturing Methodologies: Rapid Prototyping to Direct Digital Manufacturing, Springer, 2010. Hopkinson, N, Haque, R., and Dickens, P., Rapid Manufacturing: An Industrial Revolution for a Digital Age: An Industrial Revolution for the Digital Age, Wiley, 2005.
4	Websites	http://www.wohlersassociates.com http://www.materialise.com/materialise/view/en/449917-Rapid+Manufacturing.html http://www.ifm.eng.cam.ac.uk/research/ctm/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	International Journal of Technology Management Journal of Technology, Management and Applied Engineering Journal of Manufacturing Science and Engineering, Transactions of the ASME

Semester	III	Elective	Technology Management
Course Code	310TM	Type	Subject – Elective
Course Title	Product Strategy for High Technology Companies – I		

Course Objectives:

1	To increase student's awareness of the forces driving the competition among technology-based companies & need for strategic approach to product management in high technology companies.
2	To provide an understanding of decision making frameworks for managing products in high technology companies.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Strategy & Vision: Impaired Vision - Tunnel Vision, Blindness, Shortsightedness, Hallucination. Exceptional Vision – 20/20 Vision, Peripheral Vision, Foresighted Vision. Core Strategic Vision – Focus, Clarity, Completeness, Feasibility. Change in Vision – Need for Clarification, Evolution, Obsolescence. Vision Guides Strategy. Aligning Vision and Strategy: CSV Boundary Framework, Aligning Financial Plans/Economic Model. Aligning Market Trends. Aligning Technology Trends/Strategy. Aligning Product Strategy. Aligning the Business Charter. Aligning Core Competencies / Value Chain.	5 + 1
2	Product Platform Strategy: Ingredients of Product Platform Strategy. Benefits of Platform Strategy. Product Platform of Microsoft, Apple, AT & T, Walt Disney, Amazon, etc. Product Platform Management. Product Line Strategy: Ingredients of Product Line Strategy. Product Line Strategy of Amazon, HP Color, Dell, Walt Disney, etc. , Product Line Management.	5 + 1
3	The MPP framework: Product Structure Strategy. The Market Platform Plan (MPP) Framework – Markets & Market Segments, Economic and Business Case, Product Offerings and Product lines, Product Platforms, Value Chain Strategies and Ongoing MPP Management. Managing the Technology Elements.	5 + 1
4	Successful Expansion Paths: Leveraging Product or Technical Competencies. Leveraged Expansion framework. Leveraged Expansion Paths.	5 + 1
5	Strategic Balance and Portfolio Management: Strategic Balance Tradeoffs - Focus versus Diversification, Short Term versus Long Term, Current Platforms versus New Platforms, One Business Unit versus Another, Research versus Development. High versus Low Risk, Financial Return. Setting priorities. Beyond Portfolio Management.	5 + 1

Learning Resources:		
1	Text Books	Product Strategy for High Technology Companies, Michael McGrath, MGH, 2nd Edition.
2	Reference Books	Marketing of High-Technology Products and Innovations by Jakki Mohr, Sanjit Sengupta, Stanley Slater, 2nd Edition
3	Supplementary Reading Material	Marketing High Technology by William H. Davidow Product Marketing for Technology Companies by Mark Butje, Elsevier
4	Websites	http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/ http://www.ifm.eng.cam.ac.uk/research/ctm/
5	Journals	International Journal of Technology Management International Journal of Technology Intelligence and Planning

Semester	III	Elective	Technology Management
Course Code	311TM	Course Type	Subject – Elective
Course Title	Foundations of Knowledge Management		

Course Objectives:	
1	To familiarize the participants with basic concepts of data, information & knowledge
2	To highlight importance of knowledge management in complex environments.
3	To provide an overview of systems, technologies & infrastructure required for knowledge management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Knowledge 1.1 Meaning of data, information, knowledge and expertise 1.2 Meaning of epistemology, Types of Knowledge - Subjective & Objective views of knowledge, procedural Vs. declarative, tacit Vs. explicit, general Vs. specific. 1.3 Types of expertise – associational, motor skill, theoretical 1.4 Characteristics of knowledge – explicitness, codifiability, teachability, specificity 1.5 Reservoirs of knowledge	5 + 1
2	Introduction to Knowledge Management (KM) 2.1 Meaning of Knowledge Management, Forces Driving 2.2 Organizational issues in KM 2.3 KM Systems & their role 2.4 Relevance of KM in today's dynamic & complex environment 2.5 Future of Knowledge Management	5 + 1
3	KM Solutions for capture, sharing & applications 3.1 KM Processes, 3.2 KM Systems, 3.3 Mechanisms & Technologies	5 + 1
4	KM Infrastructure 4.1 Organizational Structure 4.2 Organizational Culture 4.3 Communities of Practice 4.4 Information Technology Infrastructure 4.5 Common Knowledge	5 + 1
5	KM Impact 5.1 Dimensions of KM Impact – People, Processes, Products & Organizational Performance 5.2 Factors influencing impact – universalistic & contingency views 5.3 Assessment of KM Impact – Qualitative & quantitative measures 5.4 Identification of appropriate KM solutions	5 + 1

Learning Resources:		
1	Text Book	Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). <i>Knowledge Management Challenges, Solutions, and Technologies</i> . Prentice Hall. ISBN: 0-13-109931-0.
2	Reference Books	Elias M. Awad, Hassan M. Ghaziri (2004). <i>Knowledge Management</i> . Prentice Hall. ISBN: 0-13-034820-1. Donald Hislop, <i>Knowledge Management in Organizations</i> , Oxford 2nd Edition. Ian Watson (2002). <i>Applying Knowledge Management: Techniques for Building Corporate Memories</i> . Morgan Kaufmann. ISBN: 1558607609. Madanmohan Rao (2004). <i>Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions</i> . Butterworth-Heinemann. ISBN: 0750678186. Stuart Barnes (Ed.) (2002). <i>Knowledge Management Systems Theory and Practice</i> . Thomson Learning. KimizDalkir, <i>Knowledge Management in Theory and Practice</i> , Elsevier, Butterworth-Hinemann. SheldaDebowski, <i>Knowledge Management</i> , Wiley India Edition.
3	Supplementary Reading Material	Chris Collison, Geoff Parcell (2001). <i>Learning to Fly: Practical Lessons from one of the World's Leading Knowledge Companies</i> . Capstone. ISBN: 1-84112-124-X. Helen N Rothberg and G Scott Erickson, <i>From Knowledge to Intelligence – Creating Competitive Advantage in the Next Economy</i> , Elsevier, Butterworth-Hinemann. Peter F. Drucker, David Garvin, Leonard Dorothy, Straus Susan, John Seely Brown (1998). <i>Harvard Business Review on Knowledge Management</i> . Harvard Business School Press. ISBN: 0875848818. Madanmohan Rao, <i>Leading with Knowledge – Knowledge Management Practices in Global Infotech Companies</i> , TMGH.
4	Websites	http://www.research.ibm.com/journal http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Dueck, G. (2001) Views of knowledge are human views. <i>IBM Systems Journal</i> , 40(4), 885-888. http://www.research.ibm.com/journal/sj/404/dueck.html . Lesser, E.L. & Storck, J. (2001) Communities of practice and organizational performance. <i>IBM Systems Journal</i> , 40(4), 831-841. http://www.research.ibm.com/journal/sj/404/lesser.html . Prusak, L. (2001) Where did knowledge management come from? <i>IBM Systems Journal</i> , 40(4), 1002-1007. http://www.research.ibm.com/journal/sj/404/prusak.html . Avram, G (2006). "At the Crossroads of Knowledge Management and Social Software" <i>The Electronic Journal of Knowledge Management</i> 4 (1), 1-10. http://www.ejkm.com/volume-4/v4-i1/Avram.pdf . Marwick, A.D. (2001) Knowledge management technology. <i>IBM Systems Journal</i> , 40(4), 814-830. http://www.research.ibm.com/journal/sj/404/marwick.html . Gongla, P. & Rizzuto, C.R. (2001) Evolving communities of practice: IBM Global Services experience. <i>IBM Systems Journal</i> , 40(4), 831-841. http://www.research.ibm.com/journal/sj/404/gongla.html . Thomas, J.C., Kellogg, W.A. & Erickson, T. (2001) The knowledge management puzzle: human and social factors in knowledgemanagement. <i>IBM Systems Journal</i> , 40(4), 863-884. http://www.research.ibm.com/journal/sj/404/thomas.html .

Semester	III	Elective	Technology Management
Course Code	312TM	Type	Subject - Elective
Course Title	Business Intelligence and Analytics		

Course Objectives:

1	To understand principles of BI and Analytics at conceptual level
2	To understand application areas for implementing BI and Analytics
3	To develop skills to design BI and Analytics projects

Syllabus:

Unit Number	Contents	Number of Sessions
1	Business Intelligence: definition , concept and need for Business Intelligence, Case studies BI Basics : Data, information and knowledge, Role of Mathematical models	5+1
2	Business Analytics at the strategic level: Strategy and BA , Link between strategy and Business Analytics, BA supporting strategy at functional level, dialogue between strategy and BA functions, information as strategic resource Business Analytics at Analytical level : Statistical data mining, descriptive Statistical methods, lists, reports, automated reports, hypothesis driven methods, data mining with target variables, cluster analysis, Discriminate analysis, logistic regression, principal component analysis.	5+1
3	Business Analytics at Data Warehouse Level Designing physical database , Deploying and supporting DW/BI system	5+1
4	Business Intelligence Architectures: Cycle of Business Intelligence Analysis, Development of Business Intelligence System, spread sheets, concept of dashboard, OLAP, SOA, decision engineering. BI Tools: Concept of dashboard.	5+1
5	BI Applications in different domains- CRM, HR, Production	5+1

Learning Resources:

1	Text Books	Decision Support and Business Intelligence Systems, Turban, Sharda, Delen, Pearson
2	Reference Books	Business Intelligence Success Factors Tools for aligning your business in the global economy by Olivia Parr Rud, John Wiley and sons , 2009 The Profit impact of Business Intelligence by Steve Williams and Nancy Williams , Morgan Kauffman Publishers/ Elsevier, 2007 Business Intelligence: Practices, Technologies, and Management- Rajiv Sabherwal, Irma Becerra-Fernandez Business Analytics for Managers : Taking Business Intelligence beyond reporting by GERT H.N. Laursen, JesperThorlund, Wiley and SAS Business Series, 2010
3	Supplementary Reading Material	The Great Mind Challenge for Business, Vol. 1 and 2, IBM (I) Pvt. Ltd, Bangalore
4	Websites	www.sas.com www.smartdatacollection.com http://hbswk.hbs.edu/ http://www.ifm.eng.cam.ac.uk/research/ctm/
5	Journals	International Journal of Business Intelligence Research ,

Semester	III	Elective	Technology Management
Course Code	313TM	Type	Subject – Elective
Course Title	Designing Organizations for Uncertain Environment		

Course Objectives:	
1	To develop and acquire cognitive framework to understand and analyze the hyper-turbulent international business environment in the era of technological discontinuity.
2	To gain insights into strategic models that successful organizations deploy to develop their strategies.
3	To learn designing principles to create organizations capable of performing in uncertainty and hyper-turbulence.
4	To appreciate the HR/People systems and processes required for emergent organizational forms

Syllabus:

Unit Number	Contents	Number of Sessions
1	Understanding Emerging Environment: Emergence of Vertical/Type-5 Environment, Understanding Hyper-turbulence, Networks and Business Eco-Systems, Role of Information Technology in Shaping Business Environment, Understanding Impact of Technological Discontinuities, Law of Increasing Returns in Networked, Knowledge-Based Economy	5 + 1
2	Changing Models of Strategy: Strategy-Making under Uncertainty, Application of Complexity/Chaos Theory to Strategy, Strategy as “Sense-Making”, Shaping and Adapting to Networks	5 + 1
3	New Forms of Organization: Organizations as Networks, Types of Network Organizations / Clusters, Self-Organizing Systems, Organizational Designs for Change and Innovation, Designing Principle for New Forms of Organizations	5 + 1
4	People and Process issues in Emerging Organizational Forms: Systems for Team-Based Functioning, High Performance Work Systems, Managing Empowerment and Accountability, Designing Roles and Systems for Flat, Networked Organization, Developing Competencies for New Organizational Forms	5 + 1
5	Case Studies	5 + 1

Learning Resources:		
1	Text Books	Adler, Nancy J., International Dimensions of organizational Behaviour, 4th Ed., South western College Publishing Company, Singapore, 2001. Bartlett, C.A. and S. Ghoshal, Managing Across Borders: The Transnational Solution, Century Business London, 1989.
2	Reference Books	Beamish, Paul w., Allen J. Morrison, Phillip M. Rosenzweig and Andrew C. Inkpen, International Management: Text and Cases, Irwin McGraw Hill, Boston, 2000. Fowler, Alam, Negotiation Skills: Skills and strategies, University Press Hyderabad, 1990.
3	Supplementary Reading Material	Helen, D., Management: Managing Across Borders and Cultures, Prentice - Hall, Upper Saddle River, New Jersey, 2000 Pucik, C.A. and Y. Doz and G. Healund, Managing the Global Firm , Routledge, London, 1990. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.
4	Websites	http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/ http://www.ifm.eng.cam.ac.uk/research/ctm/
5	Journals	Indian Journal of International Business and Finances Asian Journal of Management Cases Global Journal of International Business Research Harvard Business Review International Business and Management Journal of International Business Journal of International Business and Economy

Semester	III	Elective	Technology Management
Course Code	314TM	Type	Subject – Elective
Course Title	Technology Transfer & Commercialization		

Course Objectives:	
1	To understand the key concepts and options in technology transfer and commercialization
2	To provide the students with working knowledge and skills to plan and implement technology assessment, market assessment, alignment of technology in technology transfer and transmission process.
3	To provide the students with understanding on issues concerning roles of various intellectual property rights, patent search, sustainability and competitive advantage, science and technology policy, start-up, and licensing and spin-off companies.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Technology Entrepreneurship and Innovation; Technology Transfer & Transmission Process; Technology Commercialization Process; Role of Intellectual Property in Protecting Innovation	5 + 1
2	Technology and Market Assessment: Customer Needs Driven Product Specifications; Negotiating the Deal and Marketing the Innovation; Financial Plan and Selection of Innovation Projects; Innovation and Risk Management; Technology Valuation and Impact Analysis; Market Assessment and Alignment of Technology.	5 + 1
3	Business Plan: Executive summary - Business description - Industry analysis and trends - Competitive analysis - Target market - strategic position – risk assessment - Market strategies - Design and development plan - Technology plan -management and organization - Financial factors - Financial features - sales, profits, cash flows and return on investment - Financial requirements - loan , equity source of collateral - Current business position- Relevant information about the company, its legal form of operation, when it was formed, the principal owners and key personnel - Major achievements - developments within the company that are essential to the success of the business.	5 + 1
4	Commercialization Strategy: Coming Full Circle in the Commercialization Loop; Business Plan Science and Technology Policy; Negotiating and Monitoring the Licensing Agreement; Start-Up and Spin-Off Companies; Joint Venture.	5 + 1
5	Case Studies: Case studies drawn from commercial, industrial and research applications.	5 + 1

Learning Resources:		
1	Text Books	<p>Cooke, I. and Mayes, P. (1996), Introduction to Innovation and Technology Transfer, Norwood: Artech House.</p> <p>Jolly, Vijay. 1997. Commercializing New Technologies, Getting From Mind to Market. Harvard Business School Press.</p> <p>Eskelin, A. (2001), Technology Acquisition: Buying the Future of your Business, Boston, Mass.: Addison-Wesley.</p> <p>Jolly, V.K (1997), Commercialization of New Technologies, Greeting from Mind to Market, Boston, Mass.: Harvard Business School Press.</p> <p>K. Allen, Bringing New Technology to Market, Upper Saddle River, NJ: Prentice-Hall, 2003.</p> <p>Braun, Ernest. 1998. Principles of technology assessment in Technology in Context: Technology Assessment for Managers. New York: Routledge.</p>
2	Reference Books	<p>Dorf, R.C. (1999), The Technology Management Handbook, Boca Raton, Fla.: CRC Press.</p> <p>Inzelt, A. and Hilton, J. (1999), Technology Transfer: From Invention to Innovation, Kluwer Academic, Norwell.</p> <p>Melissa, A. Schilling (2008), Strategic Management of Technology Innovation, McGraw-Hill International Edition, 2nd Edition, Singapore.</p> <p>Muir, A.E. (1997), The Technology Transfer System, New York: Latham Book Publishing.</p> <p>Parr, R.L. and Sullivan, P.H. (1996), Technology Licensing: Corporate Strategies for Maximizing Value, New York: John Wiley & Sons.</p>
3	Supplementary Reading Material	<p>Clifford, M. Gross and Joseph P. Allen, (2003) "Technology Transfer for Entrepreneurs – A Guide to Commercializing Federal Laboratory Innovation", Praeger Publishers, USA.</p> <p>Iansiti, M. (1998), Technology Integration: Making Critical Choices in a Dynamic World, Mass.: Harvard Business School.</p> <p>Paulson, E. (2001), The Technology M&A Guidebook, New York: John Wiley & Sons.</p> <p>Megantz, R.C. (2002), Technology Management: Developing and Implementing Effective Licensing Programs, New York: John Wiley & Sons.</p> <p>Spencer, R.H. (2003), Technology Best Practices, New York: John Wiley & Sons.</p> <p>Timmons, J.A. (2003), New Venture Creation, Sixth edition, Chicago: Irwin.</p>
4	Websites	<p>Protecting Innovations by Utility Models (http://www.wipo.int/sme/en/ip_business/utility_models/utility_models.htm).</p> <p>Ramsey. W.S., "Financing a New Venture", http://www.williamramseylaw.com/pages/Pfinancing.html</p>
5	Journals	<p>Cohen, M. W., "Patents and Appropriation_ Concerns and Evidence", Journal of Technology Transfer, 30(1&2): 57-71, 2005.</p> <p>Farris, G.F., "Research in Innovation Management and Technology Transfer in China", The Journal of Technology Transfer, 32(1-2) 123-126, April 2007.</p> <p>Johnson, S.D., Gatz, E.F., & Hicks, D. (1997). Expanding the content base of technology education: Technology transfer as a topic of study. <i>Journal of Technology Education</i>, 8(2).</p>

Semester	III	Elective	Technology Management
Course Code	315TM	Type	Subject – Elective
Course Title	Digital Marketing		

Course Objectives:	
1	To confront students with discussions about the implications of an increasingly technological society.
2	To provide insights on how to implement marketing in a digital world.
3	To make students understand the traditional and new communication/marketing approaches to create competitive advantage in the Digital world.
4	To understand how the emergence of the technology will affect marketing, value creation, and consumer perceptions.

Syllabus:

Unit Number	Contents	Number of Sessions
1	The Technological Society: Introduction to internet and WWW technology including security. Introduction to digital marketing and e-commerce: Business models, Business Models on the Web. Public policy: social, legal, ethical, political issues for e-commerce. Mobile e-commerce, Killer apps for strategic goals. Retailing (e-tailing) , Disintermediation , Channel conflict. Pricing Strategies in 'fluid e-retail markets.' Services online : Online content & digital media , B2B e-commerce , Global opportunities and issues.	5 + 1
2	Marketing in the Age of Fragmentation: Mapping Digital Marketing Media, The Long Tail , The Economics of the Attention Economy , Goldhaber's Attention Economy. Know your customer - Buyer behavior, segmentation, targeting. The customer experience - Web design, customer service, Quality of the online experience. Characteristics of E Marketing: Addressability, Interactivity, Accessibility, Connectivity, Control.	5 + 1
3	Digital Marketing Tools: Overview, the website, branding, banner ads, affiliate marketing. Paid search, search engine optimization (SEO), comparison shopping engines. Email, RSS, podcasting, Blogs, Viral, Wikis, CRM. Auctions , Portals. Online Branding: When they talk back... Communication and Branding in the Networked Economy. Search Engine Marketing. Online Communities and Innovation Communities, Mass Collaboration and Crowd-sourcing: How does the Internet help Innovate? Social networks , Value Creation through Social Networking.	5 + 1
4	Web analytics & marketing metrics: Marketing research. The New Rules of Customer Intelligence: Laboratory Marketing and Customer Branding. Understanding Digital Analytics, Acquisition, Engagement and Conversion, Measuring Social Impact, Multi-Touch Analytics, Mobile Analytics, The Future of Digital Analytics: Big Data.	5 + 1

	<p>Project on web marketing: Each student shall undertake a project on web marketing and submit it as a document (Word or PDF) or PowerPoint or other interactive presentation.</p> <p>Student shall apply basic principles learned in this course. Student is expected to develop a web marketing plan for any organization – real or imaginary (proposed).</p> <p>The project shall include the following:</p> <ol style="list-style-type: none"> 1. Company Overview 2. Product and/or Service Description 3. Web Sales and Marketing Goals (traffic, sales, leads, brand awareness, etc.) 4. Website Purpose 5. Target Customer 6. Market Description/Competitive Analysis 7. SWOT Analysis 8. Unique Selling Proposition or Value Proposition 9. Revenue Generation 10. Web Marketing Medium Suggestion(s) (How will you get there?) 11. New Website/Web Redesign 12. Search Engine Marketing 13. E-mail 14. Online Advertising 15. Social Media 16. Affiliate Marketing 17. Website optimization/analytics 18. Viral Marketing 19. Traditional Media 20. Online Networking 21. Marketing Execution Plan 22. Budget 23. Tracking and Analysis (how can you tell when you're there, or what's working?) 	5 + 1
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Learning Resources:		
1	Text Books	Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation by Damian Ryan, Calvin Jone. Kogan Page. Marketing 2012 by William M. Pride, O. C. Ferrell, Cengage Learning. Integrated Marketing Communications: Asia Pacific Edition by William Chitty, Nigel Barker, Michael Valos, Terence A. Shim, Cengage Learning. DigiMarketing: The Essential Guide to New Media and Digital Marketing by Kent Wertime, Ian Fenwick Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity by Avinash Kaushik
2	Reference Books	Wiki Brands – Reinventing Your Company In A Customer Driven Market Place, Sean Moffitt and Mike Dover, TMGH. Advanced Web Metrics with Google Analytics by Brian Clifton. Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know Mark Jeffery
3	Supplementary Reading Material	Direct and Digital Marketing in Practice by Brian Thomas, Matthew Housden
4	Websites	http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/ http://www.ifm.eng.cam.ac.uk/research/ctm/
5	Journals	-

MBA SYLLABUS: SEMESTER IV

Semester	IV	Specialization	NA
Course Code	401	Type	Generic Core
Course Title	Managing for Sustainability		

Course Objectives:	
1	Apply general ethical principles to particular cases or practices in business.
2	Think independently and rationally about contemporary moral problems.
3	Recognize the complexity of problems in practical ethics.
4	Demonstrate how general concepts of governance apply in a given situation or given circumstances.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Corporate social responsibility: Concept, The nature of corporate responsibility and corporate citizenship, Relevance in the present day business environment.</p> <p>Corporate social responsibility and stakeholders: Internal and external stakeholders, Responsibility to various stakeholder groups, Interest and influence of various stakeholder groups, Formulating and implementing a policy for corporate social responsibility</p> <p>Bottom of the pyramid opportunities: Issues and opportunities for business in socially and environmentally sensitive world, Social and environmental problems and how they shape markets.</p>	7 + 2
2	<p>Sustainable Development: concept, definition of sustainable development, need, importance, education, Philosophical development, Gandhian Thought on Sustainable Development, Sustainable Development and social framework, equitable distribution, difference between sustainable development and green development, criticism.</p> <p>Stakeholder Impact: Stakeholders and the power they wield, Reducing socio-environmental costs and risks: managing the downside, Driving revenues and creating intangible value: managing the upside</p>	7 + 2
3	<p>3.1 Business case for sustainable development: Three dimensions of sustainable development</p> <p>1) Environmental: Atmosphere, fresh water and oceans, land use, management of human consumption, energy, food, waste management, Understanding ecological "footprint": Eco-tracking, carbon marketing, carbon credits, economics of sustainability, Designing for the environment and "greening" the supply chain, regulation, case studies.</p> <p>2) Economic: environment degradation and economic growth, nature as an economic externality, economic opportunity.</p> <p>3) Social: Peace, security, social justice, sustainability and poverty, human relationship to nature, human settlements</p> <p>3.2 Study of business models for sustainable development: Indian & Global perspectives.</p> <p>3.3 Sustainability reporting: Triple bottom line reports - The content of sustainability reports (also CSR reports, ESG reports, social and environmental reports)</p> <p>3.4 Social accountability standard - ISO 26000: Social responsibility guidance standard, Global Compact Principles, Environmental Impact Assessment, Life Cycle Analysis, Social Impact Assessment</p>	7 + 2

4	<p>4.1 Corporate Governance : Meaning – OECD principles, Difference between governance and management, Purpose of good governance, Potential consequences of poor corporate governance, Business failure and the contribution of poor governance</p> <p>4.2 Relevant Theories: Agency theory, transaction cost theory, stakeholder theory. Friedman 's theory of CSR.</p> <p>4.3 Stakeholder value approach: Stakeholder value approach, Enlightened stakeholder approach, stakeholder approach to Governance, risk and financial stability. The balancing of conflicting objectives</p> <p>4.4 Key issues in corporate governance: Role and composition of the board, remuneration of directors and senior executives, accounting and audit, internal controls, checks and governance, relations with shareholders and other stakeholders. Clause 49 of Listing agreement & Corporate Governance Code, CEO, CFO Certification. Role of regulators – SEBI, IRDA, RBI, ED, etc.</p> <p>4.5 Applying best practice in governance: Voluntary and regulatory approaches, rules or principles, concept of 'comply or explain'. Governance problems for global companies and groups. Governance issues in the public sector. Governance issues in the voluntary sector (NGOs and charitable organizations)</p> <p>4.6 Governance aspects: Sarbanes-Oxley Act 2002: Section 302: CEO/CFO certifications, Section 404(a): internal control report, Governance and role of auditors and audit committee.</p> <p>4.7 Case Studies on Corporate Governance: Satyam , Infosys, Tata, Wipro.</p>	7 + 2
5	<p>Corporate Ethics:</p> <p>5.1 The Ethical Value System: Universalism, Utilitarianism, Distributive Justice, Social Contracts, Individual Freedom of Choice, Professional Code,</p> <p>5.2 Values: Importance, Sources of Value Systems, Values across Cultures</p> <p>5.3 Indian Values and Ethics: Respect for Elders, Hierarchy and Status, Need for Security, Non – Violence, Cooperation, Simple Living high Thinking, Rights and Duties, Ethics in Work life, Holistic relationship between Man and Nature, Attitudes and Beliefs.</p> <p>5.4 Business Ethics: Nature, Characteristics and Needs, Ethical Practices in Management, Ethical Values in different Cultures, Culture and Individual Ethics, Relationship between Law and Ethics, Impact of Laws on Business Ethics.</p> <p>5.5 Ethics and Corporate Excellence: Code of Ethics in Business Houses, Strategies of Organizational Culture Building, Total Quality, Customer Care, Care of the Employees as per Statutes, Objective and Optimistic Approach.</p> <p>5.6 Indian and Global case studies</p>	7 + 2

Note:

Introductory treatment of all topics is expected to sensitize the students.
Compliance / Regulatory aspects should not be overemphasized.

Learning Resources:		
1	Text Books	<p>Corporate Governance by Christine A Mallin, Oxford University Press.</p> <p>Corporate Governance in India – An Evaluation by S C Das, PHI – Eastern Economy Edition.</p> <p>Corporate Governance Codes, Systems and Practices by S C Das, PHI – Eastern Economy Edition.</p> <p>Triple Bottom Line Reporting and Corporate Sustainability by S Singh, PHI – Eastern Economy Edition.</p> <p>Ethics, Business & Society Edited by Ananda Das Gupta, Response Books</p> <p>Business Ethics by Crane and Matten, Oxford University Press, 2nd Edition.</p> <p>Business Ethics – An Indian Perspective, by Ronald Francis and Mukti Mishra, TMGH.</p> <p>Corporate Governance Values and Ethics by Dr. Neeru Vasishth & Dr. Namita Rajput, Taxman</p> <p>Corporate Governance – Principles, Mechanisms & Practice, Swami Dr. Partasarathy, Biztantra Publications.</p>
2	Reference Books	<p>The Satyam Saga – Business Standard Publication</p> <p>Ethics for the Real World by Howard and Korver, Harvard Business Press.</p> <p>Ethics in Practice by Kenneth Andrews, Harvard Business School Press.</p> <p>Mastering Business in Asia by Peter Wallace and John Zinkin, Wiley India.</p> <p>The Sustainable Enterprise – Profiting from best practice by Simmons and Simmons, Kogan Page, 2nd Edition.</p> <p>Corporate Governance – Principles, Policies & Practices, by Bob Tricker, Oxford University Press.</p> <p>Corporate Governance – Principles, Policies & Practices, by A C Fernando, Oxford University Press.</p> <p>Corporate Governance by K Prasad, PHI – Eastern Economy Edition.</p> <p>Corporate Governance – Global Concepts & Practices, Dr. S Singh, Excel Books.</p>
3	Supplementary Reading Material	<p>An Introduction to Business Ethics by Joseph DesJardins, TMGH, 2nd Edition.</p> <p>Business Ethics – Text and Cases by C S V Murthy, Himalaya Publications, 2nd Revised Edition.</p> <p>Case Studies on Ethics and Corporate Governance Vol I and II, ICFAI Books</p>
4	Websites	<p>www.icgn.org/</p> <p>http://www.oecd.org/document/49/0,3343,en_2649_34813_31530865_1_1_1_1,00.html</p>
5	Journals	<p>Business & Society</p> <p>Corporate Governance: An International Review</p> <p>Corporate Governance: The International Journal of Effective Board Performance</p> <p>Journal of Business Ethics</p> <p>Ethics & Accountability in a Context of Governance & New Public Management</p>

Semester	IV	Specialization	NA
Course Code	402	Type	Generic Core
Course Title	Dissertation		

Course Objectives:	
1	To offer the opportunity for the young students to acquire on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity.
2	To provide means to immerse students in actual supervised professional experiences
3	To gain deeper understanding in specific areas.

The student shall work under the supervision of the Faculty and carry out a dissertation and submit a structured report in TWO hard copies & one soft copy (CD). *In the interest of environmental considerations, students are encouraged to print their dissertation reports on both faces of the paper.*

The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in management. The topic is chosen in consultation with the student's supervisor. The student will prepare and present a detailed research proposal prior to starting the work. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic before commencing the dissertation work. A dissertation outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed dissertation and make an oral presentation of the same. Through the dissertation, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the dissertation / project shall be certified by the Faculty Guide & approved by the Director of the Institute.

Dissertation shall have a weightage of 2 credits. The Institute shall conduct a viva-voce for evaluation of the dissertation, for 50 marks. The panel shall comprise of 2 internal Faculty members (One who has supervised the student and the other one as Jury) nominated by the Director. The Institute may invite an additional external examiner from the industry. Copies of Dissertation report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

**MBA SYLLABUS: SEMESTER IV
MARKETING MANAGEMENT - SPECIALIZATION**

Semester	IV	Specialization	Marketing
Course Code	403MKT	Type	Subject Core
Course Title	Services Marketing		

Course Objectives:	
1	To emphasize the significance of services marketing in the global economy.
2	To make the students understand the deeper aspects of successful services marketing.
3	To provide insights to the challenges and opportunities in services marketing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Services marketing : Definition, Significance, Characteristics of Services: Intangibility, Inconsistency, Inseparability and Inventory. Classification of Services. Consumer Behavior in Services: Search, experience and credence attributes, Pre & post experience evaluation, factors influencing customer expectation of service, Moment of truth Extended Marketing Mix for Services: Need for additional three marketing mix elements in Services Financial & economic impact of service	7 + 2
2	Traditional Marketing Mix Elements in Services: Service Product: Customer perception, Customer satisfaction, Tolerance zone, Service quality - ServQual, GAP model and Critical incident model, Concept of loyalty & creation of a loyalty programme, Service recovery, Impact of service failures versus product failures, Nature of complaining behavior—Complaint Resolution, Service Recovery Process. Service Pricing: Costs of service delivery, Customer Profitability Measurement, Revenue management Techniques, Price Discrimination and Segmented Pricing. Service Place: Delivering services through intermediaries & electronic channels. Service Promotion: Integrated service marketing communication, Visual merchandising, Referrals, Challenge of Service communication	7 + 2
3	Service Process: Service design & standards – Process service blue print Demand & capacity management , Quality function deployment (QFD), Standardization (hard / soft measures), Service delivery, self-service technologies	7 + 2
4	People & Physical Evidence: Employees' Role in Service Delivery, Service Culture: Internal Marketing, Service-Profit Chain, Emotional labor Customers' role in service delivery, Customer as a co-producer Physical Evidence: Experience Servicescape elements (to include architectural design), Virtual Servicescape	7 + 2
5	Applications of Service Marketing: Marketing in Tourism, Hospitality, Airlines, Telecom, IT & ITES, Sports & Entertainment, Logistics, Healthcaresectors (Examples/Case studies on these applications are expected)	7 + 2

Learning Resources:		
1	Text Books	Services Marketing by Zeithaml, Bitner, Gremler & Pandit, TMGH, 4th Edition Services Marketing by Christopher Lovelock Services Marketing, Rama Mohan Rao, Pearson Services Marketing by Rampal & Gupta Services Marketing by Helen Woodruff
2	Reference Books	Services Marketing: Concepts and Practices by Ramneek Kapoor, Justin Paul & Biplab Halder, McGraw Hill Services Marketing by Rajendra Nargundkar, McGraw-Hill, 3 rd Edition
3	Supplementary Reading Material	C H Lovelock, Journal of Marketing Vol. 4 Summer 1983, pages 9-20
4	Websites	www.itsma.com/
5	Journals	The service encounter: diagnosing favorable & unfavorable incidents by Bitner M. J., Booms B. H. & Tetreault M. S., Journal of marketing, Jan 1990, Vol. 54, pp. 71-84. Marketing intangible products & product intangibles by Levitt T., Harvard Business Review, 1981, Vol. 59, pp. 95-102 The services marketing: an approach by Blois K. J., European journal of marketing, Vol. 8, Issue 2, 1974, pp. 137-145 Services marketing is different by Berry L.L., Business, May-June, 1980, pp. 24-30. Putting the Service Profit Chain to Work by Heskett, James L., Jones, Thomas O., Loveman, Gary W., Sasser, W. Earl, and Schelsinger, Leonard A. Harvard Business Review, (March-April 1994) pp. 164-174 The customer as co-producer by Solveig Wikström, European Journal of Marketing, 1996, Vol. 30, Issue 4 Customer contributions & roles in service delivery by Bitner, Faranda, Hubbert & Zeithaml, International Journal of Services and Industrial Marketing, Vol. 8, Issue 3, pp. 193-205 Delivering Quality Service; Balancing Customer Perceptions and Expectations by Zeithaml, Parasuraman & Berry. Free Press, 1990. Service quality models: A review by Sheth, Deshmukh & Vrat IJQRM, 2005, Vol. 22, Issue 9, pp. 913-49

Semester	IV	Specialization	Marketing
Course Code	404MKT	Type	Subject Core
Course Title	Sales & Distribution Management		

Course Objectives:	
1	To provide foundations in components of sales and distribution management.
2	To introduce various facets of the job of a sales manager.
3	To focus on decision making aspects and implementation of decisions in sales and distribution management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Sales and Distribution Management: 1.1 Sales Management: Objectives, Nature & Scope, Sales Environment, Sales Planning, Strategic role of sales management 1.2 Marketing Channels: Functions and Significance, Structure - Vertical and Horizontal, Symbiotic, Role of marketing channels in the dynamic market place, Designing the Market Channel system, Channels for Consumer goods, Industrial goods, Inter Dependency of Sales & Distribution 1.3 Managing Marketing Channels: Channel Policies, Choice of the channel, Organizational Pattern in the Channel, Assessing Channel Performance, Causes for Channel Conflict & Techniques to overcome conflict, Channel Information System	8 + 2
2	Organizing the Sales Force: 2.1 Objectives & Structure of Sales Organization, 2.2 Organizing the Sales Force, Recruitment, selection and training the sales force, 2.3 Field Sales Planning , Compensation and Evaluation of Sales Force	4 + 2
3	Sales Planning & Control: 3.1 Sales Planning: Sales Forecasting & Budgeting, Sales Quotas and Targets 3.2 Sales Control: Reporting Formats for Primary and Secondary Sales, Monthly Sales Plan, Territory Sales and Coverage Plan, Daily Sales Call Report, Expired Goods and Breakage Return Report, Fortnightly Sales Review Report, Order Booking Report, Monthly and Quarterly Sales Report. 3.3 Sales Audit: Sales Force Productivity Indicators (Value and Volume) – Territory Productivity, Per Person per Month Productivity, Sales to Marketing Expenses Ratio. 3.4 Specialized Techniques in Selling: Tele / Mobile Marketing, Online Marketing, E Commerce	8 + 2
4	Marketing Channels 4.1 Significance and role of channels, C&F Agents, Types of the Wholesalers 4.2 Franchising: Significance and importance of Franchisee in Channel Decision –Advantages of Franchisee –Process of appointment of Franchisee-Franchiser Franchisee relationship. Rol calculation at Dealer Level.	+ 2
5	Retailing: 5.1 Nature and Importance of Retailing , Types of Retailers, Organized & unorganized Retailing Formats, Retail Merchandising, Retail Decision Location and Size , 5.2 Retailer Promotion: Advertising, Sales Promotion and POP Promotion, Shelf Management, Communicating with the retailer customer, Economic cost of retailing, New Trends in Retailing, Role and Significance of Multi-level Marketing	9 + 2

Learning Resources:		
1	Text Books	Sales and Distribution Management by Havaladar & Cavale, TMGH Sales Management by Still, Cundiff & Govani, Pearson Education Sales and Distribution Management, SL Gupta, Excel books
2	Reference Books	Retailing Management by Michael Levy & Barton Weitz, TMGH, 5 th Edition
3	Supplementary Reading Material	Retail Management by Gibson Vedamani , Jaico Books Retailing Management by Swapna Pradhan , TMGH
4	Websites	http://www.franchiseindia.com/ http://www.franchising.com/
5	Journals	How Potential Conflict Drives Channel Structure: Concurrent (Direct and Indirect) Channels by Sa Vinhas, Alberto; Anderson, Erin., Journal of Marketing Research, Nov2005, Vol. 42 Issue 4 Channel Structure and Strategic Choice in Distribution Channels by Wren, Brent M., Journal of Management Research, Aug2007, Vol. 7 Issue 2, Effects Of Sales Force Automation Use On Sales Force Activities And Customer Relationship Management Processes by Moutot, Jean-Michel; Bascoul, Ganaël., Journal of Personal Selling & Sales Management, Spring2008, Vol. 28 Issue 2 Using your sales force to jump-start growth by Hancock, Maryanne; Hatami, Homayoun; Rayan, Sunil. McKinsey Quarterly, 2011, Issue 2 Franchising: An Overview by Windeshausen H. Nicholas; Joyce, Mary L., American Journal of Small Business, Jan77, Vol. 1 Issue 3 Sales Employees Compensation: An Optimal Balance Between Fixed and Variable Pay by Madhani, Pankaj M., Compensation & Benefits Review., Jul/Aug2009, Vol. 41 Issue 4, p44-51.

Semester	IV	Specialization	Marketing
Course Code	405MKT	Type	Subject - Elective
Course Title	Retail Marketing		

Course Objectives:

1	To provide insights into all functional areas of retailing.
2	To give an account of essential principles of retailing.
3	To give a perspective of the Indian retailing scenario.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Overview of Retailing: Definition, Scope, Role of Retailer in the Channel of Distribution, Benefits of Retailing, Functions of Retailers, Evolution of Retailing – Global Retail Scenario – Indian Retail Scenario – Drivers of retail change in India - Emerging Trends and Opportunities in India, Retailing Industry – Size of Retail in India and its components.</p> <p>1.2 Retailing Environment: Economic Environment – Legal Environment – Technological Environment – Competitive Environment – Indian Experience in Retailing – Foreign Direct Investment in Retail in the Indian context.</p> <p>1.3 Classification of Retailers: Classification by Ownership – Independent Stores – Chain stores – Franchise Stores – leased Departments – Cooperatives, Classification by Strategy – General Merchandise Retailers – Discount Stores – Specialty Stores – Off Price Retailers, Classification by Product Line – Department stores – Supermarkets – Hypermarkets – Convenience Stores - Services retailing.</p> <p>1.4 Non Traditional Retail Classifications: Non store retailer – Direct Marketing – Catalog Marketing– Telemarketing – TV Home shopping – Automatic vending – E – Tailing – Malls and other formats</p>	5 + 1
2	<p>2.1 Retail Market Strategy: Definition, target market & retail format, Differentiating, Growth strategies, Strategic Retail planning process.</p> <p>2.2 Strategic Profit Model : Gross Margin Return On Inventory Management (GMROI)</p> <p>2.3 Retail Location & Site Selection: Types of retail locations, Steps involved in choosing a retail location, Methods of evaluating a trading area,</p> <p>2.4 Store Layout, Design & Visual Merchandising: Store planning, Store Design and the retailing mix, Space mix, effective space management, Store layout – circulation plan, Floor Space management. Markups and Markdowns, Shrinkage in merchandise management.</p>	5 + 1
3	<p>3.1 Retail Administration : Store management, Human resource management, Information System & SCM</p> <p>3.2 Planning Merchandise Assortment: Category management, Buying organization, Assortment planning process, Analyzing merchandise performance.</p> <p>3.3 Planning Merchandise Assortments: Organizing the buying process by categories- Category Management – The Buying Organization – Setting Financial Objectives for the Merchandise Plan – Gross Margin Return On Inventory Management (GMROI), Measuring Inventory Turnover – Sales Forecasting – Assortment Planning Process – Variety – Assortment – Product Availability – Tradeoffs between Variety, Assortment and Product Availability – Assortment Plan, Product Mix Trends.</p>	5 + 1

4	4.1 Merchandise Pricing: Setting the Retail Price- Pricing Objectives – Pricing strategies – Pricing Methods – Pricing Adjustments – Price Discrimination 4.2 Retail Communication Mix: Role of Communication in Retailing – Methods of communication – Planning the Retail Communication Programs – Implementing and Evaluating the Retail Communication Programs	5 + 1
5	5.1 Mall Management: Major players nationally & internationally, Role of promoter, developer& retailer: selecting tenant stores, Managing experience, target footfalls & their conversion to sales. Identifying customers, differentiating the mall, real estate pricing, Measuring duration & sequence of visit, Number & nature of outlets visited & spend of share of wallet across the tenants. 5.2 Challenges to Indian Retail Sector : Political & legal, economic, real estate pricing, customer coming of age to shop in organized sector	5 + 1

Learning Resources:		
1	Text Books	Retailing Management by Michael Levy & Barton Weitz, TMGH, 5 th Edition Retailing Management by Swapna Pradhan , TMGH
2	Reference Books	Retail Management by Gibson Vedamani , Jaico Books Retailing by Patrick Dunne, Robert Lusch, David Griffith, Thomson Learning, Indian reprint. Retail Marketing Management by David Gilbert, Pearson Publication. Retail Management, Arif Sheikh, Himalaya Publishing
3	Supplementary Reading Material	It happened in India by Kishore Biyani, Rupa & Co. Business Today, November1999, Mall Management, pp. 7-22
4	Websites	http://www.cci.in/pdf/surveys_reports/indias_retail_sector.pdf http://www.indiaretailing.com/ http://www.imagesretail.com/
5	Journals	Organized Retailing in India: Upstream Channel Structure and Management by Dabas, Chitra Srivastava; Sternquist, Brenda; Mahi, Humaira., Journal of Business & Industrial Marketing, 2012, Vol. 27 Issue 3 India: Shopping with the Family by Sheth, Kartik N.; Vittal, Ireena., McKinsey Quarterly, 2007, Issue 4 The Future of Shopping by Rigby, Darrell., Harvard Business Review, Dec2011, Vol. 89 Issue 12 The Wheel of Retailing by Hollander, Stanley C., Journal of Marketing, Jul1960, Vol. 25 Issue 1 The Mall as Bazaar: How Kiosks Influence Consumer Shopping Behavior by Runyan, Rodney; Kim, Jung-Hwan; Baker, Julie., Journal of Marketing Management. Feb2012, Vol. 28 Issue 1/2, p85-102.

Semester	IV	Specialization	Marketing
Course Code	406MKT	Type	Subject - Elective
Course Title	Rural Marketing		

Course Objectives:	
1	To understand rural aspects of marketing
2	To learn nuances of rural markets to design effective strategies
3	To enhance deeper understanding of rural consumer behavior

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Rural Marketing 1.1 Defining rural markets & rural marketing, evolution of rural marketing 1.2 Rural Marketing Environment – PEST analysis 1.3 Rural Economic Structure, Rural Occupation Pattern, Incomes & Consumption, Rural market Size 1.4 Rural Infrastructure	4+1
2	Rural Consumer Behavior& Marketing Research 2.1 Characteristics of Rural Consumers, Role of Opinion Leaders, Diffusion of Innovation in Rural Markets 2.2 Sources & Type of Secondary Data on Rural markets 2.3 Collecting Primary Data in Rural setting	4+1
3	Segmentation, Targeting & Positioning 3.1 Bases of Segmenting Rural Markets 3.2 Target Marketing, Coverage of Markets 3.3 Positioning in Rural Markets	4+1
4	Product & Pricing Strategy in Rural Markets 4.1 Rural Product Categories 4.2 Packaging for Rural Markets 4.3 Branding in Rural Markets, Problem of Fake Brands 4.4 Pricing Strategy – special considerations in rural markets 4.5 Credit in rural markets – need, sources & innovative credit delivery systems	6+1
5	Rural Distribution & Communication 5.1 Challenges of distribution in Rural markets, Rural Retail System – last mile problem, public distribution system, cooperatives 5.2 Emerging Models in Rural Markets: E-Chaupal, Project Shakti 5.3 Challenges for Rural Communication: Massage & Media for Rural Communication	7+1

Learning Resources:		
1	Text Books	The Rural Marketing Book by Pradeep Kashyap & Siddhartha Raut
2	Reference Books	Rural Marketing – Concepts & Practices by Balram Dogra, Karminster Ghuman Rural Marketing by R.V. Badi, N.V. Badi
3	Supplementary Reading Material	A New Approach to Rural Marketing by Kaushik Sircar
4	Websites	http://www.echaupal.com/ http://www.rmai.in/
5	Journals	International Journal of Rural Management by SAGE E-Journals of RMAI Indian Journal of Marketing

Semester	IV	Specialization	Marketing
Course Code	407MKT	Type	Subject - Elective
Course Title	Service Operations Management		

Course Objectives:	
1	To acquaint the students with the service operations strategy aspects.
2	To provide students with the concepts and tools necessary to effectively manage field service operations.
3	To familiarize the students with the concepts of CRM and role of IT in managing service operations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Service Operations Concept: Nature of Services, Difference between Manufacturing and Service Operations, Service Operations Characteristics, Purpose and objectives of service operation, Functions and processes in service operation, Different Pure Service Organizations and their peculiarities.	4 + 1
2	Service Operation Strategy: Service objectives and goal formulation, Service organization: In house Vs. Outsourcing, Centralized Vs. Decentralized, Creating Customer Connection, Effect of technology on service operations- strategic and tactical problems of managing operations functions in service environment, economies of customer loyalty, alignment between target market segments, manpower implications. Enhancing customer satisfaction, Service Operations as Profit Centre.	5 + 1
3	Designing & Managing Service Operations: Technology and its Impact on Services, Design and Development of Service Delivery Systems, Factors determining design of service systems-Impact of customer contact on design of service system, Work Measurement, Locating Facilities, Designing their Layout. Service capacity, Capacity Planning process design in service systems -basic structure of waiting line model-Principles of queuing theory for capacity analysis issues-Short term capacity planning problems- service quality measurements. Service operation processes for Event management, Financial management, IT service consultancy management.	6 + 1
4	Field Service Management, Service Manpower Planning & Scheduling: Field Service Organization, Field Service Inventory Management, Field Technical Support Service, Integrating Field Service with Information Technology, Field Service Effectiveness Evaluation, Field Service and its impact on Customer satisfaction, Field Service and Customer Relations Management, Uncertainty in Manpower Requirements, Cyclical and Seasonal nature of demand, Service Level Considerations and Cost Considerations in Manning.	5 + 1
5	5.1 Customer Relationship Management: Customer requirement assessment, Customer satisfaction parameters and indices, Manpower recruitment and training, Customer feedback collection and analysis, Customer service evaluation. 5.2 IT Enabled Customer Service: Call Centre Operations and Management, Web-enabled Services, ERP enabled Field and Technical Support Services, Tele marketing and servicing.	5 + 1

Learning Resources:		
1	Text Books	Successful Service Operations Management by Metters, King-Metters, Pulliman and Walton, Thomson India Edition, 2 nd Edition. Customer Service, Robert Lucas, Tata McGraw
2	Reference Books	Service Operations Management - Improving Service delivery by Robert Johnston Graham Clark, Prentice Hall.
3	Supplementary Reading Material	Service Strategy by Fitzsimmons, J.A. and Fitzsimmons, M.J. Chapter 3 in Service Management, McGraw-Hill International Edition, 2006, 37 – 58.
4	Websites	www. msom.journal.informs.org/
5	Journals	Service Operations Management: Return to Roots by Robert Johnston, International Journal of Operation and Production Management Vol.19 No.2, 1999 pp.115-124. Compassionate High Quality Health care at Low Cost: The Arvind Model by Shah, J. and Murty, L.S., IIMB Management Review, 16 (3), 2005, 31 – 43. Will You Survive the Service Revolution? by Karmarkar, U., Harvard Business Review, 82 (6), 2004, 101 – 107.

Semester	IV	Specialization	Marketing
Course Code	408MKT	Type	Subject - Elective
Course Title	International Marketing		

Course Objectives:	
1	To make the students understand the concept and techniques of international marketing.
2	To train the students to develop plans and marketing strategies for entering into international markets and managing overseas operations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	International Marketing: Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment. Global markets, International market groups- EU, ASEAN, SAFTA, NAFTA, Emerging economies. International marketing research and information system; foreign market entry modes; global marketing operations and strategies; International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.	9 + 1
2	International Product Strategies: Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, International Trade Product Life Cycle, New Product Development; counterfeiting and IPR issues.	4 + 1
3	Pricing for International Markets: Factors Affecting International Price Determination; Price Quotations and Terms of Sale, pricing strategies; international dumping; financing marketing transactions.	4 + 1
4	Managing International Distribution: The structure of international distribution systems; International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; channel selection decisions; aspects of international supply chain management; international direct marketing; leveraging international distribution for competitive advantage.	4 + 1
5	Managing International Promotion Mix: Planning for Trade Fairs and Exhibitions; Advertising and other Modes of Communication, International promotion mix; push and pull strategies; aspects of international sales management; challenges of international advertising; global media strategy.	4 + 1

Learning Resources:		
1	Text Books	<p>International Marketing by Cateora, Graham & Salwan, Mc Graw Hill, 13th Edition, 2008.</p> <p>International Marketing by Rakesh Mohan Joshi, Oxford University Press, 2005.</p> <p>International Marketing by Czinkota & Ronkainen, Cengage Learning, 8th Edition (India), 2008.</p> <p>International Marketing Management by Subhash Jain, CBS Publishers & Distributors, 3rd Edition, 1997.</p> <p>International Marketing, 4th Ed., PK Vasudeva, Excel Books</p> <p>International Marketing by Rajgopal, Vikas Publication, New Delhi</p>
2	Reference Books	<p>International Marketing by Terpstra, Vern and Sarathy, Ravi, The Dryden Press, Chicago , 2000.</p> <p>Global Marketing Management by Keegan, Warren J. , Pearson Education , New Delhi, 7th Edition, 2002.</p> <p>Global Marketing Management by Kotabe Masaaki and Helsen Kristiaan, John Wiley & Sons (Asia) Ltd., 2nd Edition, 2001.</p> <p>International Marketing: Analysis and Strategy by Onkvisit, Sak and Shaw, John J. Edition, Prentice Hall., 2004.</p> <p>International Marketing: An Indian Perspectives by Varshney, R. L. and Bhattacharya, B. , Sultan Chand, New Delhi, 2001.</p> <p>International Marketing Strategy by Doole Isobel and Robin Lawe, , Thomson Learning</p>
3	Supplementary Reading Material	<p>EXIM Policies</p> <p>World Bank Reports</p>
4	Websites	<p>Websites of the Ministry of Commerce</p> <p>Websites of the Ministry of Finance</p>
5	Journals	<p>Journal of International Marketing</p> <p>AMA's Journal of International Marketing</p>

Semester	IV	Specialization	Marketing
Course Code	409MKT	Type	Subject - Elective
Course Title	Export Documentation and Procedures		

Course Objectives:	
1	To familiarize students with policy, procedures and documentation relating to foreign trade operations.
2	To provide a review of the main documents involved in export order processing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Significance of Procedures and Documentation in International Trade: procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS) classification System ;Role of ICC; INCOTERMS; nature of export/trading houses.	5 + 1
2	Export Order Processing: export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure.	5 + 1
3	Methods of Payment in International Trade: documentary collection of export bills; UCPDC guidelines; realization of export proceeds – provisions of RBI's Exchange Control Manual; pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.	5 + 1
4	Major Export Promotion Schemes in India: EPCGS, duty exemption scheme; DEPB scheme; SIL; facility for deemed exports; Export promoting institution's – role of export promotion councils, commodity boards and ITPO.	5 + 1
5	Regulations for International Trade: Major laws governing India's export import trade- Foreign Trade (Development & Regulation) Act, Pre-shipment Inspection & Quality Control Act, 1963 & Customs Act, 1962; Foreign Exchange Management Act, 2000	5 + 1

Learning Resources:		
1	Text Books	<p>Export Import Procedures & Documentation by Dr. Kushpat S. Jain, HPH, 5th Revised Edition, Aug. 2007</p> <p>Export Marketing by B. S. Rathor & J. S. Rathor, HPH, 3rd Revised & Enlarged Edition, 2006</p> <p>Export Management by T. A. S. Balagopal, HPH, 18th Revised Edition, 2006</p> <p>Export Management by D.C. Kapoor, Vikas Publishing House, 2009</p> <p>Export- Policy, Procedures and Documentation by M. I. Mahajan, Show white, 24th Edition, 2010</p> <p>International Business Management, Text and Cases, Dutta, Excel Books</p>
2	Reference Books	<p>Export Procedures and Documentation by M.D. Jitendra, Rajat Publications, Delhi.</p> <p>Export Markets and Foreign Trade Management by Pervin Wadia, Kanishka Publications, New Delhi.</p>
3	Supplementary Reading Material	<p>Nabhi's Exporters Manual and Documentation.</p> <p>Nabhi's New Import-Export Policy Procedures.</p> <p>Export/Import Procedures and Documentation by Thomas E. Johnson, Donna L. Bade, AMACOM</p>
4	Websites	www.eximbankindia.com
5	Journals	<p>A Study of Export and Import Problems Faced by the Mumbai Based Importers and Exporters by Shinde, Govind P, Advances in Management; Apr2012, Vol. 5 Issue 4, p44-51.</p> <p>A Study on Export Performance of Indian Spices by Muthusamy, A. Global Management Review. 2010, Vol. 5 Issue 1, p25-38.</p> <p>External Sector: Outlook. India Country Monitor. Feb2012, p17-18</p> <p>Economic Forecast, Country Report. India. Jul2011, Issue 7, p7-11</p>

Semester	IV	Specialization	Marketing
Course Code	410MKT	Type	Subject - Elective
Course Title	Marketing Strategy		

Course Objectives:

1	To introduce a systematic understanding of marketing strategy and decision making in dynamic marketing environment.
2	To understand and apply the STP of marketing (segmentation, targeting, positioning).
3	To understand and appreciate the concept of marketing strategy formulation and implementation.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Marketing Strategy: Marketing's role in formulating & implementing strategies, market oriented management, Overview of the process of formulation & implementation of marketing strategy, integrating marketing strategy with the firm's other strategies & resources, market opportunity analysis, formulating strategies for specific situations, implementation & control.	3 + 1
2	Understanding Market Opportunities 2.1 Meaning of markets & industry, assessing market & industry attractiveness using Mullins' framework – Market Domain, Industry Domain, Team Domain 2.2 Forecasting Based on Current Demand: Market build up method, chain ratios, market factor index method 2.3 Forecasting Based on Past Demand: Time series analysis, Trend analysis, Leading indicators 2.4 Forecasting through Experimentation: Concept testing, Test marketing 2.5 Forecasting through Intentions & Expert Opinion: Buyers intentions, sales force opinion, trade opinion, expert opinion, Delphi method, Bootstrapping, Cross impact analysis	6 + 1
3	Targeting Attractive Market Segments & Positioning 3.1 Choosing Attractive Market Segments – A five step process 3.2 Different Targeting Strategies: Mass market, niche market, growth market 3.3 Differentiation Based on Product, Image, Channel, Personnel & Services 3.4 Positioning Process: identifying relevant competitors, identifying determinant attributes, collecting information on perceptions of products & brands, determine a product's current position, determine customers' most preferred position, examine the fit between current position & market preferences, writing positioning statement	5 + 1
4	Marketing Strategies for New Market Entries & Growth Markets 4.1 Market Entry Strategies for Pioneers & Followers: Sources of competitive advantage for pioneers & followers 4.2 Components of strategic marketing programmes for Mass market penetration & niche market penetration 4.3 Growth Market Strategies for Market Leaders: Different types of marketing objectives for leaders, market share maintenance strategies 4.4 Growth Market Strategies for Followers: Different types of marketing objectives for followers, market share growth strategies	6 + 1

5	Marketing Strategies for Mature & Declining Markets 5.1 Challenges in mature & declining markets, transition from growth to maturity 5.2 Marketing Strategies for Mature Markets: Maintaining current market share, extending volume growth 5.3 Marketing Strategies for Declining Markets: Marketing objectives & programmes for Harvesting, Maintenance, Survivor & Niche Strategy	5 + 1
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Learning Resources:		
1	Text Books	Marketing Strategy by Walker, Mullins, Boyd & Larreche Marketing Strategy and Competitive Positioning by Graham Hooley, Brigitte Nicoulaud, Nigel F. Piercy, Pearson Education, , 5 th Edition. Strategic Marketing Management-Richard Wilson & Colin Gilligan
2	Reference Books	Strategic Management & Marketing by Narendra Singh, Himalaya Publication Strategic Marketing Text & Cases- S. Shajahan, Viva Books Strategic Marketing Planning by Colin Gilligan Strategic Marketing Management -Text & Cases, by UC Mathur, Macmillan
3	Supplementary Reading Material	Strategic Marketing by A. Nag, Macmillan Publication Strategic Marketing by Musadiq Sahaf, Prentice-Hall of India Pvt. Ltd. Strategic Marketing for Non-Profit Organization-Alan Anderson & Philip Kotler http://www.iitk.ac.in/infocell/announce/convention/papers/Changing%20Playfield-06-Saurabh%20Kumar%20Saxena.pdf
4	Websites	http://www.mhhe.com/walker http://marketing-strategy-examples.com/
5	Journals	Journal of Strategic Marketing of AMA Marketing & strategy-The Wall Street Journal of Business Strategy- Emerald Journal of Marketing

Semester	IV	Specialization	Marketing
Course Code	411MKT	Type	Subject - Elective
Course Title	Marketing Decision Models		

Course Objectives:	
1	To study scientific and data based developments that assist marketing professionals in arriving at cost effective marketing strategies
2	To analyze the important developments in marketing theory to understand and control markets effectively

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Modeling in Marketing 1.1 Analytical decision making , Science & Marketing, marketing decision support systems, intelligent marketing systems, Data Warehousing & Data Mining applications , Benefits of modeling in marketing, 1.2 Model building process, trends in building & using models, information value chain 1.3 Taxonomy of Market Response Models based on number of marketing instruments, market response modeled, functional forms, competitive effects, nature of data used, level of aggregation, estimation methods, uncertainty.	4 + 1
2	Mathematics & Statistics for Marketing Models 2.1 Relationship between Marketing Variable: Graphs & functions 2.2 Linear Algebra and Systems of Equations in Marketing 2.3 Differential Equations: applications for market dynamics 2.4 Calculus for optimization 2.5 Basic Probability Concepts 2.6 Statistical Distributions for Modeling: Bernoulli, Binomial, Chi-Squared, Exponential, F-Distribution, Normal, Poisson, Student's t distribution	6+ 1
3	3. Applications in Environment Analysis 3.1 Demand decomposition framework for environment analysis & models 3.2 Identifying Competitors through Brand Switching Matrix, 3.3 Models for Forecasting Competitors' Actions, Game Theory 3.4 Stochastic Models of Consumer Behavior: Purchase Incidence Models, Brand Choice Models	5 + 1
4	Applications in Forecasting & Resource Allocation 4.1 Demand Forecasting Models: Extrapolations & curve fitting, Regression techniques, Analogy Methods 4.2 Models for Forecasting Sales for Consumer Durable , Diffusion of Innovation – Bass Model & its revisions, Repeat Purchase Models 4.3 Models for Resources Allocation among Sbus & Products: STRATPORT, & AHP 4.4 Models for resources allocation across geographical territories	5 + 1
5	Models for Marketing Mix Variables 5.1 Modeling for Product Positioning & Design -Preference Choice Model – Expectancy value, preference regression, PERCEPTOR, LINMAP & DEFENDOR models of product design 5.2 Pricing Models 5.3 Models for Promotional Budget Decisions 5.4 Models for Media Scheduling 5.5 Sales Promotion Models: Rao Lilien Model	5 + 1

Learning Resources:		
1	Text Books	Marketing Models by Lilien, Kotler & Moorthy, Prentice-Hall of India
2	Reference Books	Analysis for Strategic Marketing by Rao & Steckel Marketing decision models by Randall L. Schultz, Andris A. Zoltners, North Holland
3	Supplementary Reading Material	The Handbook of Marketing Decision Models by Berend Wierenga, Springer
4	Websites	http://www.12manage.com/i_m.html
5	Journals	Modeling and Forecasting Sales Data by Time Series Analysis by Kapoor, S. G.; Madhok, P.; Wu, S. M., Journal of Marketing Research (JMR). Feb1981, Vol. 18 Issue 1, p94-100. Judgment Based Marketing Decision Models: Problems and Possible Solutions by Chakravarti, Dipankar; Mitchell, Andrew; Staelin, Richard., Journal of Marketing. Fall1981, Vol. 45 Issue 4, p13-23 Econometric Models for Marketing Decisions by Wittink, Dick R., Journal of Marketing Research, Feb2005, Vol. 42 Issue 1, p1-3 Bridging the Academic-Practitioner Divide in Marketing Decision Models by Lilien, Gary L., Journal of Marketing. Jul2011, Vol. 75 Issue 4, p196-210. Using Buyer Behavior Models to Improve Marketing Decisions by Aaker, David A., Journal of Marketing. Jul1970, Vol. 34 Issue 3, p52-57 Endogeneity in Marketing Decision Models by Shugan, Steven M., Marketing Science. Winter2004, Vol. 23 Issue 1, p1-3.

Semester	IV	Specialization	Marketing
Course Code	412MKT	Type	Subject - Elective
Course Title	Marketing of High Technology Products		

Course Objectives:	
1	To provide students with the concepts and tools necessary to effectively market a high technology product.
2	To help the students learn the marketing mix aspect of marketing high technology products.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to High Technology: Common Characteristics of High Technology, Continuum of Innovations - Radical/Breakthrough Innovations - Incremental Innovations - Implications of Different Types of Innovations - Contingency Model for High-Tech Marketing - Does Marketing Need to Be Different for High-Technology Products and Innovations? - Framework for Making High-Technology Marketing Decisions.	5 + 1
2	Product Development and Management Issues in High-Tech Markets: Market Orientation, R&D–Marketing Interaction, High-Tech Marketing Research Tools - Concept Testing - Conjoint Analysis - Customer Visit Programs - Empathic Design - Lead Users - Quality Function Deployment - Prototype Testing - Beta Version Testing, Technology Development - The “What to Sell” Decision, Product Architecture: Modularity, Platforms and Derivatives, New Product Development Teams - Developing Services as Part of the High-Technology Product Strategy, Implications for High-Tech Marketing - Protection of Intellectual Property - Understanding Gray Markets - Black Markets, Piracy, and Restricted Exports - Managing Intellectual Property. Categories of Adopters - Crossing the Chasm. The Choice of Customer, Customer Strategies to Avoid Obsolescence, Customer Migration Decisions, Marketers’ Migration Options.	8 + 1
3	Pricing Considerations in High-Tech Markets: The High-Tech Pricing Environment, Customer Oriented Pricing- Steps and Implications. Pricing of After-Sales Service - The Technology Paradox- Solutions to the Technology (Pricing) Paradox - From Free to Fee. The Effect of the Internet on Pricing Decisions - Additional Pricing Considerations - Outright Sale of Know-How versus Licensing Agreements - Licensing Restrictions - Pay-Per-Use versus Subscription Pricing - Price Bundling – Leasing.	4 + 1
4	Distribution Channels in High-Tech Markets: Channel Considerations in High-Tech Markets - Blurring of Distinctions Between Members in the Supply Chain - Need for Indirect Channels to Provide Value for Manufacturers - Evolution of High-Tech Channels.	4 + 1
5	Advertising and Promotion in High-Tech Markets: Tools to Build and Maintain Customer Relationships: The Importance of Branding in High-Tech Markets, Developing a Strong Brand - Ingredient Branding - Branding for Small Business. New-Product Pre-announcements - Advantages and Objectives of Pre-announcements -Disadvantages of Pre-announcements - Tactical Considerations in the Pre-announcement Decision.	4 + 1

Learning Resources:		
1	Text Books	Marketing of High-Technology Products and Innovations by Jakki Mohr, Sanjit Sengupta, Stanley Slater, 2 nd Edition
2	Reference Books	Marketing High Technology by William H. Davidow Product Marketing for Technology Companies by Mark Butje
3	Supplementary Reading Material	Crossing the chasm: Marketing and Selling High Tech Products to Mainstream Customers by Geoffrey Moore Product Strategy for High Technology Companies by Michael E. McGrath. Collaboration And Co-Creation , Platforms For Marketing And Innovations by Gaurav Bhalla Next Generation Product Development : How to Increase Productivity, Cut Costs, and Reduce Cycle Times by Michael E. McGrath The Innovator's Dilemma by Clayton M. Christensen
4	Websites	http://marketinghightech.net/
5	Journals	Drucker's Insights on Market Orientation and Innovation: Implications for Emerging Areas in High-technology Marketing by Mohr, Jakki J.; Sarin, Shikhar. Journal of the Academy of Marketing Science. Spring2009, Vol. 37 Issue 1, p85-96. High Technology Marketing: Conceptualization and Case Study by Yadav, Naveen; Swami, Sanjeev; Pal, Prosanto. Vikalpa: The Journal for Decision Makers. Apr-Jun2006, Vol. 31 Issue 2, p57-74. The Marketing of Innovations in High-technology Companies: A Network Approach by Borg, Erik A. European Journal of Marketing. 2009, Vol. 43 Issue 3/4, p364-370. Sales Forecasting in High-Technology Markets: A Utility-Based Approach by Decker, Reinhold; Gribba-Yukawa, Kumiko. Journal of Product Innovation Management, Jan2010, Vol. 27 Issue 1 Sales Forecasting of Products with Very Short Life Cycles by Pizzano, Rudolph. Journal of Business Forecasting, Summer2011, Vol. 30 Issue 2 Forecasting Organizational Adoption of High-technology Product Innovations separated by impact: Are traditional macro-level diffusion models appropriate? By McDade, Sean; Oliva, Terence A.; Thomas, Ellen. Industrial Marketing Management, Feb2010, Vol. 39 Issue 2, p298-307. What High-Tech Managers Need to Know About Brands by Ward, Scott; Light, Larry; Goldstine, Jonathan. Harvard Business Review. Jul/Aug1999, Vol. 77 Issue 4, p85-95. Innovation and the Management of Marketing in High Technology Small Firms by Oakley, Ray. Journal of Marketing Management. Oct91, Vol. 7 Issue 4, p343-356. Introduction to the Special Issue: Marketing Of High-Technology Products and Innovations by Mohr, Jakki J.; Shooshtari, Nader H. Journal of Marketing Theory & Practice. Summer2003, Vol. 11 Issue 3, p1-12. Success in High-Technology Markets: Is Marketing Capability Critical? by Dutta, Shantanu; Narasimhan, Om; Rajiv, Surendra. Marketing Science. 1999, Vol. 18 Issue 4, p547-568. Sustaining Competitive Advantage in a High-Technology Environment: A Strategic Marketing Perspective by Rao, P. M. Advances in Competitiveness Research. 2005, Vol. 13 Issue 1, p33-47

Semester	IV	Specialization	Marketing
Course Code	413MKT	Type	Subject - Elective
Course Title	E Marketing		

Course Objectives:	
1	To contextualize marketing concepts in electronic marketing context.
2	To give insights into various aspects of E Marketing from the perspective of creating Customer Value.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 E Marketing: Concept & scope, E Marketing and E Business interrelationship, Marketing implications of Internet technologies and convergence, Convergence and M commerce.</p> <p>1.2 E Marketing 7 Step Plan: Situation Analysis, E – Marketing Strategic Planning, Objectives, E- Marketing Strategies, Implementation Plan, Budget, Evaluation Plan</p>	5 + 1
2	<p>2.1 E -Marketing Environment: Global markets, Emerging Economies, Technological readiness, Ethical & Legal issues: Privacy and Security Concerns, Electronic Payment System - Different types of payment modes, e-cash, e-check, e-money - E-Security Firewalls</p> <p>2.2 The Virtual Value Chain: Marketplace vs. Market space - Visibility, Mirroring capability, The network economy - "Moore's Law" and "Gilder's Law" , E-Marketplaces and Economic Impacts</p>	5 + 1
3	<p>3.1 Consumer Behavior: Social & cultural context, Individual characteristics and Resources, Motivations for shopping on the net, attributes of online shopping.</p> <p>3.2 Segmenting and Targeting Online Customers: Business – Government and Customer Markets, Important geographic segments for E-Marketing, Demographic segments, Psychographic segments, Behavior segments, Targeting online customers.</p> <p>3.3 Differentiation and Positioning Strategies: Product – Service – Personnel – Channel and Image differentiation. Differentiation Strategies – site atmospherics, making the intangible tangible, building trust, efficient and timely order processing, pricing, CRM, Enhancing the customer experience.</p>	5 + 1
4	<p>4.1 Product Mix of E-Marketing: Product, Creating Customer Value online, Product benefits, Enhanced product development, Taxonomy of Internet products.</p> <p>4.2 Price: Buyers & sellers perspectives, Pricing strategies, Distribution System, Distribution channel metrics.</p> <p>4.3 Integrated Communication: Internet advertising, Website, blogs, community building, on line events, coupons, sampling, contests, games, e mail, permission marketing, viral marketing, messaging, spam, IMC metrics.</p>	5 + 1
5	<p>5.1 Customer Relationship Management: Valued customer experience, CRM Technology & metrics.</p> <p>5.2 The Economics of e-Loyalty: The importance of focusing on the "right" customers Relationship Capital – eCRM - Internet strategies facilitating CRM including personalization, collaborative filtering, data mining, data warehousing and real-time profiling.</p>	5 + 1

Learning Resources:		
1	Text Books	E- Marketing by Judy Strauss, Adel Ansary, Raymond Frost, Prentice Hall Digital Marketing for Dummies by Carter-Brooks-Catalano-Smith
2	Reference Books	Guide to E-Marketing by Prasad Gadkari
3	Supplementary Reading Material	e-Service-New Directions in Theory & Practice by Roland T. Rust and P.K. Kannan
4	Websites	http://www.emarketingstrategiesbook.com/
5	Journals	The Impact of e-service Quality, Customer Satisfaction and Loyalty on e-Marketing: Moderating effect of perceived value by Hsin Hsin Chang; Yao-Hua Wang; Wen-Ying Yang. Total Quality Management & Business Excellence, Apr2009, Vol. 20 Issue 4 Modeling Web Site Design across Cultures: Relationships to Trust, Satisfaction, and E-Loyalty by CYR, Dianne. Journal of Management Information Systems, Spring2008, Vol. 24 Issue 4 Innovativeness and Involvement as Determinants of Website Loyalty: II. Determinants of consumer loyalty in B2C e-commerce by Wang, Hui-Chih; Pallister, John G.; Foxall, Gordon R. Technovation, Dec2006, Vol. 26 Issue 12

Semester	IV	Specialization	Marketing
Course Code	414MKT	Type	Subject - Elective
Course Title	Marketing to Emerging Markets & Bottom of the Pyramid		

Course Objectives:	
1	To understand difference between emerging & developed markets
2	To understand opportunities & challenges in Emerging Markets in general & Bottom Of the Pyramid (BOP) segment in particular
2	To provide a framework for marketing to BOP markets

Syllabus:

Unit Number	Contents	Number of Sessions
1	Overview of Emerging Markets: Countries constituting emerging markets. Countries constituting BRICS & Next 11, Growing economic power of emerging markets, Demographic & economic scenario of emerging market countries. Emerging market size for different business sectors	5 + 1
2	Emerging Markets - Perspectives & Practices: 2.1 Characteristics of Emerging Markets: Emerging markets versus developed markets - market heterogeneity, sociopolitical governance, chronic shortage of resources, unbranded competition, and inadequate infrastructure. 2.2 Comparative Advantage of Emerging Markets: Policy based advantage, raw material based advantage, NGO based advantage, Marketing Implications in terms of strategy, policy & practice of marketing, Marketing Mix Implications.	7 + 1
3	Bottom of the Pyramid Markets: 3.1 Difference between Emerging Markets & BOP Markets, Definition, size & composition of BOP markets all over the world, 3.2 Characteristics of BOP markets, need for segmenting BOP markets	5 + 1
4	Marketing Strategies for BOP Markets: 4.1 Four elements of BOP strategy - creating buying power, shaping aspirations, improving access, and tailoring local solutions. 4.2 C K Prahalad's 12 principles, BOP Protocol	5 + 1
5	Criticism of Marketing to BOP & Alternate Perspectives	3 + 1

Learning Resources:		
1	Text Books	The Fortune at the Bottom of the Pyramid, Prahalad, C.K., Pearson –Singapore.
2	Reference Books	We are like that only, Bijapurkar, R. (2007), New Delhi: Penguin Portfolio.

3	Supplementary Reading Material	<p>World Business Council for Sustainable Development (WBCSD). (2004), Doing business with the poor – a field guide. (March). [Online] Available: http://www.wbcsd.org/DocRoot/uCxCGeIOhrCEXcsN5slo/si-field-guide-reprint.pdf</p> <p>United Nations Development Programme (UNDP). (2008), “Creating Value For All: Strategies For Doing Business With Poor”, The Growing Inclusive Markets Initiative,(July). [Online] Available: http://www.undp.org/gimlaunch/download.shtml.</p> <p>Preston, K, A. Libow, A. Bruno, C.Meade, and R. Wells. (2007), Opportunities for the Majority Index: Analysis of Corporate Performance in Latin America and the Caribbean, The Inter-American Development Bank, 21st December. [Online] Available:http://www.iadb.org/am/2008/docs/OM_Index_Final_Report_v2.pdf.</p> <p>Hammond, A., W. J. Kramer, R. S. Katz, J. T. Tran, and C. Walker. (2007), The Next 4 Billion: Market size and Business strategy at the Base of the Pyramid, World Resources Institute (WRI) and International Finance Corporation (IFC) [Online] Available: http://www.wri.org/publication/the-next-4-billion</p> <p>Bang V.V. and Joshi S. L. (2008), “Conceptualization of Market Expansion Strategies in Developing Economies”, Academy of Marketing Science Review, 4, [Online] Available: http://www.amsreview.org/articles/bang04-2008.pdf</p> <p>Simanis, E. and S. Hart With J. DeKoszmovszky, P. Donohue,D. Duke, G. Enk, M. Gordon, and T. Thieme. (2008), The Base of the Pyramid Protocol: Toward Next Generation BoP Strategy, Center for Sustainable Global Enterprise, Johnson School of Management, Cornell University, 2nd Ed.[Online] Available: http://www.wdi.umich.edu/files/BoPProtocol2ndEdition2008.pdf.</p> <p>Karamchandani, A., M. Kubzansky, and P. Frandano. (2009), Emerging Markets, Emerging Models: Market-Based Solutions To The Challenges Of Global Poverty, Monitor group, (March).</p> <p>Wilson, D. and R. Purushothaman. (2003) “Dreaming With BRICS: Path to 2050.” Goldman Sachs, Global Economics Paper No.99, 1st October.</p> <p>Prahalad, C.K., and A. Hammond. (2002), “Serving the World’s Poor, Profitably”, Harvard Business Review, 80(September), pp. 48-57.</p> <p>Prahalad, C. K. and S. L. Hart. (2002), “The Fortune at the Bottom of the Pyramid”, Strategy + Business, 26, pp.54-67.</p> <p>Beshouri, C.P. (2006), “A Grassroots Approach to Emerging-Market Consumers.” The McKinsey Quarterly, (March), pp.61-71</p> <p>Karnani, A. (2007), “The Mirage of Marketing to the Bottom of the Pyramid: How the Private Sector Can Help Alleviate Poverty”, California Management Review, 49(4), (Summer), pp.90-111.</p> <p>Sheth, J. N. (2011), “Impact of Emerging Markets on Marketing: Rethinking Existing Perspectives and Practices”, Journal of Marketing, Vol. 75 (July), 166 – 182.</p>
4	Websites	http://www.wri.org/
5	Journals	<p>International Journal of Emerging Markets</p> <p>Harvard Business Review</p> <p>California Management Review</p> <p>Journal of Macro Marketing</p>

Semester	IV	Specialization	Marketing
Course Code	415MKT	Type	Subject - Elective
Course Title	Marketing of Financial Services – II		

Course Objectives:

1	To equip young managers with the knowledge of retail banking, corporate banking and investment banking practices in India.
2	To familiarize the students to the requisite regulatory compliances in Wealth Management industry.
3	To make the student understand the Risk-Return principle and its practical use in marketing of financial services.

Syllabus:

Unit Number	Contents	Number of Sessions
1	1.1 Financial Framework: An Overview of the Financial Framework, Bank, Categories of Banks, NBFIs, Regulators, Regulations, Key Concepts 1.2 Banking Business: Banking Business Overview, Structure of a Bank, Banking Channels. 1.3 Retail Banking: Overview, Liability Products, Liability Products-Process & Roles, Asset Products, Asset Process and Roles, Typical Loan Products, Other Services. 1.4 Corporate Banking: Overview, Classification of Products - Fund Based & Non Fund Based, Funded Facilities, Non Funded Facilities, Credit Evaluation, SME Banking.	5 + 1
2	2.1 Specialized Divisions & Support Function: Investment Banking - Advisory Services & Funding; Financial Markets and Treasury, Private Banking and Wealth Management, Rural and Agricultural Banking (India specific), Other Functions. 2.2 Risk Management in Banks and NBFIs: Risk Management Overview, Typical Causes of Financial Crises, The Risk Management Process, Asset Liability Mismatch, Fraud, Identifying/Measuring Risk, Implementing Risk Measures. 2.3 Technology in Banking: An Overview of Technology in Banking, Core Banking Solutions (CBS), Application for Various Channels, Modules for Various Divisions, Cheque Truncation - India & U.S.A	5 + 1
3	3.1 Wealth Management Business: Concept of 'Wealth' and 'Net worth', Concept of HNI, Segmentation of HNIs into various categories - overall profile of each category, Investments needs of HNIs, the 'management' part of 'Wealth Management' for the HNIs. 3.2 Wealth Management Industry: Insight into the Wealth Management Industry, Growth potential of Indian HNI segment, Regulatory aspect of Wealth Management at various levels, Money laundering, Terrorism Financing and compliances across the financial services world to block it.	5 + 1

4	<p>4.1 Wealth Management Services: Service providers (both corporate and individuals) in the area of Wealth Management, Range of products and services offered to each segment of HNIs, Services provided under Holistic Wealth Management such as, Private Banking, Preferred Banking etc., Service mandates a wealth manager needs to know and follow. Various segment - mandate mixes.</p> <p>4.2 Wealth Management Process: Client Engagement, Client Profiling and Targeting, Building Relationships etc. Investment Advisory, Product Manager and Credit Operations etc. available in the Front, Middle and Back offices. Various steps in a KYC process, Wealth Management process and their distribution among front end, middle end and back end offices to ensure better services and products.</p>	5 + 1
5	<p>Risk and Return:</p> <p>5.1 Segmenting Clients Based on The Risk- Return Principle: Risk-Return principle, Risk taking behavior of the client during various stages of human life, clients' comfort zone for investment, Risk Tolerance, determining investment objectives.</p> <p>5.2 Asset Classes and Portfolio: Various asset classes, Portfolio classification based upon the proportion of various asset classes. Asset Allocation, Risk profile of the portfolio, Performance indices of the portfolio - Money Weighted Returns, Risk Adjusted Return, Sharpe Ratio, Treynor Ratio, etc., Analyzing performance of portfolio according to the asset class and the markets.</p>	5 + 1

Learning Resources:		
1	Text Books	Security Analysis and Portfolio Management by Sudhindra Bhat, Excel Books, 2011 Edition Wealth Management by S. K. Bagchi, Jaico Publishing House, 1 st Edition
2	Reference Books	Marketing Financial Products by IBS Centre for Management Research Marketing Financial Services by Hooman Estelami
3	Supplementary Reading Material	Principles and Practices of Banking by Indian Institute of Banking & Finance, Macmillan Publication, 2nd Edition Marketing of Financial Services by V.A. Avadhani, Himalaya Publishing House
4	Websites	http://www.financeindia.org http://www.rbi.org.in
5	Journals	Building Relationships to Last by Hartmann, Ann W. Journal of Financial Service Professionals. Jan2010, Vol. 64 Issue 1, p42-46. Dimensions of Relationship Marketing in business-to-business financial services by Theron, Edwin; Terblanche, Nic S. International Journal of Market Research. 2010, Vol. 52 Issue 3, p383-402 The Management of Customer Relationships as Assets in the Retail Banking Sector by Persson, Andreas. Journal of Strategic Marketing. Feb2011, Vol. 19 Issue 1, p105-119.

Semester	IV	Specialization	Marketing
Course Code	416MKT	Type	Subject - Elective
Course Title	Cross Cultural Relationship Marketing		

Course Objectives:

1	To help students understand the cultural aspects of relationships.
2	To emphasize the need for cultural adaptation in relationship development and negotiations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Mapping Players and Process: Identifying players, deciders, Informal influences that make or break a deal. Cross cultural etiquette and behavior-the basics.	5 + 1
2	Buyer and Seller Feedback Loop: Relational embeddedness - dependency and influence of network members over buyer and seller.	5 + 1
3	Communication in Cross Cultural Relationships: Cross communication between network members.	5 + 1
4	Andersen's model (2003) on cross cultural relationship Initiation and development. Cross cultural sales negotiations.	5 + 1
5	Approaches to Negotiations: Top down, Protocol & Deportment, Deeper cultural characteristics, Consensus, Coalition Building-Negotiation specific expectations to shape process of negotiation.	5 + 1

Learning Resources:

1	Text Books	Relationship Marketing in Cross-cultural contexts by Rugimbana and Nwankwo, Thomson Learning-S. Melbourne The World's Business Cultures and How to Unlock Them by Barry Tomalin and Mike Nicks, Viva Books Pvt. Ltd. Relationship Marketing-the IMP Perspective in Handbook of Relationship Marketing by Jagdish Seth and Atul Parvatiyar 2 nd Edition. Thousand Oaks California, Sage Publications Hofstede G - Cultural Consequences International differences in Work Related Values, Beverly Hills, CA Sage Publications Relationship Marketing -The UK Perspective in Hand book of Relationship Marketing by Jagdish Seth and Atul Parvatiyar 2 nd Edition California, Sage Publications
2	Reference Books	Cross-Cultural Business Behavior: Marketing, Negotiating, Sourcing and Managing across Cultures by Richard Gesteland, 3 rd Edition, Copenhagen Business School Press Cross-Cultural Business Behavior - A guide for Global Management by Richard Gesteland 5 th Edition Marketing by Agreement: A Cross-cultural Approach to business negotiations by McCall, J.B. & M.B. Warrington 2 nd Edition, John Wiley & Sons
3	Supplementary Reading Material	Global Marketing: A Decision Oriented Approach by Svend Hollensen, 5 th Edition. Advances in International Marketing: Establishing Marketing Relationships in Cross Cultural Business, Emerald Insight Books Bargaining Across Borders - How to Negotiate Successfully Anywhere in the world by Foster D.A., MGH, New York
4	Websites	Nil

5	Journals	<p>Cross-Cultural Examination of Relationship Quality, by Barry, James M.; Doney, Patricia M. Journal of Global Marketing, Sep/Oct2011, Vol. 24 Issue 4</p> <p>An investigation of relationship learning in cross-border buyer–supplier relationships: The role of trust, by Liu, C.-L.E. International Business Review, Jun2012, Vol. 21 Issue 3</p> <p>The Complexities of Perceived Risk in Cross-Cultural Services Marketing by Keh, Hean Tat; Sun, Jin. Journal of International Marketing. 2008, Vol. 16 Issue 1, p120-146.</p> <p>The Effects of Adaptation, Commitment and Trust In Cross-Cultural Marketing Relationships by Walton, James R.; Salazar, Ronald J.; Jifu Wang. Journal of Applied Business Research. 2008 3rd Quarter, Vol. 24 Issue 3, p29-38.</p>
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**MBA SYLLABUS: SEMESTER IV
FINANCIAL MANAGEMENT - SPECIALIZATION**

Semester	IV	Specialization	Finance
Course Code	403 FIN	Type	Specialization - Core
Course Title	International Finance		

Course Objectives:	
1	To make students familiar with the operations in foreign exchange markets.
2	To sensitize students with complexities of managing finance of multinational firm.
3	To highlight the importance of the regulatory framework within which international financial transactions can take place, with special reference to India.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Nature and scope of International Finance: Nature and scope of International Finance. The role of Information Technology and financial integration in the process of globalization. International Financial Institutions: International Monetary Fund, World Bank. International credit rating agencies and rating Criteria. International Financing Decision : Issues in Overseas Funding Choices , Economic Circumstances and overall Funding Choices, Funding and Risk Management Aspects. Parity conditions in International Finance: Purchasing Power Parity , Covered Interest Parity , Real Interest Parity , Parity Conditions and Managerial Implications.	7+2
2	Foreign Exchange Markets: Forecasting Exchange Rates : Fundamental Factors Affecting Exchange Rates , Time Series Forecasting Models , Functions of foreign exchange market. Role of participants in foreign exchange market. Foreign Exchange Management Act, 1999, Role of Reserve Bank of India in management of foreign exchange. Exchange rates: Spot rate, Forward rate. Cross rates. Types of exchange rate regimes. Parity relations: purchasing power parity, interest parity. Exchange risk, types of exchange risk, Management of exchange risk. Hedging: internal and external techniques of hedging. Currency Futures and options, Currency Swaps. Speculation in foreign exchange market. Currency arbitrage. Covered interest arbitrage. Convertibility of Indian Rupee.	7+2
3	Global capital Markets: Historical perspective and development, Participants: Issues, investors, intermediaries. Disintermediation, Deregulation, Securitization, Globalization. Various methods of raising resources by borrowers in International markets – domestic foreign currency loans out of foreign currency resources like FCNR(B), EEFC, etc.	7+2
4	International Bond Markets: Development, Types of Bonds, Floating Rate Notes (FRNs), Deep Discount Bonds, Zero Coupon Bonds, Dual Currency Bonds, Equity related Bonds. Procedure for Bonds Issues. Syndicated Loans: Multicurrency Options, Syndication process in practice, Offer document and mandate, Loan Agreements. Rights and duties of Managing and Agents Banks.	7+2
5	International Financial Reporting Standards [I.F.R.S.] and Indian Accounting Standards [Ind. A.S] on foreign transactions. International receivables and cash management.	7+2

Learning Resources:		
1	Text Books	International Financial Management by P.G. Apte 2010 Ed. International Financial Management by Vyuptakesh Sharan International Financial Management by S.P. Srinivasan International Finance by Mauric Levi, Keith P. (2013 edition) Foreign Exchange, International Finance, Risk Management by A.V. Rajwade Currency exposures and Derivatives by A.V. Rajwade
2	Reference Books	Multinational Finance by Adrian Buckley Multinational Financial Management by Alan C. S. International Corporate Finance by Madura International Finance Management by Clark
3	Websites	
4	Newspaper and Magazines	Economic Times, Business Standard, Hindu, Business Line, Financial Express, Money hike, Business India, Business Today, Business World, Capital Market.

Semester	IV	Specialization	Finance
Course Code	404 FIN	Type	Specialization – Core
Course Title	Corporate Finance		

Course Objectives:

1	To acquaint students with advanced treatment of various concepts and tools and techniques used in Financial Management
2	To highlight the importance of various decision making areas of financial management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Goals and governance of the firm: Corporate Investment and Financial Decisions (Investment decisions and financing decisions), Goals of the corporations.	7+2
2	Business Valuation: Concept of Valuation, Different Concept of Value - Book Value, Market Value, Intrinsic Value, Liquidation Value, Replacement Value, Salvage Value and Fair Value. Major approaches to valuation of business – Asset based, Earning based, Market value based, Fair value based. EVA and MVA	7+2
3	Corporate Value based Management System: Shareholders value, Concept and features of value based management, Need for value based management, Need, benefits and approaches of value based management system Corporate Governance Concept of corporate governance, Criteria for good corporate governance, corporate governance in India, Corporate governance (Clause 49 Listing Agreement), Models of corporate governance	7+2
4	Dividend Decisions: Meaning, Types of Dividend, Important Considerations in Dividend Policy, Theories on Dividend Policies (Walter's Approach, Gordon's Approach and Modigliani-Miller's Approach)	7+2
5	Corporate Restructuring: Concept of restructuring, Reasons for restructuring, broad areas of restructuring, Techniques of corporate restructuring – Expansion technique, divestment technique, other techniques, Strategies for restructuring	7+2

Note:

1	Numerical problems will be asked on the following topics only – Business Valuation & Dividend Decisions, The weightage of theory questions will be 60% and numerical problems 40%
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Learning Resources:

1	Text Books	Financial Management by Khan & Jain (TATA Mc Graw Hill) Contemporary Financial Management by Rajesh Kothari (Macmillan Publication) Financial Management by I. M. Pande (Vikas Publication) Corporate Finance, Theory and Practice, Aswath Damodaran (Wiley Publication) Financial Management Principle and Practices by S. Sudarsana Reddy (Himalaya Publication) Principles of Corporate Finance by Richard A Brealey, Stewart C Myers, Franklin Allen, Pitabas Mohanty (Tata McGraw Hill) Financial Management by Mr. Ravi Kishore (Taxman)
2	Supplementary Reading Material	Principles of Corporate Finance by Megginson /Smart Corporate Finance: A Focused Approach by Ehrhardt Strategic Corporate Finance by Weaver
3	Websites	NSE, BSE, Institute of Cost Accountants, Institute of Chartered Accountants
4	Journals	Indian Journal of Finance ICFAI Journals on Finance

Semester	IV	Specialization	Finance
Course Code	405 FIN	Type	Subject – Elective
Course Title	Income Tax Part II		

Course Objectives:

1	To understand the basic concepts of income tax
2	To be able to calculate income from Business and Profession, Capital Gains and other income
3	To be able to calculate Gross Total income and tax liability of an individual as well as a company

Syllabus:

Unit Number	Contents	Number of Sessions
1	Income Tax Act 1961, Definitions - Assessee, Assessment Year, Previous year, person, income, gross total income, Total income and tax liability. Difference between direct tax and indirect tax. Difference between exemption and deduction, capital and revenue, rebate and deduction. Concept of Residential status and incidence of tax incidence, Concept of Agricultural Income.	5 + 1
2	Income From Business And Profession: Basic principles governing Business income, Basic principles governing deductibility of expenses under section 30 to 44DB, Expenses specifically allowed, Expenses specifically disallowed, Deductions for corporations and to professionals, Problems of calculation of income from business and profession.	5 + 1
3	Income From House Property: Chargeability, exemption, Computation of let out property. Income From Capital Gains: Definition of Capital Asset, Transfer, Capital Gain, FMV, Indexation. Types of Capital Gain. Exemptions available for corporations and professionals. Income From Other Sources: Concept of Residual Income, TDS Provisions, Computation.	5 + 1
4	Set Off, Carry Forward, Tax Rate And Liability, Mat, Deferred Tax: Set off and carry forward of losses, Minimum Alternate Tax (MAT), Deferred tax, Calculation of gross total income and tax liability	5 + 1
5	Tax Planning: Tax planning for setting up of a new unit, Tax planning for financial management decisions, Tax planning for managerial decisions, Tax planning for Professionals, Tax planning for Mergers and Acquisitions.	5 + 1

Learning Resources:

1	Text Books	Income Tax and business decisions – William L. Raby
2	Reference Books	Students guide to Income Tax - Dr. Vinod and Kapil Singhania Students guide to Income Tax – Dr. T.N. Manoharan Students guide to Income Tax – Gupta & Ahuja
3	Supplementary Reading Material	Direct Taxes - Law and Practice - Dr. Vinod and Kapil Singhania
4	Websites	www.incometaxindia.gov.in www.tin.gov.in www.aaykarsampark.kendra.gov.in
5	Journals	The Chartered Accountant Taxman Journal AIR Supreme Court hearings

Semester	IV	Specialization	Finance
Course Code	406FIN	Type	Subject – Elective
Course Title	Infrastructure Finance		

Course Objectives:	
1	To understand the concept of infrastructure finance.
2	To understand the risks associated with infrastructure finance
3.	To know and analyze the project viability of the infrastructure projects.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Infrastructure Finance: Infrastructure and Economic Development, Foreign Investment Infrastructure Financing in Developing Countries. Financial Needs of the Infrastructure Sector	5 + 1
2	Understanding Project Financing: Introduction to project finance concept, Analyzing project viability (both financial and non-financial) Sources of Infrastructure Finance, funding cost of infrastructure financing Capital Markets and Infrastructure Financing. Role of governments in financing infrastructure projects; Preparing project financing plan,	5 + 1
3.	Public Private Partnership: Procurement of infrastructure projects through Public Private Partnership route-Types of PPP models, Contractual structure of PPP projects. Value for money evaluation, Lifecycle of PPP projects, PPP procurement process; Exemptions for infrastructure projects, Price setting, Penalties and bonuses	5 + 1
4	Risk management of infrastructure projects: Risk associated with various infrastructure projects like political risk and market (country) risk. Risk identification techniques, Risk allocation frameworks, Risk mitigation strategies.	5 + 1
5	Case studies : Case studies on infrastructure projects like; Environmental and Energy financing, telecom projects	5 + 1

Notes:	
1	Problems to be covered on the following topics: <ol style="list-style-type: none"> 1. Finding financial feasibility using capital budgeting technique like Net Present Value, Internal Rate of Return and Discounted Cash Flow Method. 2. Finding financial feasibility considering risks and uncertainties.
2	Case studies can be taken on: - <ol style="list-style-type: none"> 1. Analysis of effectiveness of public private partnerships. 2. Analysis of various types of risks in general and industry in particular <ol style="list-style-type: none"> a. For e.g. general risk analysis will include the political risk b. Industry specific risk analysis may include risk analysis for power sector

Learning Resources:		
1	Text Books	Project management – Prasanna Chandra Principles of Project Finance - Yescombe, E. R. (2002), California: Academic Press.
2	Reference Books	Akintoye, A., Beck, M., & Hardcastle, C. (Eds.). (2003). Public-Private Partnerships - Managing risks and opportunities. Oxford: Blackwell Science Limited. Finnerty, J. D. (1996). Project financing - Asset-based financial engineering. New York: John Wiley & Sons, Inc. Merna, T., & Njiru, C. (2002). Financing infrastructure projects (First ed.). London: Thomas Telford. Nevitt, P. K., & Fabozzi, F. J. (2000). Project financing (7 ed.). London, UK: Euromoney Books. Raghuram, G., Jain, R., Sinha, S., Pangotra, P., & Morris, S. (2000). Infrastructure Development and Financing: Towards a Public-Private Partnership: MacMillan. Walker, C., & Smith, A. J. (1995). Privatized infrastructure: the Build Operate Transfer approach. London: Thomas Telford. Kurowski, L., & Sussman, D. (2011). Investment project design - A guide to financial and economic analysis with constraints. New Jersey: John Wiley & Sons. Pretorius, F., Lejot, P., McInnis, A., Arner, D., & Hsu, B. F.-C. (2008). Project finance for construction and infrastructure: Principles and case studies. Oxford: Blackwell Publishing. Weber, B., & Alfen, H. W. (2010). Infrastructure as an asset class – Investment strategies, project finance and PPP. West Sussex: John Wiley & Sons
3	Supplementary Reading Material	Tinsley, R. (2002). Project Finance in Asia Pacific: Practical Case Studies. London, UK: Euromoney Books. UNIDO. (1996). Guidelines for infrastructure development through Build-Operate Transfer (BOT) projects. Vienna: UNIDO.
4	Websites	www1.ifc.org,
5	Journals	IUP Journal of Infrastructure

Semester	III	Specialization	Finance
Course Code	407FIN	Type	Subject – Elective
Course Title	Behavioral Finance		

Course Objectives:	
1	To provide an alternative framework for understanding financial market behavior.
2	To demonstrate how cognitive biases and heuristics influence investment behavior and determine asset prices.
3	To highlight the basic theories and strategies that makes us aware of behavioral finance and investing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Behavioral Finance: The Winner's Curse, Bubbles, and IPOs: Introduction, Market Efficiency, The Winner's Curse – Auction, Ingredients of the Winner's Curse, Valuation uncertainty, Many bidders, Historical Bubbles. Experimental Bubbles – Liquidity, Inexperience, Internet Bubble, Uncertain Values, Liquidity, IPOs. Limits of Arbitrage & Systematic Trading: Limits of Arbitrage theory, Relative mispricing, Closed-end Mutual Funds, Equity Carve outs, Systematic Noise. Anomalies	3 + 1
2	Biases, heuristics, and the individual investor: Individual investors -why should we care? Asset prices, Investor welfare, Our own welfare, The investor's problem, Estimate probabilities – Returns, Variance, Co-variances, Match with own preferences, i.e., choose portfolio, Integrate new information. Intuition versus reasoning, Probability not intuitive, Positive self-illusions psychology, Overconfidence, Calibration, Entrepreneurs' perceived chances for success – Optimism, Self-attribution bias, Illusion of control, Information based overconfidence, Advantages of positive self-illusions, Disadvantages of positive self-illusions, Lowering overconfidence. Positive self-illusions investors, Volume Volatility Price and Profit, Learning - Frequent feedback, Quick feedback, Clear feedback, Weather forecasters, Physicians. Learning to be overconfident - Do investors trade too much? Trading is hazardous to your wealth, Representativeness, Availability, Anchoring & Adjustment – psychology, Hot hand, Ignoring base rates, Regression to the mean, Hindsight bias, Confirmation bias, Representativeness, Availability, Anchoring & Adjustment – investors, Mutual funds, The Inside View.	7 + 1
3	Preferences: Framing, Prospect Theory, and violations of Expected Utility, Expected Utility – Cancellation, Transitivity, Dominance, Invariance, Violations of Expected Utility, Prospect Theory, Risk aversion—Rabin and Thaler, “Coherent Arbitrariness.” Mental accounting, Prospect Theory, & Attention: Mental accounting, Prospect Theory & mental accounting—investors, Disposition effect - Are investors reluctant to realize their losses? IPOs revisited—money on the table, Attention - All that Glitters, Anomalies revisited - Accounting based anomalies, Calendar anomalies, Celestial and meteorological anomalies, Attention based anomalies, Value vs. growth, Size, Equity premium, Myopia, Momentum, Behavioral theories of momentum - Representativeness, Overconfidence and self-attribution bias, Disposition effect. Savings Behavior - Own company stock, Naïve diversification, Default savings rates and allocations, Should Social Security be privatized?	5 + 1

4	Behavioral Corporate Finance: Limits of arbitrage, No need for aggregation, Overconfidence, Executive compensation, Capital budgeting, Fairness, Ethics, Advertising to investors - Where do new investors learn what to do? Illusion of control, Information based overconfidence, Affect, Loss aversion.	5 + 1
5	Case Studies on above topics	5 + 1

Learning Resources:		
1	Text Books	Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves. Understanding Behavioral Finance by Ackert The Psychology of Investing by John R. Nofsinger, Pearson Prentice Hall, (4th Edition) What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill
2	Reference Books	Handbook of Behavioral Finance – Brian R. Bruce Title Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch
3	Supplementary Reading Material	Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing – HershShefrin
4	Websites	www.nseindia.com www.bseindia.com

5	Journals	<p>Caginalp, Gunduz, David Porter, and, Vernon Smith, "Financial Bubbles: Excess Cash, Momentum, and Incomplete Information," <i>Journal of Psychology and Financial Markets</i>, 2001, Vol. 2, No. 2, pp. 80-99.</p> <p>Fama, Eugene F., "Market Efficiency, long-term returns, and behavioral finance," <i>Journal of Financial Economics</i>, 49, 1998, 283-306.</p> <p>Garber, Peter M., "Famous First Bubbles," <i>Journal of Economic Perspectives</i>, Spring 1990, pp. 35-54.</p> <p>Thaler, Richard H., "Anomalies: The Winner's Curse," <i>Journal of Economic Perspectives</i>, Winter 1988, 191-202.</p> <p>Shleifer, Andrei and Lawrence H. Summers, "The Noise Trader Approach to Finance," <i>Journal of Economic Perspectives</i>, Spring 1990, pp. 19-33.</p> <p>Jones, Charles M., and Owen A. Lamont, "Short-sale constraints and stock returns," <i>Journal of Financial Economics</i>, 66, 2002, 207-239.</p> <p>Taylor, Shelley E. and Jonathan D. Brown, "Illusion and Well-Being: A Social Psychological Perspective on Mental Health," <i>Psychological Bulletin</i>, 1988, vol 103, no. 2, pp. 193-210.</p> <p>Odean, Terrance, "Volume, Volatility, Price, and Profit When All Traders Are Above Average," <i>Journal of Finance</i>, 53, 6, 1998, 1887-1934.</p> <p>Barber, Brad M., and Terrance Odean, "The Internet and the Investor," <i>Journal of Economic Perspectives</i>, Winter, 2001, 41-54.</p> <p>Tversky, Amos and Daniel Kahneman, "Judgment under uncertainty: heuristics and biases," <i>Science</i>, 1974, 185, 1124-1131.</p> <p>Tversky, Amos and Daniel Kahneman, "Rational Choice and the Framing of Decisions," <i>Journal of Business</i>, 1986, vol. 59, no. 4, pt. 2.</p> <p>Thaler, Richard H., "Mental Accounting Matters," <i>Journal of Behavioral Decision Making</i>, 1999, 21, pp. 183-206.</p> <p>Rabin, Matthew and Richard H. Thaler, "Anomalies: Risk Aversion," <i>Journal of Economic Perspectives</i>, Winter, 2001, 219-232.</p> <p>Kahneman, Daniel and Dan Lovallo, "Timid Choices and Bold Forecasts: A Cognitive Perspective on Risk Taking," <i>Management Science</i>, vol. 39, no. 1, pp. 17-31.</p> <p>Messik, David M. and Max H. Bazerman, "Ethical Leadership and the Psychology of Decision Making," <i>Sloan Management Review</i>, Winter 1996, pp. 9-22.</p>
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Semester	III	Specialization	Finance
Course Code	408FIN	Type	Subject – Elective
Course Title	Financial Modeling using Excel		

Course Objectives:

1	To develop the ability to utilize the core functionality of excel in decision framework to solve managerial problems in the finance functions of the business.
2	To master modeling techniques to eliminate the substantial risk of poor spreadsheet coding.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Modeling Practice And Principles: Making decisions based on numbers, Features of MS Excel to its maximum advantage to calculate and communicate decision information. Understanding The Make-Up Of Analytical Decision Calculus, How problems in business are framed, Construction of integrated financial statement, Developing the decision matrix, Case Studies. Excel 2010 Logic And Tool Sets - How Excel is structured – the Toolsets, The Excel Ribbon Interface, Understanding Excel Objects, The limitations of Excel, Working With Functions - Utilizing the existing Excel formulae functions: Financial, Logical, Date and Time, Lookup and Reference, Statistical, Strategy for developing nested formulae functions, Good Excel coding techniques. Consolidation: Linking principles in excel, Consolidation function, Outlining function, Linking to external data sources.	5 + 1
2	Exploring The Visualization Power Of Excel: Specific functions of Excel, Advanced Chars, Understanding the Excel for Charts, What are the appropriate graphs to assist in analytics? Examining the different types of graphs, Advanced graphing formatting techniques, Creating interactive graphs. Advanced Formatting Techniques - Formatting strategies in Excel – how we develop rich reports, Examining the Conditional Formatting functionality, Inserting Objects into Excel. Developing A Dashboard - What is a dashboard and good design principles, Utilizing Indirect, Lookup and Match functions, Using SLICERS, Case Study – Producing world class Monthly Management Accounts.	5 + 1
3	Data And Statistical Analysis Of Large Tables: Data Management In Excel, Examining the concept of data and how excel deals with them, Creating data input tables , Data cleaning functions, Creating tables, Filtering functions, Special functions using tables, Case study – analyzing a large marketing customer. Analyzing Data with Excel Pivot - Understanding what is OLAP, Importing from external Databases (SQL and Access), Performing calculations in PIVOT TABLE, Creating graphs in PIVOT CHART, Case Study – analyzing a large Sales Database. Data Analysis: Data Summation and Graphing using the Data Analysis Pack, Introduction to Inference Capabilities, Working with advanced statistical functions, Forecasting, Multiple Regression, Other Advanced Functions - Linear Programming, Data mining Toolset from SQL 2008.	5 + 1

4	Developing The Interactive Model: The Modeling Methodology, Designing the Model Structure , Developing the Input Screen and assumption interface, Incorporating exogenous and macroeconomic dimensions, Structuring the Calculation Sheets, Developing The Calculation Modules - Investment size and timing, Capacity Modeling, Revenue Modeling with major emphasis on pricing elasticity and demand drivers, Cost modeling and the impact of inflation. Funding Considerations - Structuring the Funding Model, Determining the Weighted Average Cost of Capital, Developing the Debt Funding Repayment Schedules, Integrating the modules, Developing the Working Capital requirements - Linking the CAPEX, Income Statement and Working Capital to Cash Flow Statement, Integrating the Cash flow Statement to the Balance Sheet, Developing the Free Cash Flow Model for NPV , Summarizing the results. Auditing The Model - Spreadsheet Audit, Stress testing the model to determine logic, Documentation.	5 + 1
5	Modeling Analytics: Developing The Output Screens And Report, Developing an Investment Dashboard, Preparing the report outputs, Report presentation dynamics, Examining The Output, "What If" functionality of Excel to analyze the sensitivity of the numbers, Preparing the DATA TABLES to determine the impact of key variables, Utilizing the SCENARIO MANAGER to determine profitability, Utilizing the GOAL SEEK function, Preparing The Investment Report To Management- Preparation of Investment Report that complies with disclosure requirement, Dealing with risk and the limitations of the assessment, Assessing the Cash Flow of a "no-invest" option, Writing up the investment report utilizing the rich features of Word 2010. Presenting the Report - Using PowerPoint 2010, Web enable your report, Good presentation technique.	5 + 1

Note:

1	Depending upon the data available regarding research projects available with the institute, small assignments can be created to develop the models using Excel. Selecting different sectors and using their cost structure develop models for financial analysis and decision making. Risk measurement and portfolio management tools also can be incorporated in the same.
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Learning Resources:

1	Text Books	Business Data Analysis using Excel – David Whigham – Oxford University Press Mastering Financial Modeling in Microsoft Excel – Alastair L. Day Practical Financial Modeling – Jonathoan Swan
2	Reference Books	Building Financial Models with Microsoft Excel: A Guide for Business Professionals , K. Scott Proctor, 2nd Edition, John Wiley & Sons Financial Modeling Using Excel and VBA by ChandanSengupts, John Wiley & Sons Advanced Modeling in Finance using Excel and VBA By Mary Jackson, Mike Staunton, John Wiley & Sons Next Generation Excel: Modeling in Excel for Analysts and MBAs By Isaac Gottlieb, John Wiley & Sons
3	Supplementary Reading Material	http://www.pdfbookes.com/financial-modeling-using-excel-and-vba-wiley-finance-PDF-553819/
4	Websites	www.proschoolonline.com www.wallstreetprep.com www.financialmodelling.net

5	Journals	International Journal of Theoretical and Applied Finance (IJTAF) International Journal of Financial Markets & Derivatives (IJFMD) Journal of Economic & Financial Modeling
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Semester	IV	Specialization	Finance
Course Code	409 FIN	Type	Subject – Elective
Course Title	Indirect Taxation		

Course Objectives:

1	To make students familiar with various indirect tax laws in India
2	To create awareness about the tax planning in the field of indirect taxes

Syllabus:

Unit Number	Contents	Number of Sessions
1	Canons of Taxation - Indirect Taxes, Features of Indirect Tax. Constitutional validity. Indirect Tax Laws, administration and relevant procedures	3 + 1
2	Central Excise: The Central Excise Law, Goods, Excisable goods, Manufacture and manufacturer, Classification, Valuation, Related Person, Captive Consumption, CAS 4, CENVAT. Basic procedures, Export, SSI, Job Work. Assessment, Demands, Refund, Exemptions; Powers of Officers. Adjudication, Appeals, Settlement Commission, Penalties. Central Excise Audit and Special Audit under 14A and 14AA of Central Excise Act, Impact of tax on GATT 94, WTO, Anti- Dumping processing; Tariff Commission and other Tariff authorities.	7 + 1
3	Customs laws: Basic concepts of customs law; Territorial waters, high seas; Types of custom duties., Anti-Dumping Duty, Safeguard Duty; Valuation; Customs Procedures, Import and Export Procedures, Baggage, Exemptions, Warehousing, Demurrage; Project Imports and Re-Imports; Penalties and Offences. Export Promotion Schemes. EOU, Duty Drawback, Special Economic Zones.	5 + 1
4	Service Tax: Introduction, Nature of Service Tax, Service Provider and Service Receiver, Registration procedure, Records to be maintained, Classification of taxable services, Valuation of taxable services, Exemptions and Abatements, Payment of service tax Return, CENVAT Credit Rules, Export and import of services, Other Procedural aspects of Service Tax, Taxable Services.	5 + 1
5	Central Sales Tax Act & VAT Act: CST: Introduction, definition of sale under CST; Stock transfer, branch transfer under CST; Interstate sale, Various forms for filing of sales tax returns under CST; Sales outside territorial waters under CST; Procedures. Practical examples on CST VAT: Salient feature of State VAT Acts, Definitions, Treatment of stock & branch transfer under State VAT Acts, Filing & Return under State VAT Acts, Accounting & Auditing VAT.	5 + 1

Learning Resources:		
1	Text Books	Systematic Approach to Indirect Taxes - Kumar, Sanjeev. Text Book of Indirect Tax – Sinha P.K.
2	Reference Books	Indirect Taxes: V.S.Datey- Taxman Publication M VAT- Subramanian- Snow-white Publications
3	Supplementary Reading Material	Various Bare Acts
4	Websites	Websites of Customs Department Websites of Excise Department Websites of Sales Tax Department
5	Journals	The Chartered Accountant The Management Accountant

Semester	IV	Specialization	Finance
Course Code	410FIN	Type	Subject – Elective
Course Title	Financial Risk Management		

Course Objectives:

1	To understand what is risk and the basic concepts of modeling its application for measuring and managing financial risks
2	To measure volatility in market prices, highlight Risk Management issues in investments.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Risks: Financial Risk: An Overview, Evolution, and the Environment, Risks definition (market, credit, liquidity, operational), more specifically on the identification of different forms of risk (currency, interest rate, equity, commodity). Market Data Analysis, Probability and distributions of asset prices, measuring return and risk, Modeling Risk Factors, Using implied volatility in Value-at-Risk measures.	5 + 1
2	Risk and volatility Measurement : Risk and volatility Measurement, the issue of time aggregation, different measures of volatility such as EWMA, ARCH & GARCH processes, volatility clusters and the issue of time varying volatility . Measuring risk using Value-at-Risk, concept and computation of VAR using variance-covariance approach, Calculating portfolio risk of more than one Assets. Historical simulation & multifactor Var, marginal and relative var, expected shortfalls, treasury applications Stress testing and back-testing, Forecasting correlation & Volatility during market crash, Extreme Value Theory - Basic Principles, Extreme Value Theory methods in measuring financial risk, Monte Carlo simulation, issues in generating price process (Brownian Motion, Ito Process), Cholesky decomposition in computing multi-asset VaR. Risk & Forecasting issues in asset prices (exchange rates & interest rates), modeling interest rates such as Cox-Ingersoll-Ross Models, ARMA processes in generating currency forecasts and using in decision making.	5 + 1
3	Currency risk analysis: Currency risk analysis in global investing, interest rate parity (covered and uncovered), yen-carry trade syndrome, risk environment in Indian Forex markets, forwards and non- deliverable forwards, cross-currency risk analysis. Value at risk for fixed income portfolio, cash flows mapping in fixed income portfolios, relation of Var measures with duration, comparing with yield v/s price volatility, etc.	5 + 1
4	Credit Risk Basics: Probability of Default, Credit ratings & Transition Matrix analysis, Contingent claim approach and the KMV Model, Credit Risk Management and Credit VaR. Indian environment in VaR applications (NSE, BSE, NCDEX, CCIL), RBI guidelines for credit & market risk management, VaR based margining.	5 + 1
5	Integrated Risk Management framework: Operational, An integrated approach to risk management considering issues such as operational, supervisory, legal, Accounting, Issue of Governance ratings and risk in institutions, the role of risk management offices (front, middle and back offices), Risk reporting, Risk Budgeting and Setting Risk Limits, limits using notional, stop loss and Var based limits, establishing trading limits.	5 + 1

Note:

1	In addition to suggested case discussion, live cases can be built and studied using Excel, live price movements on stock exchanges along with statistical tools. Valuation and risk modeling with the link to Financial statement analysis can be used to create live assignments.
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Learning Resources:

1	Text Books	Corporate Financial and Risk Management - Nersesian, Roy L. - Jaico Publishing House Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk - Steve L. Allen Modern Corporate Risk Management: A Blueprint for Positive Change and Effectiveness by Koller
2	Reference Books	Investment Science. Luenberger, Oxford University Press, 1998 Options, Futures and other Derivatives, John Hull, 7 th Edition, Prentice Hall, 2008 An Introduction to Market Risk Measurement by Dowd, Kevin, John Wiley & Sons. Risk Management and Financial Institutions by Hull, John C., Pearson, Prentice Hall, 2007 Measuring Market Risk by Dowd, Kevin, John Wiley & Sons, 2005. Value at Risk by Jorion, Philippe, McGraw Hill. Beyond Value at Risk, by Dowd, Kevin, John Wiley & Sons Mastering Value at Risk ,Butler, Cornac, Financial Times Prentice Hall Risk Takers, Marthinsen, John, Pearson Prentice Hall, 20096.
3	Supplementary Reading Material	Cases for Discussions (Asia Currency Crisis , Amaranth Hedge funds, Allied Irish Bank, Bank of Credit and Commerce International (BCCI), ERM Crisis, Orange County, Barings, Daiwa, Kidder Peabody, Metallgesellschaft, Northern Rock, Procter and Gamble (P&G), US Savings & Loan Crisis, etc.) A survey of major financial institutions by E & Y (2012): Progress in Financial Services Risk Management.
4	Websites	http://www.scirp.org/journal/jfrm http://www.ey.com/Publication/vwLUAssets/Banking_and_financial_services_risk_management_survey_2012/\$FILE/Progress_in_financial_services_risk_management.pdf
5	Journals	The IUP Journal of Financial Risk Management http://www.iupindia.in/FinancialRisk_Management.asp The ICFAI journal of financial risk management Journal of Financial Risk Management

Semester	III	Specialization	Finance
Course Code	411FIN	Type	Subject – Elective
Course Title	Online Trading of Financial Assets		

Course Objectives:

1	To understand how to do the trading of financial assets online.
2	To know practically the prerequisites of trading.
3	To analyze the securities using the MIS reports available online.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Overview of Capital Markets: Overview of Indian Capital Market and Global Capital Market, Stock exchanges in India: Vision, Mission and Functions, Products & Participants, Key indicators of securities market, market segments & their products, options available with investors for trading online.	3 + 1
2	Products in Capital Markets: Capital Market(Equity, Indices, MFs, ETFs, IPOs, Offer for sale, IPP, SLBs) Derivatives (Equity derivatives, Currency Derivative, Interest rate derivatives, Global indices) Debt (Retail debt market, Wholesale debt market, Corporate bonds) Investors' rights and obligations	6 + 1
3	Trading Online: Pre requirements and documentation, Online trading and mobile applications, Verifying trades, contract notes, bills, demands Verifying margin requirements and balance in trading account	6 + 1
4	Analysis using online information: Using online reports and charts for analysis and decision making (daily, monthly)...creating data base for your portfolio, Understanding Trading, Clearing & settlement and Risk Management related to each product in Capital Market	6 + 1
5	Profit Management: Managing online 3 portfolios and related customized market watch (e.g. My NSE) along with related detailed MIS in excel	4 + 1

Learning Resources:

1	Text Books	Mastering the Trade: Proven Techniques for Profiting from Intraday and Swing Trading Setups (McGraw-Hill Trader's Edge Series) by John F. Carter. A Beginner's Guide to Day Trading Online (2nd edition) by Toni Turner.
2	Reference Books	Day Trade Online – Christopher A. Farrell
3	Supplementary Reading Material	Indian Financial System – M.Y.Khan –Tata Mc Graw Hill Capital Markets magazine Equity research, Investment and Finance Magazine Stocks and commodities magazine
4	Websites	www.nseindia.com www.bseindia.com www.moneycontrol.com www.bloomberg.com www.reuters.com
5	Journals	Financial Analysts Journal International Journal of bonds and currency Derivatives Journal of Applied Finance International Review of financial analysis Journal of Derivatives Journal of Derivatives & Hedge Funds Journal of Financial Markets Journal of Investing

Semester	IV	Specialization	Finance
Course Code	412FIN	Type	Subject – Elective
Course Title	Banking Operations – II		

Course Objectives:

1	To get acquainted with the changed role of Banking post 1991 Reforms.
2	To know the lending and borrowing rates along with the various mandatory reserves.
3	To know the procedural compliances by bank's functionality.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Role of Banking in India: Banking in India pre and post-independence, Banking in post 1991 Reforms, Role of foreign players in Indian Banking, change in the role of Nationalized banks	5 + 1
2	Legal Aspects of Banking in India: Commercial Laws with reference to Indian Banks, Security Norms, Core Banking Environment, Standard Books maintained for different accounts	4 + 1
3	Interest Rates by and for banks: Differentiation in lending and borrowing rates, Interest as an important source of revenue of banks, various interest rates in funding schemes of banks, SLR, CRR, REPO and REVERSE REPO Rate	4 + 1
4	Funding and Procedural Compliances: Working Capital Gap, BASEL Norms for Working Capital Finance, Significance of documentation and procedural compliances in funding by the banks, Modes of Payments including Letters of Credit, Deferred Payments, Valuation of Securities, Internal Checks and Controls in Banks	6 + 1
5	International Banking: Currency Swaps, Multinational Banking, International Risk Management, Asset Liability Management, Exposure Management, Offshore Banking, International Financial Institutions, Operations of Indian Banks abroad	6 + 1

Learning Resources:

1	Text Books	Banking - E.Dharmaraj – Scitech Publications
2	Reference Books	Accounting and Finance for Bankers – Indian Institute of Banking & Finance – Mac Milan Publications,
3	Supplementary Reading Material	
4	Websites	www.iba.org.in www.rbi.org.in www.iib.org finmin.nic.in
5	Journals	The Indian Banker

Semester	III	Specialization	Finance
Course Code	413FIN	Type	Subject – Elective
Course Title	Wealth and Portfolio Management		

Course Objectives:	
1	To understand the concept of Wealth Management.
2	To understand the concept of Portfolio Management.
3	To understand various tools and methods of evaluating the portfolio.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: objectives of investment decisions, types of investors, goal of investors, investment opportunities (debt instruments, equity instruments, derivatives and others), Investment and risk management : equity, debt, alternate assets, Investment products and services.	5 + 1
2	Wealth Management: Concept, measuring investment returns in wealth management, investment vehicles of wealth management, managing investment risk in wealth management, Indian Tax Laws & Taxation of investment products, wealth management planning / financial planning, Financial planning process, systematic approach to investing.	4 + 1
3	Portfolio Management - Active v/s Passive Portfolio Management, Costs of Management – Entry / Exit load and fees, Net Asset Value, Classification of funds, Phases of portfolio management, evolution of portfolio management, role of portfolio management, Portfolio building process – benchmark portfolios, market index portfolios, approaches for building portfolios - building bond portfolios, equity portfolios, mixed portfolio, Rebalancing Portfolios, Cost benefit analysis of Portfolio Rebalancing, Portfolio Management Plans, Portfolio Management plans under different market scenarios.	6 + 1
4	Portfolio analysis & Selection: Expected return of portfolio, risk of a portfolio, Diversification - a tool for reducing risk, portfolio having more than two securities Portfolio Revision: Need for revision, Meaning of portfolio revision Constraints, strategies, plans for revision Portfolio Evaluation: Need, meaning, Differential return, Decomposition of performance, Sharpe's Portfolio Performance Measure, Treynor's Portfolio Performance Measure, Jensen's Portfolio Performance Measure. Forecasting Portfolio Performance & Hedging Portfolio Risk	4 + 1
5	Portfolio Theory - Efficient Market Theory, Capital Asset Pricing Model (CAPM), Random Walk theory, Markowitz Model, Sharpe's single index portfolio selection method, Arbitrage Pricing Theory	6 + 1

Learning Resources:		
1	Text Books	Portfolio Management : S Kevin, Security Analysis and Portfolio Management - M. Rangannatham& R. Madhumathi Value Innovation Portfolio Management: Achieving Double-Digit Growth through Customer Value by Mello Analysis of Investments & Management of Portfolios by Reilly/Brown
2	Reference Books	Investments – An Introduction, Herbert B Mayo, Thomson South-Western Investment Management, V A Avadhani, Himalaya Publishing House Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas Damodaran on Valuations, Ashwath Damodaran, Wiley Stock Exchanges, Investments and Derivatives, V Raghunathan, Prabina Rajib, Tata McGraw Hill An Introduction to Investments by Mayo Basics of Personal Financial Planning by NIA
3	Supplementary Reading Material	Financial Statement Analysis – Gokul Sinha Security Analysis and Portfolio Management – Fisher, Jordan Investments: Principles and concepts, Jones, Wiley Analysis of Investments & management of Portfolio, Reilly & Brown, Cengage Learning Investment Management (Security Analysis and Portfolio management) – V K Bhalla Capital Markets and Dalal Street Magazine
4	Websites	www.nseindia.com www.bseindia.com www.moneycontrol.com www.valueresearchonline.com/ , http://topics.bloomberg.com/india/
5	Journals	Journal of Finance Global Finance Journal Journal of Property Valuation and Investment Review of Financial Economics The Journal of Private Equity Journal of Property Valuation and Investment Journal of Financial Economics etc.

Semester	III	Specialization	Finance
Course Code	414FIN	Type	Subject – Elective
Course Title	Fixed Income Securities		

Course Objectives:	
1	To analyze the fixed income securities markets and its implications for investments.
2	To explain the market characteristics, instruments, selling techniques, pricing and valuation issues with money market instruments.
3	To explain the specific features of the Indian Fixed Income Securities Markets.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Fixed Income Markets, Institutional Arrangements, Market Participants and Instruments, Investors Perspectives, & Market Conventions, features of government securities market, Understanding market linkages, bonds and money market instruments, MIFOR Curve. Risk Identification in Bonds: Duration, Convexity, and Immunization. Risk measurement in fixed income securities using value at risk, STRIPS, Theories of Term Structure of Interest Rates, Term structure and the economy, Treasury Securities Auction, Market Implications, When-Issued markets, Government securities auction & Bidding, Uniform v/s discriminatory auction, bidding behavior, winners curse analysis.	5 + 1
2	Bond Valuation: Time Value of Money, Price and Yield Conventions, Bond Valuation under flat term structure, Yield & return & horizon return, Valuation of other Bonds, Floating Rate securities, index bonds, illiquid bonds, Corporate Debt Valuation, valuation of convertibles, Bond Indexing, methodology for constructing a bond index, index return comparison. Yield Curve Analysis: Par Value, Zero, Spot Curve, Bootstrapping, spot & forward rates, (Nelson-Seigel model of the Indian NSE)	5 + 1
3	Auction Game: Portfolio construction, setting portfolio objectives, interpreting portfolio parameters, Passive v/s Active portfolio management strategies, bullet v/s barbell, other strategies. Global Bond Markets, foreign currency bonds, dual currency bonds, analysis of global bond spread behavior in recent times.	5 + 1
4	Fixed Income Derivative Markets: FRAs, Interest rate Swaps, swap pricing and swap curve, Interest rate futures, Interest Rate Options, Caps & Floors pricing.	5 + 1
5	Advanced Term Structure Modeling (Cox-Ingersoll-Ross, Vasicek), Black-Derman-Toy (BDT) model representing binomial tree model of valuation of bonds with embedded options, Markets for Asset Backed Securities, Prime and Subprime Mortgage-Backed Securities. Fixed Income Investing: An Analysis & Strategies, Summary of learning experience.	5 + 1

Learning Resources:		
1	Text Books	Fixed-Income Securities: Valuation, Risk Management and Portfolio Strategies (The Wiley Finance Series) – Lionel Martelline, Philippe Priaulet, Stephane Priaulet.
2	Reference Books	Fixed Income Securities: Dun & Bradstreet The Handbook of Fixed Income Securities - Frank J. Fabozzi, Steven V. Mann
3	Supplementary Reading Material	Fixed Income Markets and Their Derivatives - Suresh Sundaresan
4	Websites	www.nseindia.com www.bseindia.com www.fimmda.org
5	Journals	Journal of Portfolio Management Journal of Private Equity Journal of Investment Management

Semester	III	Specialization	Finance
Course Code	415FIN	Type	Subject – Elective
Course Title	Technical Analysis		

Course Objectives:	
1	To understand the basics of technical analysis and its applications.
2	To understand how various types of charts are used to give recommendation on stocks.
3	To understand the psychology behind a pattern and its formations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Technical Analysis :Technical analysis – definition and concept, Price discounts everything , Price movements are not totally random , Technical Analysis: the basic assumptions, Strengths and weakness of technical analysis, Importance of technical analysis, Constructing and Interpreting Charts and the significance of volume while using patterns, chart patterns (bar chart, line chart, point & figure chart & candle stick chart), Understanding the psychology behind a pattern and its formation, Evolving a Trading strategy based on patterns, Candlestick analysis.	5 + 1
2	What to look for on charts – Trends, Support & Resistance levels, Moving Average, P Gaps, Volume, Comparative Relative Strength, Head and shoulders top reversal, Inverted head and shoulders, Head and shoulders bottom, Double top and double bottom, Rounded top and bottom, Gap theory, Common gaps, Breakaway gaps, Runaway/continuation gap, Exhaustion gap, Island cluster.	5+1
3	Indicators and Oscillators : Indicators - Covering the set of classical as well as unconventional indicators and focus on their application towards investments / positions / day trading, Moving Averages : An in-depth study of Moving Averages and the role it plays in determining a trade, multiple uses of Moving Averages for different time horizons of trades, Oscillators, Relative strength index , What is momentum? Applications of RSI , Overbought and oversold , Divergence , Stochastic , William %R, Real life problems in use of RSI, Advanced concepts - Moving average convergence/divergence(MACD) , calculations for MACD , MACD benefits , uses , Money Flow Index, Bollinger Bands, Using multiple indicators for trading signals, Price sensitive technique, Volume sensitive techniques , Composite methods, How to use tool kit of trading techniques? Trading market tool kit applications, Bull market tool kit applications, Bear market tool kit applications, Trading market changing to bull market tool kit application , Trading market changing to bear market tool kit application, Bull market changing to trading market tool kit application , Bear market changing to trading market tool kit application.	6 + 1
4	Trading Strategies : Day trading, Advantages of day trading, Risks associated with risk day trading, Strategies for day trading, Momentum trading strategies. Technical Theories : Dow Theory and Elliot Wave Theory - Introduction , Principles of Dow Theory , Significance of Dow Theory , Problems with Dow Theory , Elliot Wave - Introduction , Fundamental Concept , After Elliott	4 + 1
5	Trading Psychology & Risk Management : Introduction , Risk Management , Components of risk management, Stop loss, Analyze reward risk ratio, Trail stop loss, Booking Profit, Uses of stop loss , Qualities of successful trader , Golden rules of traders , Do's and don'ts in trading , Rules to stop losing money , Choosing the right market to trade , Importance of discipline in trading.	5 + 1

Learning Resources:		
1	Text Books	How to select stocks using technical analysis – Martin J. Pring Technical analysis of financial markets – a comprehensive guide to trading methods and applications – John J. Murphy Technical Analysis Explained: The Successful Investor's Guide to Spotting Investment Trends and Turning Points - Martin J. Pring Technical Analysis of Stock Trends, 8th Edition - Robert D. Edwards, John Magee, W. H. C. Bassetti
2	Reference Books	Encyclopedia of Chart Patterns (Wiley Trading) - Thomas N. Bulkowski
3	Supplementary Reading Material	NCFM Modules on Technical analysis Capital Markets Magazine
4	Websites	www.nseindia.com www.bseindia.com www.moneycontrol.com www.sebi.gov.in
5	Journals	Journal of Derivatives Journal of Derivatives & Hedge Funds Journal of Financial Markets Journal of Investing

Semester	III	Specialization	Finance
Course Code	416FIN	Type	Subject – Elective
Course Title	Commodity Market & Derivatives		

Course Objectives:	
1	To equip young managers with the knowledge of emerging commodities derivatives trading practices in India.
2	To explain the regulatory framework of these markets and domestic and international historical developments in commodities market.
3	To highlight the importance of hedgers, speculators and arbitrageurs.
4	To highlight the importance of Commodity indices as an investment class.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Historical changes and growth of global and domestic Commodities derivatives markets, FCR Act 1952 and Regulatory structure of Commodities Derivatives Markets in India, Commodities as a New Asset Class, International commodity indices and as an investment tool for investors, Internationally traded Commodities based ETFs, Difference between commodity and financial derivatives, Evolution of Commodity Exchange, NCDEX Platform - Structure of NCDEX, exchange membership, capital requirements, commodities traded on NCDEX platform, instruments available for trading, pricing of commodity futures, trading, clearing, settlement and risk management, use of commodity futures in hedging, speculation and arbitrage.	5 + 1
2	Product Design: Issues Related to Product Design and contract specifications, Issues related to Spot price and present practices of commodities exchanges, Basis Risk and its importance in pricing, Commodity Options on Futures and its mechanism	5 + 1
3	Market Mechanism: Clearing House operations and Risk Management Procedures, Delivery Related Issues like delivery centers, deliverable varieties, assaying, Issues related to monitoring and surveillance by Exchanges and Regulator, Role of intermediaries in Commodities Markets	5 + 1
4	Agricultural Commodities Markets & Non- Agricultural Commodities Markets: Issues in Agricultural Commodities Markets, Agricultural Commodity Futures trading pattern in Exchange – Case study , Issues in Non-Agricultural Commodities Markets, Commodities Derivative Exchanges and design of the markets, Non- Agricultural Commodity Futures trading pattern in Exchange – Case study	5 + 1
5	Regulation Framework & Taxation Aspects: Essential Commodities Act and role of state governments, Intermediaries, Investor Grievances and arbitration, Implications of Sales Tax, Warehousing Act Bill and its implications. Commodity Research: Introduction to Fundamental and technical analysis of commodity.	5 + 1

Learning Resources:		
1	Text Books	Commodity Derivatives – IIBF Futures & Options (equities & commodities) – A.N. Sridhar Commodity Derivatives: Markets and Applications - Neil C. Schofield Commodity Derivatives: Markets and Applications (The Wiley Finance Series) - Neil C. Schofield
2	Reference Books	Commodities and Commodity Derivatives: Modeling and Pricing for Agricultural, Metals and Energy – Helyette Geman Risk Management in Commodity Markets: From Shipping to Agricultural and Energy (The Wiley Finance Series) – Helyette Geman Guide to Indian Commodity Market : Ankit Gala & Jitendra Gala
3	Supplementary Reading Material	NCFM Module on Commodity Derivatives Capital Market Magazine
4	Websites	www.nseindia.com www.bseindia.com www.mcxindia.com www.ncdex.com
5	Journals	International Journal of Financial Markets and Derivatives Financial markets, Institutions and Instruments

Semester	IV	Specialization	Finance
Course Code	417FIN	Type	Subject – Elective
Course Title	Practice of Life Insurance		

Course Objectives:	
1	To provide an understanding of life insurance products
2	To provide an understanding of the functioning of life insurance

Syllabus:

Unit Number	Contents	Number of Sessions
1	Life Insurance Organization: Introduction, Organizing, Internal Organization, The Distribution System, Appointment of Agent, Functions of Agent, Continuance of Agency, Trends in Life Insurance, Premiums and Bonuses, Premium, Risk management, Net and Pure Premium, Premium Calculation, Actuarial Valuation, Bonus, Reversionary Bonus	5 + 1
2	Plans of Life Insurance: Death Cover , Survival Benefit , Term Assurance , Pure Endowment ,With Profit and Without Profit Policies , Joint Life Policies , Children's' Plans, Variable Insurance Plans, Riders, Postal Life Insurance. Annuities Group Insurance: Meaning of Group Insurance, Types, Group Gratuity Schemes, Ways to meet Gratuity Liability, Group Superannuation Scheme , Group Leave Encashment Scheme, Other Group Schemes. Social Security Schemes, Other Special Need Plans, Industrial Life Insurance, Married Women's Property Act Policies , Key Man Insurance, Plans Covering Handicapped. Health Products Linked Insurance Plans: What Is Linked Policy, Equity Funds, Debt Funds, Money Market Funds, Liquid Funds, Balanced Funds, Flexibility, Top-Up-Premium Holiday, Net Assets Value, Annuities and Pensions, IRDA Guidelines.	5 + 1
3	Application and Acceptance: Principle of Utmost Good Faith, Insurable Interest, Prospectus , Proposal Forms and Other Related Documents Alterations, Duplicate Policy. Premium Payment , Lapse and Revival , Age, Premium , Where To Pay, Surrender Values, Non-Forfeiture Option, Revival, Special Revival Scheme, Installment Revival Scheme, Loan-Cum – Revival Scheme. Assignment, Nomination, Loans, Surrenders, Foreclosure	5 + 1
4	Policy Claims: Policy Claims, Maturity Claims, Survival Benefit Payments, Death Claims, Waiver of Evidence of Title, Early Claims, Claims Concession, Presumption of Death , Accident Benefit and Disability Benefit , Permanent Disability Benefit, Post Maturity Options , Settlement Options, Precautions.	5 + 1
5	Reinsurance, Exchange Control Regulations, Payment of Premiums, Payment of Claims Etc. Assignment in Favour of Non-Residents, Deposits, Export of Policies, Information Technology, Intranet and Internet, Benefits To Agents, Benefits To Policy Holders/ Prospects – Kiosks , IT in The Rural Areas, Internal Processing, IRDA Regulations.	5 + 1

Learning Resources:		
1	Text Books	Insurance – Tripathi & Prabir Pal – Prentice Hall of India Life Insurance: Principles & Practice by NIA Life Insurance Underwriting by NIA
2	Reference Books	Insurance & Risk Management – R.K. Gupta – Himalaya Publishing, Insurance Products – Indian Institute of Banking & Finance – Taxman's Publications
3	Supplementary Reading Material	
4	Websites	www.licindia.com ,
5	Journals	Life Insurance Today

Semester	IV	Specialization	Finance
Course Code	418FIN	Type	Subject – Elective
Course Title	Information Systems Audit		

Course Objectives:

1	To get acquainted with the concept and importance of Auditing in the organizational functionality
2	To know the changed and emerging role of Systems Audit
3	To get the practical inputs with regard to the Systems Audit

Syllabus:

Unit Number	Contents	Number of Sessions
1	Basics: Concept of Auditing, Differentiation with regard to Internal Checks and Internal Controls, Concepts of posting, vouching, tracing, Emerging trends of Auditing, Role of Auditor in the Organization, Test Checks, Types of Audit, Required Competencies, Sector and Industry Specific prerequisites of Audit, Audit Reports, Types of Audit Reports	5 + 1
2	Concept of Systems Audit: Emerging concept of Systems Audit, Time and Cost effectiveness, Convenience, Competent Authorities involved, Role of Systems Auditor, Internal and External Systems Auditor, Role of ERP in Systems Audit, Prerequisites of Systems Audit	4 + 1
3	System & Infrastructure Maintenance: Review of the existing information flows in the organization, systems in the organization, inputs, process, validation and output, modifications, authorizations, maintenance process, disposal process, Review of Master Files, checking of authorization codes, Logical access and Physical access, maintenance of the confidentiality of the information, Difference between physical and system records	4 + 1
4	Security Administration & Operations' Audit: Security Threats of the information – Physical and System based, Disaster recovery plans for the information, design and implementation of information validation, role of management in the operations and information security, integrity of information processing, connect of existing internal checks /controls with the information systems	6 + 1
5	Global & Indian perspective: Certifications available in Systems Audit, Institutes / Organizations providing the Certifications, Connect between traditional audit and systems audit, organizations opting for systems audit, demand and supply gap for system auditors, linkage with the accuracy and reduction of scandals, advanced usage of IT in Systems Audit	6 + 1

Learning Resources:

1	Text Books	Accounting Information Systems – M.Kartikeyan – Avinash Paperbacks Principles of Accounting Information Systems by Hall
2	Reference Books	Analysis and Design of Information Systems – V. Rajaraman – Prentice Hall of India Auditing - D.G–Prasuna – ICFAI Press Auditing in a computerized environment – Mohan Bhatia – Tata Mc Graw Hill Contemporary Auditing – Kamal Gupta – Tata Mc Graw Hill
3	Supplementary Reading Material	The Chartered Accountant The Management Accountant Indian Journal of Finance
4	Websites	www.icaai.org www.isaca.org ,
5	Journals	ISACA Journal

Semester	IV	Specialization	Finance
Course Code	419FIN	Type	Subject - Elective
Course Title	Practice of General Insurance		

Course Objectives:

1	To understand the concept of General Insurance.
2	To understand various types of general insurance.
3	To get acquainted with the regulatory and legal framework of insurance.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Basic Concepts: Risk Management and Control-Concept of Risk – Risk v/s Uncertainty- Risk Management Objectives, Process and Control- Derivatives - Enterprise Risk Management - COSO Framework of ERM - Role of Chief Risk Officer. Fundamentals of Insurance - Related concepts - Mathematical basis of Insurance - Insurance Contracts and Provisions	7 + 1
2	Fire And Marine Insurance: Fire Insurance – Contracts – Proposals – Coverage, Marine Insurance – History - Nature of Contracts - Cargo Underwriting - Hull Underwriting -Marine Losses	5 + 1
3	Automobile Insurance & Health Insurance: Automobile Insurance – Overview – Need - Types of Policies.Health Insurance – Basics - Policies - Micro Health Insurance in India. Other Types of Insurance - Rural Insurance - Social Insurance - Project and Engineering Insurance - Liability Insurance - Aviation Insurance- product liability insurance – Natural calamities and terrorism insurance	7 + 1
4	Regulatory Framework: Insurance Legislation And Regulation - Insurance Act 1938, Life Insurance Corporation Act 1956, General Insurance Business (Nationalization) Act 1972.	3+1
5	Role And Importance Of IRDA: Role of Insurance Regulatory and Development Authority(IRDA) - IRDA Act 1999 - Schedules of IRDA Act - Motor Vehicle Act 1988 - Marine Insurance Act 1963	3+1

Learning Resources:

1	Text Books	Insurance and Risk Management, 2 nd Edition, P.K.Gupta, Himalaya Publishing House Insurance, Principles and Practice, S.N.Mishra, S.B.Mishra, S Chand Practical Approach to General Insurance Underwriting by NIA General Insurance: Principles & Practice by NIA General Insurance Business Operations and Decision Making by NIA
2	Reference Books	Principles of Insurance Management, Neelam Gulati, Excel Books Indian Insurance Industry, Transition and Prospects ,D C Srivastava, Shashank Srivastava, New Century Publications
3	Supplementary Reading Material	Principles of Risk Management and Insurance, 9 th Edition, George Rejda, Pearson Education
4	Websites	National Insurance Academy
5	Journals	Journal by NIA

Semester	IV	Specialization	Finance
Course Code	420FIN	Type	Subject – Elective
Course Title	Financing Rural Development		

Course Objectives:

1	To understand the need and importance of financing rural development
2	To know the schemes floated by the Government of India and its scope
3.	To analyze the needs of rural businesses and its viability

Syllabus:

Unit Number	Contents	Number of Sessions
1	Rural Financial Services: Introduction, rural indebtedness – causes – magnitude and legislation – rural financial markets formal/informal Need and Nature of financial services, Rural credit needs, estimate of credit requirements. Financial services paradigm shift-supply vs. demand led financial services – selling vs. marketing – design and delivery of financial services understanding rural clientele, Area approach and Credit Planning: Lead Bank scheme – priority sector lending –Innovation in rural lending.	5 + 1
2	Assessment of Credit Needs: Production credit – crop loan requirements– rescheduling in case of crop failure and recovery through sale of crops by tie up arrangements with marketing societies. Financing of Trade and Business: Appraisal of rural non- farm sector schemes – concepts of rural non- farm sector – importance in employment generation – Khadi and village industries, village and cottage industries, tiny industries, Draft rural industrialization policy of Govt. of India Entrepreneurship development programs, composite loan scheme	5 + 1
3	Investment credit: Project approach and appraisal of investment – technical, financial, commercial, social and economic feasibility – cost benefit analysis and return on investment – determining bank loan, repayment schedule with built in monitoring and evaluation mechanism.	5 + 1
4	Government Initiatives involving Bank Credit: Poverty alleviation programs/employment programs/ production oriented programs – rationale and philosophy, progress and impact, problems and deficiencies IRDP, DWACRA, TRYSEM, SCAP/STAP, MNPA, JRY – Mehta Committee Report on IRDP.	5 + 1
5	Problems and Prospects in Rural Financing: Problems and prospects in rural financing – sustainability and outreach – overdue – Examples of Rural Banking	5 + 1

Learning Resources:

1	Text Books	Rural Development: Concept, Approach and Strategy - B. K. Prasad
2	Reference Books	Rural Development in India - Kulwant Rai Gupta Institutional Finance for Rural Development - Veerashekarappa
3	Supplementary Reading Material	Institutional finance and rural development - Benson Kunjukunju, Mohanam
4	Websites	rural.nic.in www.nabard.org
5	Journals	Journal of Rural Development

Semester	IV	Specialization	Finance
Course Code	421FIN	Type	Subject – Elective
Course Title	Social Finance for Inclusive Growth – II		

Course Objectives:	
1	To understand new avenues available in agricultural sector for hedging risk.
2	To understand the importance of technology in the primary sector

Syllabus:

Unit Number	Contents	Number of Sessions
1	Weather Derivatives & Crop Insurance : Weather insurance in Agriculture, Livelihood Risk Management using Crop Insurance; Index Based Insurance are discussed, with valuation of insurance products workings.	5 + 1
2	Commodity Finance and Risk Management: Indian commodity derivatives , how have they benefitted farmers, allied Cases	5 + 1
3	Technology Innovations for Financial Inclusion: Innovations in transaction banking enabling poor to have financial market access. Allied cases.	5 + 1
4	Credit Rating : Credit Rating Models of Social Finance, Credit Scoring Model, Credit Information for Microenterprises, SME Exchange in India	5 + 1
5	Corporate Governance & Social Finance: Governance issues, including board composition, disclosures, and fiduciary responsibilities of companies that are in the social investing space. Governance mechanisms of private listed/unlisted companies as per SEBI Guidelines.	5 + 1

Learning Resources:		
1	Text Books	New Trends in Banking – VV Ravikumar – ICFAI Press, Principles & Practice of Banking – IIBF – Macmillan Publishing
2	Reference Books	Portfolios of the Poor, by Daryl Collins, Jonathan Morduch, Stuart Rutherford, and Orlanda Ruthvan, Princeton University Press. Markets for the Low-income Customer, Monitor Inclusive Markets (2010). Bridges Ventures: "Investing for Impact, Case Studies across Asset Classes" March 2010; Augustin Landier and Vinay Nair, Investing for Change, Oxford University Press, Dec 2008 Nothing Ventured, Nothing Gained: Addressing the Critical Gaps in Risk-
3	Supplementary Reading Material	Taking capital for Social Enterprise," Jed Emerson, Skoll Centre for Social Entrepreneurship at Oxford SAID Business School; Acumen Fund: Valuing a Social Venture: Michigan Business School; Initial Public Offers: SKS in India, Harvard Business School Case Study.
4	Websites	www.gov.in
5	Journals	

**MBA SYLLABUS: SEMESTER IV
INFORMATION TECHNOLOGY MANAGEMENT - SPECIALIZATION**

Semester	IV	Specialization	Information Technology
Course Code	403IT	Type	Subject Core
Course Title	Software Project Management		

Course Objectives:

1	To understand different aspects of Software Project Management as an important field of practice under IT Management
2	To learn tools and techniques of Software Project Management
3	To understand importance of, and learning techniques to ensure, software quality
4	To learn to use a Software Package for Software Project Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Software Project Management – Software Projects Vs. Other Projects – Contract Management and Technical Project Management – Activities under technical project management – Plans, Methods and Methodology – Stakeholders – Business Case	7 + 1
2	Project Planning, Evaluation and Program Management – Steps in Project Planning and Project Evaluation – Strategic Assessment – Technical Assessment – Cost Benefit Analysis – Cash Flow Forecasting – Process Models – Prototyping – Dynamic Systems Development – Extreme Programming – Managing Iterative Processes	7 + 2
3	Software Effort Estimation – Estimation Techniques – Expert Judgment – Analogy – Function Point Analysis – Object Points – Procedural Codes – COCOMO Model Activity Planning – Project Schedules – Sequencing and Scheduling – Network Planning – Using PERT and CPM for activity planning – Forward Pass – Backward Pass – Activity-on-arrow networks Managing Contracts – Types of contracts – Stages in contract placement – Contract Management and Acceptance Software Quality Management – Defining Software Quality – Requisite ISO Standards – Product Vs. Process Quality – Enhancing Software Quality – Quality Planning	9+2
4	Risk Management in Software Projects – Nature and Types of risk – Managing risks – Risk Analysis, Planning and Control – Strategies for risk reduction – PERT as a tool of Risk Management Resource Monitoring and Control – Creating Control Framework – Reporting for Control – Visualizing Progress – Cost Monitoring – Change Control	7+2
5	Using Project Management Software – Introduction to either of Microsoft Project 2010, Prince2 and Primavera and learning to use any one of these products	5+3

Learning Resources:

1	Text Books	Software Project Management, 5 th Edition, Hughes, Cotterel, Rajib Mall, Tata McGraw Hill
2	Reference Books	Software Project management in practice by Pankaj Jalote Software project management by Rajendra Mishra
3	Supplementary Reading Material	
4	Websites	www.projectbubble.com www.sei.cmu.edu
5	Journals	International Journal of Software Project management

Semester	IV	Specialization	Information Technology
Course Code	404IT	Type	Subject Core
Course Title	Enterprise Resource Planning		

Course Objectives:

1	To acquire in-depth knowledge of ERP as a prime Application Software product
2	To learn operational aspects of ERP implementation and support
3	To know features of important ERP modules
4	To learn, through case studies, practical aspects of ERP in various industries

Syllabus:

Unit Number	Contents	Number of Sessions
1	Enterprise Resource Planning What is ERP? - Features of ERP (Basic and Advanced) – ERP Architecture – ERP Need Analysis – Return on Investment for ERP	7+2
2	ERP Implementation and Support ERP Life Cycle, Methodologies and Strategy – Vendor and Software Selection –Business Process Re-engineering related to ERP - Implementation Process – Change Management – Post Implementation Support, Maintenance, Security	5+2
3	ERP Functional Modules Human Resource Management Accounting and Finance Procurement, Inventory Control Production Planning, Operations Sales, Customer Relationship Management e-Commerce	9+2
4	ERP Technology Areas, Enterprise Applications Portal and Content Management, Data Warehousing and Data Mining, Business Intelligence and Analytics - Emerging Trends in ERP Applications	7+2
5	ERP Case Studies Case Studies of ERP Implementation in Manufacturing and Service Sectors	7+2

Learning Resources:

1	Text Books	Enterprise Resource Planning, Ray, Tata McGraw Hill
2	Reference Books	ERP Demystified, Alexis Leon, Tata McGraw Hill Enterprise Resource Planning, A Managerial Perspective, Goyal, Tata McGraw Hill
3	Supplementary Reading Material	Enterprise Resource Planning (ERP): A review of the literature by Young B. Moon, International Journal of Management and Enterprise Development, Vol. 4, No. 3
4	Websites	www.sap.com erp.iitkgp.ernet.in
5	Journals	Journal of Enterprise Resource Planning Studies

Semester	IV	Specialization	Information Technology
Course Code	405IT	Type	Subject - Elective
Course Title	Web Designing & Multimedia		

Course Objectives:

1	To acquire technical competence in Web Designing and Multimedia Applications
2	To learn to use HTML, VB Script and Java script
3	To integrate Web and Multimedia with business objectives of the organization

Syllabus:

Unit Number	Contents	Number of Sessions
1	Multimedia and hypermedia, world wide web, overview of multimedia software tools. Graphics and image data representation graphics/image data types, file formats, Color in image and video: color science, color models in images, color models in video.	5+1
2	Fundamental concepts in video and digital audio Types of video signals, analog video, digital video, digitization of sound, MIDI, quantization and transmission of audio.	5+1
3	HTML - tags, lists, tables, Frames, layers , using images in web pages and DHTML	5+1
4	Introduction in VB Script - Data types, operators, control structures, functions and strings.	5+1
5	Introduction to java script - Operators, identifiers, control structures, functions arrays and error handling.	5+1

Learning Resources:

1	Text Books	Mastering HTML- CYBEX Publication
2	Reference Books	Complete Reference VB Script and Java Script – Tata McGraw Hill Dynamic HTML- O'Reilly Media Internet & Web Technologies- Tata McGraw-Hill Education
3	Supplementary Reading Material	
4	Websites	www.3school.com
5	Journals	International Journal of Web & Semantic Technology Web Technology Journal

Semester	IV	Specialization	Information Technology
Course Code	406IT	Type	Subject - Elective
Course Title	Network Technologies& Security		

Course Objectives:	
1	To acquire an overview of (but not technical proficiency in) various computer networks, technologies behind networks and application protocols, e-mail and communication protocols
2	To develop awareness of managing networks well so as to offer high quality service to the users

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Networking: Hardware Architecture, Topologies, Media, Devices. Transmission Technique , Twisted Pair, Coaxial Cable, Fiber optics, Wireless Transmission Switching, Circuit Switching, Message Switching, Packet Switching Common Network Architecture: Connection oriented Networks, Connectionless Networks Example of Networks -P2P, X.25, ATM, Ethernet Wireless LANs - 802.11, 802.11x, Gigabit	5+1
2	The OSI Reference Model: Protocol Layering, TCP/IP Model, OSI vs. TCP/IP Local Area Networks: Components & Technology, Access Technique, Transmission Protocol & Media Broad Band Networks: Integrated Service Digital Networks (ISDN), Broad Band ISDN, ATM, ATM Traffic Management. Introduction to Very Small Aperture Terminal(VSAT)	5+1
3	IP Addressing & Routing: IP addresses – Network Part and Host Part, Network Masks, Network addresses and Broadcast addresses, Address Classes, Loop Back Address, IP routing Concepts, Routing Tables, Stream & Packets. What IP does? What TCP does? Sliding Windows, TCP – a reliable pipe, TCP connection – Multiple conversations, Port Numbers, Multiple Connection from many hosts and one host. IPV6: The next generation Protocol Domain Network Services (DNS): Domain Names, Authoritative Hosts, Delegating Authority, Resource Records, SOA records, DNS protocol, DHCP & Scope Resolution SNMP: An IP Management Protocol Network Management protocols SNMP the Simple Network Management Protocol, Agents & Managers, SNMP Organization, Object Identifiers, Problem withSNMP	5+1
4	Network Applications: (HTTP, Email, etc.)Hyper Text Transfer Protocol (HTTP) HTTP communications - HTTP request, Request Headers, Responses, Status Code, Error Status. Code Email- Sending & Receiving Emails, Email Addressing, Message Structure MIME–Multipurpose Internet Mail Extensions SMTP–Simple Mail Transfer Protocol with examples Mail Exchangers – Delivering a message, Mail Boxes. POP – Post Office Protocol. IMAP – Internet Message Access Protocol. FTP – File Transfer Protocol. Telnet – Remote Communication Protocol. Proxy Server, Proxy Web Servers.	5+1
5	Network Security: Threats, Packet-filtering firewalls, Firewall policies and rules, Common Problem with Packet Filtering, SSL – Secure Socket Layer, Internet Protocol Security (IPSEC) , Virtual Private Networks, Symmetric Key Signatures, Public key Signatures, The Birthday Attack	5+1

Learning Resources:		
1	Text Books	Computer Networks Andrew S. Tanenbaum 4e
2	Reference Books	Network Essential Notes GSW MCSE Study Notes Internetworking Technology Handbook CISCO System Introduction to Networking and Data Communications Eugene Blanchard
3	Supplementary Reading Material	Computer Networks and Internets with Internet Applications Douglas E. Comer
4	Websites	www.cert.org
5	Journals	International Journals of Internet Security & Its Applications International Journal of Wireless Networks and Broadband Technologies

Semester	IV	Specialization	Information Technology
Course Code	407IT	Type	Subject - Elective
Course Title	Database Administration		

Course Objectives:	
1	To know duties and responsibilities of a Data Base Administrator
2	To learn DBA skills through select tasks

Syllabus:

Unit Number	Contents	Number of Sessions
1	Job Specifications of Data Base Administration. Overview of Memory structure, process structure and storage structure of Oracle , Installation of Oracle using Oracle Universal Installer	6
2	Create database using DBCA, startup and shutdown of oracle using log and trace files and data dictionary	6
3	Configure and manage oracle network, create and manage tablespaces	6
4	Create and manage database user accounts, privileges, role and profiles	6
5	Monitor and resolve locking conflicts, manage undo	6

Learning Resources:		
1	Text Books	Oracle 9i, 10g or 11g Manuals
2	Reference Books	Database Administration: The Complete Guide to Practices and Procedures by Craig Mullins DBA Survivor Expert Oracle Database Administration by Sam Alapati, Dreamtech Press
3	Supplementary Reading Material	
4	Websites	www.databasejournals.com www.dbametrics.com
5	Journals	Database Journals: The knowledge center for database professionals

Semester	IV	Specialization	Information Technology
Course Code	408IT	Type	Subject - Elective
Course Title	Software Testing		

Course Objectives:	
1	To understand scope of Software Testing Activity
2	To learn tools and techniques of Software Testing
3	To develop skill to design suitable test procedure in a given software development environment

Syllabus:

Unit Number	Contents	Number of Sessions
1	Software Testing Principles: Basic concepts - Need of testing , errors, faults, defects Defects – Process defects, design defects, data defects Reducing the frequency of defects in software development Factors affecting software testing Testing constraints Life cycle testing Tester's workbench	5+1
2	Levels of Testing: Verification and Validation Functional and Structural Testing Static and Dynamic Testing V Concept of Testing with Testing Stages Types of Testing: Unit Testing, Integration Testing, System Testing- Performance, Load, Stress, Volume Testing, Regression Testing, Alpha, Beta and Acceptance Testing , Functional Testing, Performance Testing, Recovery Testing, White Box Testing, Black Box Testing, Gray Box Testing Security testing- Types of Security Testing: Network Scanning, Vulnerability Scanning, Password Cracking, Log Reviews, File Integrity Checkers, Virus Detectors, Penetration Testing Usability Testing Manual versus Automated Testing Static versus Dynamic Testing Compliance Testing	5+1
3	Test Management: Testing Life Cycle – Roles and activities, Test Planning – forming a test team, develop test plan reviews, structured walkthroughs Test Cases design strategies Test Execution: build test data, life cycle of defect, defect tracking, defect detection stages, defect detection stages, defect types, defect severity, defect analysis and prevention.	5+1

4	Functional Testing(black box): random testing, equivalence class partitioning and boundary value analysis, Cause effect graphing, Syntax testing Structural Testing(white box): test adequacy criteria, coverage (Branch and decision coverage, path coverage) and control flow graphs, paths, loop testing, mutation testing. Black Box testing versus White Box Testing	5+1
5	Overview of testing tools including open source tools for software testing	5+1

Learning Resources:		
1	Text Books	Effective Methods for Software Testing, William E Perry, 2nd Edition, Wiley Publication
2	Reference Books	Practical Software Testing, Ilen Burnstein, Springer Publication, 2003 Software Testing and continuous Quality improvement, William E Lewis, CRC Press, 2009 Software Engineering , Pressman, Fifth Edition
3	Supplementary Reading Material	
4	Websites	www.onestoptesting.com
5	Journals	Software Testing, Verification and Reliability, Wiley Automated Software Engineering, MetaPress

Semester	IV	Specialization	Information Technology
Course Code	409IT	Type	Subject - Elective
Course Title	Information Security & Audit		

Course Objectives:	
1	To understand perspectives of Information Security risks
2	To appreciate security audit as a preventive system
3	To know other techniques / approaches of risk prevention

Syllabus:

Unit Number	Contents	Number of Sessions
1	Information Security Risk Analysis Fundamentals. Importance of Physical Security and Biometric Controls for Protecting Information Systems Assets.	5+1
2	Overview of Network Security Perspectives, Networking and Digital Communications, Security of Wireless Networks.	5+1
3	Cryptographic Techniques and Encryption. Intrusion Detection Systems and Firewalls. Security of Virtual Private Networks.	5+1
4	Auditing concepts - Information Security Audit - Need, Concept, Standards, Performance, Steps, Techniques, Methodologies, around and through computer	5+1
5	Controls – Concept, Objectives, Types, Risk, Exposure	5+1

Learning Resources:		
1	Text Books	Information Security and Auditing in the Digital Age by: Amjad Umar
2	Reference Books	Computer Security, Art and Science by Matt Bishop, Pearson Management Information Systems by Laudon, Laudon, Dass, Pearson
3	Supplementary Reading Material	-
4	Websites	-
5	Journals	-

Semester	IV	Specialization	Information Technology
Course Code	410IT	Type	Subject - Elective
Course Title	Data Warehousing & Data Mining		

Course Objectives:	
1	To learn operational aspects of Data Warehousing and Data Mining
2	To know applications of Data Warehousing / Data Mining in business

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to data mining (DM) Kind of data, DM Functionalities, Classification of DM Systems, Issues in DM. What is Data warehousing (DW)? Multidimensional data model: Data cubes, Stars, snowflakes and fact constellations Defining schemas, concept hierarchies, OLAP	5+1
2	Data Warehouse Architecture Steps for design and construction, Three-tier Data Warehouse architecture, Types of OLAP servers: ROLAP versus MOLAP versus HOLAP	5+1
3	Data Warehouse Implementation: Efficient computation of Data cubes Indexing OLAP Data and efficient processing of OLAP queries Back-end tools and utilities	5+1
4	Data Preprocessing Why to preprocess data?, Data cleaning: Missing Values, Noisy Data, Data Integration and transformation, Data Reduction: Data cube aggregation, Dimensionality reduction. Data Compression, Numerosity Reduction Discretization and Concept Hierarchy Generation	5+1
5	Data Mining Primitives, Languages and System Architectures: Task relevant data, Kind of Knowledge to be mined, DM Query languages: Syntax, Designing GUI, Architectures of DM Systems Concept of Cluster Analysis. Application and trends in Data mining Data Mining for Financial data analysis, Data Mining for retail industry, Data mining for telecommunication industry	5+1

Learning Resources:		
1	Text Books	Data Mining Concepts and Techniques, J. Han, M. Kamber, Morgan Kaufmann Publishers, 2001.
2	Reference Books	Data mining: Concepts, Models, Methods and Algorithms, M. Kantardzic, John Wiley & Sons Inc., 2003. Data Mining: Introductory and Advanced Topics, M. Dunham, Pearson Data mining: Practical machine learning tools and techniques, H. Witten, E. Frank, 2nd ed., Morgan Kaufmann Publishers, 2005. Data mining: A tutorial-based primer, R. J. Roiger, M. W. Geatz, Pearson Education, 2003. UCI Repository of Machine Learning, C. L. Blake, C. J. Merz. 19 July 2002.
3	Supplementary Reading Material	
4	Websites	http://www.cs.waikato.ac.nz/ml/weka http://www.infoacumen.com ftp://axon.cs.byu.edu/pub/randy/ml/drop/ http://www.crisp-dm.org http://www.dmg.org
5	Journals	International Journal of Data Warehousing and Mining (IJDWM) International Journal of Data Mining, Modeling and Management

Semester	IV	Specialization	Information Technology
Course Code	411IT	Type	Subject - Elective
Course Title	Geographical Information System		

Course Objectives:	
1	To explore and understand concept of Geographical Information Systems
2	To know tools and techniques of G. I. S.
3	To develop skills to implement G. I. S. in appropriate situations

Syllabus:

Unit Number	Contents	Number of Sessions
1	Conceptual Framework of GIS , GIS Structure & Function Coordinate Systems, GIS Data, Database Design & Development	5+1
2	Function and Structure of Maps, Overview of Public Data Sources	5+1
3	Basic GIS Operations, Fundamentals of Data Visualization, Advanced Querying	5+1
4	Linear Operations on Spatial Data, Spatial Modeling and Analysis Data Visualization and Presentation for GIS, GIS Modeling , Spatial Interpolation Error Evaluation and Management	5+1
5	GIS for Decision Making, GIS Organization and Management GIS Applications	5+1

Learning Resources:		
1	Text Books	Concepts and Techniques of Geographic Information Systems , Lo, C.P. and Yeung, A.K.W. (2002).. Prentice Hall.
2	Reference Books	Fundamentals of Geographic Information Systems. DeMers, M.N. (1999) 2nd Ed., Wiley Press.
3	Supplementary Reading Material	Principles of Geographical Information Systems Burrough, P.A. and R.A. McDonald (1998), Oxford University Press.
4	Websites	www.esri.com
5	Journals	-

Semester	IV	Specialization	Information Technology
Course Code	412IT	Type	Subject - Elective
Course Title	E-Governance		

Course Objectives:

1	To learn operational aspects of e-Governance
2	To know tools and techniques of e-Governance
3	To acquire / develop skills of implementing e-Governance in appropriate situations

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Definition, Why e- governance?, G to G , G to C, C to G , G to B and B to G , issues in e-governance applications and digital divide, Evolution of e-governance Stages in E- Governance Evolution	5+1
2	E-Governance Models Broadcasting/ Wider Dissemination model, Critical Flow model Comparative Analysis model, Interactive service model/Government –to-Citizen to Government Model (G2C2G) Evolution in E- Governance and Maturity Models E-Governance : strategies for success	5+1
3	E- Governance infrastructure Data Systems Infrastructure, Legal infrastructural preparedness Institutional infrastructural preparedness, Human infrastructural preparedness, Technological infrastructural preparedness	5+1
4	Applications of Data Warehousing and Data Mining in Government	5+1
5	Case studies, especially, on E- Governance in India	5+1

Learning Resources:

1	Text Books	E- Governance Concepts and case Studies- C.S.R Prabhu , Prentice Hall of India
2	Reference Books	-
3	Supplementary Reading Material	E-Governance: Transforming the national bone marrow, Journal of Management Research Year : 2002, Volume : 2, Issue : 3
4	Websites	www.egovamc.com/ egovstandards.gov.in/
5	Journals	Indian Journal of e-Governance

Semester	IV	Specialization	Information Technology
Course Code	413IT	Type	Subject - Elective
Course Title	Internet Marketing		

Course Objectives:	
1	To understand, various approaches to Internet Marketing
2	To learn advantages and disadvantages of approaches to Internet Marketing
3	To develop skills to implement Internet Marketing under appropriate situations

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction:</p> <p>What is internet marketing? Significance of internet marketing, benefits of internet to the marketer, how internet marketing differs from traditional marketing</p> <p>Marketplace, customers, online buyer behavior, competitors, suppliers, intermediaries</p> <p>Websites:</p> <p>People behind websites- owners, venture capitalists, creative directors, account and project managers, programmers, graphic designers, copy writers, marketers</p> <p>Types of websites- web portals, B2B, B2C, C2C, B2E(Business to employee), social networking, informational, entertainment</p>	5+1
2	<p>Social Media and social networking sites:</p> <p>An overview of social media and networking sites,</p> <p>The rise and dominance of social networking- Social media optimization, social media marketing</p> <p>Who is using social media and how?</p> <p>Social networking sites- types of audiences, generalist social networking, Niche market social networking, social bookmarking</p> <p>Blogging as a marketing strategy:</p> <p>Blogging basics- What is blogging? Types of blogs, who blogs, who reads them, how and why.</p> <p>Blogging as a marketing strategy- Benefits of blogging, pitfalls of blogging, the requirements for a successful marketing blog</p>	5+1
3	<p>Web based video:</p> <p>Who is watching what, video as a social media tool, web based video as a marketing tool</p> <p>Wikis , RSS, Mashups , virtual worlds and marketing</p> <p>Web and brand building - Brand – brand promise, brand personality, unique selling proposition,</p> <p>The web's place in brand building</p>	5+1
4	<p>E- commerce sites:</p> <p>sources of revenue - direct sales, indirect sales, paid memberships and Subscriptions, advertising</p> <p>Shopping on the social web- store layout, the shopping cart and check out process, intuitive and personal content provision, Feedback and reviews</p>	5+1
5	<p>Online promotion techniques:</p> <p>Search engine marketing, online PR, Online partnerships, interactive advertising, e-mail marketing, viral marketing</p>	5+1

Learning Resources:		
1	Text Books	Principles of Internet Marketing- new tools and methods for web developers by Jason I. Miletsky, Course Technology, Cengage Learning, 2009
2	Reference Books	Internet marketing- strategy, implementation and Practice- David Chaffey, Fiona Ellis- Chadwick, Richard Meyer, Kevin Johnston, Pearson Education Limited, 2006 The ultimate Web- Marketing Guide- Michael Miller, Pearson Education(QUE) , 2011
3	Supplementary Reading Material	Search Engine optimization your visual blueprint for effective internet marketing- Kristopher B. Jones, Wiley Publishing
4	Websites	www.interdigitalmarketing.com/
5	Journals	Internet Marketing Research & Theory

Semester	IV	Specialization	Information Technology
Course Code	414IT	Type	Subject - Elective
Course Title	Microsoft Office 2010Lab		

Course Objectives:

1	To enable students working in Microsoft office 2010 organize work more efficiently & develop a fully unified office with Microsoft suite.
2	To provide an opportunity to learn advanced and uncommon features of office – 2010 as an aid to career growth

Syllabus:

Unit Number	Contents	Number of Sessions
1	Microsoft Word : Tabs, Tables & sorting, Working with Graphics, Templates, wizards & sample documents, writers tools, Macros, custom toolbars, key board shortcuts & menus, Introduction to mail merge	5
2	Microsoft Excel : Excel Formatting Tips, & techniques, organizing large projects, introduction to functions, excel chart features, working with graphics in excel, vlookup, conditional formatting, command macros, IF function, Pivot Table, Excel 2010 keyboard shortcuts	8
3	Presenting With PowerPoint: Creating Presentations, use photos in PowerPoint, Working with Graphics & Multimedia in PowerPoint, Presenters Mode	5
4	Microsoft Access: Introduction to access, Creating database & tables, Forms, Entering & Editing Data, Relational Database, Expressions, Macros & other automation, graphics in Database, Troubleshooting, Maintaining & protecting database	6
5	Microsoft Outlook: Managing address book & distribution lists, organizing, filtering & using automatic response, Managing your contacts, scheduling appointments, meetings, Using Templates, Use e-mail signature in outlook, use e-business cards in outlook, manage the mails with conditional formatting	6

Learning Resources:

1	Text Books	Excel 2010 Bible [With CDROM] by John Walkenbach John Wiley & Sons Word 2010 Bible by Herb Tyson John Wiley & Sons MOS 2010 Study Guide for Microsoft Word, Excel, PowerPoint, and Outlook by Joan Lambert III and Joyce Cox (Apr 8, 2011) Microsoft Word 2010 Step by Step by Joyce Cox and Joan Lambert III PowerPoint 2010 Bible [Paperback] by Faithe Wempen
2	Reference Books	Microsoft Word 2010 in Depth by Faithe Wempen Microsoft Word 2010 Plain & Simple by Katherine Murray Beyond Bullet Points: Using Microsoft PowerPoint to Create Presentations That Inform, Motivate, and Inspire [Paperback] BPG Microsoft PowerPoint 2010 Plain & Simple by Nancy Muir Office 2010 Bible by John Walkenbach, Herb Tyson, Michael R. Groh, Faithe Wempen, Lisa A. Bucki
3	Supplementary Reading Material	Business Analysis with MS Excel by Conard Carlberg, Pearson Education
4	Websites	www.microsoft.com www.office.microsoft.com
5	Journals	-

**MBA SYLLABUS: SEMESTER IV
OPERATIONS MANAGEMENT - SPECIALIZATION**

Semester	IV	Specialization	Operations Management
Course Code	403OPE	Type	Subject Core
Course Title	Operations Strategy		

Course Objectives:

1	To emphasize the key role of operations in bringing about the growth and profitability of organizations.
2	To impart ideas, concepts and principles in operations strategy.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Importance and Linkage with Corporate strategy, Strategies and values, Competing through operations. Operation strategy in global economy- Strategic alliances and production sharing, fluctuations of international financial conditions and international companies. Changing nature of world business. Quality, Customer service and cost challenges and social responsibility, Current perspective-Strategic fit	7 + 2
2	Methodology for Developing Operations Strategy: Value as business concept – strategic issues in manufacturing – Value Chain concept Focus, core competence and distinctive capabilities – stake holders & strategy, Checking markets, Outcome of Market debate – Linking manufacturing to Markets – strategic integration – why products sell in the markets – Order Winners, Order Qualifiers. Lean systems-Eliminating waste.	7 + 2
3	Operation Strategy Implementation: Technology strategy Issues in New Product development Time to market – strategic nature of process– Business implication of Process choice – Hybrid Process. Change management and Sustainability Procedure – company or plant based profiles – decisions for product reallocation – downsizing – Capacity decisions Progression & Regression. Evaluating various tradeoffs alternatives – Focused manufacturing – Product or process focus – Make or Buy – merits /demerits – value chain approach – just in time – lean manufacturing.	7 + 2
4	Strategic Resource Management: Importance, issues involved – organizational issues operational approaches to improving, delivery system, controlling operations – key performance Indicators, PQCDSM (Productivity, Quality, Cost, Delivery Time, Safety, Morale)	7 + 2
5	Role of Technology in Operations Strategy: Automated production system with Robotic systems. Use of IT and ITES enabling the effective strategy and resource implementation. ERP/SAP for decision making.	7 + 2

Learning Resources:		
1	Text Books	Operations Management by Terry Hill, Palgrave, 2 nd Edition. Operations Now by Byron Finch, TMGH, 3 rd Edition. Operations Management by Norman Gaither, Greg Frazier, Cengage Learning, India Ed.
2	Reference Books	Operations Management – An Integrated Approach by Samson and Singh, Cambridge. Operations Management for Competitive Advantage by Chase, Jacobs, Aquilano and Agarwal, TMGH, 11 th Edition.
3	Supplementary Reading Material	Strategic Operations Management by Brown, Lamming, Bessant and Jones, Butterworth Heinemann, 2 nd Edition.
4	Websites	http://www.enotes.com/operations-strategy-reference/operations-strategy
5	Journals	Setting manufacturing strategy for a company's international manufacturing network by Miltenburg, John. International Journal of Production Research, Nov2009, Vol. 47 Issue 22 Breaking The Trade-Off Between Efficiency and Service by Frei, Frances X., Harvard Business Review, Nov2006, Vol. 84 Issue 11 Agile MPC system linking manufacturing and market strategies by Deif, Ahmed M.; ElMaraghy, Waguih H. Journal of Manufacturing Systems. Apr2007, Vol. 26 Issue 2, p99-107. Linking of manufacturing strategy, market requirements and manufacturing attributes in technology choice: An expert system approach by Cil, Ibrahim; Evren, Ramazan., Engineering Economist. Spring98, Vol. 43 Issue 3, p183. Differentiating manufacturing focus by Hallgren, Mattias; Ohliger, Jan. International Journal of Production Research. 9/15/2006, Vol. 44 Issue 18/19, p3863-3878. One more time: How do you win orders?: A critical reappraisal of the Hill manufacturing strategy framework by Spring, Martin; Boaden, Ruth., International Journal of Operations & Production Management. 1997, Vol. 17 Issue 7/8, p757-779.

Semester	IV	Specialization	Operations Management
Course Code	404OPE	Type	Subject Core
Course Title	Total Quality Management		

Course Objectives:	
1	To give various perspectives on Quality and various contributors to Quality.
2	To provide an in-depth understanding of the various QC tools.
3	To introduce the frameworks of Global Quality Awards.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Quality Concepts :Defined, Quality Cost perspective ,Cost of Quality Quality Function, Spiral of Progress in quality, Little q and Big Q, Juran Trilogy, Internal and external quality perspective. Goods and service quality. Cost of poor quality, internal failure cost and external failure cost, appraisal cost, Prevention cost, Analysis of quality cost, hidden quality cost, Discovering the optimum, economic models of quality of conformance-Zone of improvement, zone of high appraisal, zone of indifference.</p> <p>Strategic Quality management: Companywide quality culture, Organizational vision, Mission and quality policy, formulation of quality goals, competitive benchmarking, Steps in implementing Total quality-Decide, Prepare, Start, Expand and Integrate. Quality Circle</p>	7 + 2
2	Quality Gurus : Demings' 14 point philosophy, Juran, Crosby philosophy, Ishikawa, Taguchi, Feigenbaum. Comparison of quality philosophy.	7 + 2
3	QC Tools : Problem Solving Methodology - Check list, Flow Chart, Tally charts and Histograms, Graphs, Pareto Analysis ,Cause and Effect Diagram, Brainstorming, Scatter diagram and regression analysis. Quality Function Deployment - Introduction, Customer needs, Customer priorities and competitive comparisons and planned improvements, Design features or requirements, Central relationship matrix-What's versus the How's , relative weights of importance. Design features interactions, target values, Technical comparison ,service information and special requirements-Difficulties associated with QFD, Implementation of QFD	7 + 2
4	Statistical Quality Control : Necessity and Importance of SQC, Process capability, Six Sigma quality, Process control, Process control for attributes, p charts and c charts, Process control for variables, X bar R chart, acceptance sampling, OC curves, Average Outgoing Quality Limit (AOQL),Sampling plans	7 + 2
5	Quality Management Awards and frameworks : Malcolm Baldrige National quality award, Deming prize, ISO 9000-2000,CII, Ramakrishna Bajaj Awards, Tata Business Excellence Model (TBEM)	7 + 2

Learning Resources:		
1	Text Books	Operations Management: Theory and Practice by B Mahadevan, Pearson, 2 nd Edition Production and Operations Management by RB Khanna, PHI Managing Quality by Dale, Blackwell Publication. Quality Management by Howard Gitlow, Alan Oppenheim, Rosa Oppenheim and David Levine, TMGH, 3 rd Edition.
2	Reference Books	Operations Management: An Integrated Approach by Danny Samson and Prakash Singh, Cambridge University Press.
3	Supplementary Reading Material	Managing Quality Edited by Barrie G Dale, Ton van der Wiele and Jos van Iwaarden, Blackwell Publishing, 5 th Edition.
4	Websites	http://managementhelp.org/quality/total-quality-management.htm www.isixsigma.com www.asq.org
5	Journals	Journal of Operations Management Total Quality Management & Business Excellence Quality Assurance International Journal of Reliability, Quality & Safety Engineering Journal of Quality Management

Semester	IV	Specialization	Operations Management
Course Code	405OPE	Type	Subject - Elective
Course Title	Quality Management Standards		

Course Objectives:	
1	To introduce various management system standards.
2	To explain the implementation and role of MR for IMS.
3	To help the students understand the implementation of IMS through cases in services and manufacturing .

Syllabus:

Unit Number	Contents	Number of Sessions
1	Over view of IMS – QMS, EMS, OHSAS, TS: Introduction to core tools and TS 16949, Introduction to CMMI, Introduction to EFQM, Implementation requirements for certification	5 + 1
2	QMS Standards: Key clauses - 4.1 Process & documentation, 5.0 Top management , Organization and Role of MR, 6.0 Resource management, 7.0 Process control from Contract review to Calibration, 8 Monitoring measurement and improvement	5 + 1
3	EMS Standards: Key clauses -4.1General requirement, 4.2 Policy, 4.3 Planning – registers , objectives & programs, 4.4 Implementation and operation, 4.5 Checking	5 + 1
4	OHSAS 18001:2007 Standards: Key clauses -4.1 General requirement, 4.2 Policy, 4.3 Planning – registers , objectives & programs, 4.4 Implementation and operation, 4.5 Checking	5 + 1
5	Study of Apex manual & Procedural manual for QMS: Service and Manufacturing set up, Study of Apex manual and procedural manual for EOHS, Study of core tools implementation requirement, Study of ERP, Legal register, Risk register and Impact registers and various programs & monitoring programs and SOPs & their inter relation	5 + 1

Learning Resources:		
1	Text Books	ISO 9001:2008 ISO 19011: 2002 ISO 9004 :2002 ISO 14001 :2004 OHSAS 18001: 2007 TS 16949:2002 EFQM model
2	Reference Books	Operations Management: An Integrated Approach by Danny Samson and Prakash Singh, Cambridge University Press.
3	Supplementary Reading Material	Managing Quality Edited by Barrie G Dale, Ton van der Wiele and Jos van Iwaarden, Blackwell Publishing, 5 th Edition.
4	Websites	http://www.ohsas-18001-occupational-health-and-safety.com/ http://www.iso14000-iso14001-environmental-management.com/ http://www.efqm.org/en/
5	Journals	The Integration of the Standards Systems of Quality Management, Environmental Management and Occupational Health and Safety Management by Matias, Joao Carlos De Oliveira; Coelho, Denis A., International Journal of Production Research, 10/15/2002, Vol. 40 Issue 15 Usefulness of the EFQM Excellence Model: Theoretical explanation of some conceptual and methodological issues by Rusjan, Borut., Total Quality Management & Business Excellence, May2005, Vol. 16 Issue 3 A Framework for TQM to Achieve Business Excellence by Hafeez, K.; Malak, N.; Abdelmeguid, H., Total Quality Management & Business Excellence, Nov2006, Vol. 17 Issue 9 Journal of Operations Management Total Quality Management & Business Excellence Quality Assurance International Journal of Reliability, Quality & Safety Engineering Journal of Quality Management

Semester	IV	Specialization	Operations Management
Course Code	406OPE	Type	Subject - Elective
Course Title	World Class Manufacturing		

Course Objectives:	
1	To bring out the relevance and basics of World Class Manufacturing.
2	To highlight the current state of Indian Manufacturing
3	To provide a road map for World Class Manufacturing

Syllabus:

Unit Number	Contents	Number of Sessions
1	World Class Manufacturing and the Information Age: The emergence of the Information Age, Competing in the Information Age, Business challenges of the Information Age, Operating Environment of the Information Age, India's global Competitiveness and Manufacturing Excellence, World Class Manufacturing and the Information Age Competition, Manufacturing Challenges of the Information Age – Time based competition, Managing knowledge, Problems in the Manufacturing Industry – Coordination, Need for Control, Fragmented Information Infrastructure, Insufficient processability of available information.	5 + 1
2	Gaining Competitive Advantage through World Class Manufacturing: Manufacturing Excellence and Competitiveness, What is World Class Manufacturing? Hall's Framework of Value-added Engineering, Schonberger's framework of World Class Manufacturing, Gunn's model of World Class Manufacturing, Maskell's model of World Class Manufacturing, America's best plants model of World Class Manufacturing, Malcolm Baldrige National Quality Award, The Philosophy of World Class Manufacturing, The Evolution of World Class Manufacturing, The first principles of World Class Manufacturing, The Practices of World Class Manufacturing, Quality in World Class Manufacturing.	5 + 1
3	Systems and Tools for World Class Manufacturing: The integration imperative, Overview of systems and tools, Making sense of the manufacturing alphabet soup, Information management tools, Material processing and handling tools. Information management tools – Product and Process Design Tools, Bar Code Systems, Kanban, SQC, Business Integration and Decision Support Tools. Material processing and handling tools – Flexible Manufacturing Systems, Rapid Prototyping, Lean production tools, Poka Yoke, SMED. An assessment of Manufacturing systems and tools.	5 + 1
4	World Class Manufacturing – The Indian Scenario: Competitiveness of Indian Manufacturing, Manufacturing Performance and planned strategies of Indian Manufacturing firms, Manufacturing readiness of Indian Firms, Manufacturing Objectives and strategy, Usage of management tools and technologies, Manufacturing Management Practices, The Manufacturing Strategic Intent Framework, Strategic use of IT in Indian Manufacturing, Classification by breadth of IT infrastructure and depth of manufacturing applications, Classification by breadth and integration of IT infrastructure, Manufacturing Strategy – World class Status and IT Use: Is India Ready for World Class Manufacturing?	5 + 1

5	Leading India towards World Class Manufacturing: Business Strategy and Global Competitiveness, Generic Manufacturing Strategies for the Information Age, Developing strategic thinking in manufacturing, Issues in Strategic planning for World Class Manufacturing, Barriers to using IT strategically, Strategic Planning Methodology for World Class Manufacturing, Implementing the World Class Manufacturing Plan, Need for performance measurement – The PO-P System, The TOPP System, The AMBITE System, Quality Performance, Cycle Time, Delivery Performance and Customer Service, Financial Performance Measures, The Balanced Score Card, Human Resource Dimensions in World Class Manufacturing – Morale and Teamwork.	5 + 1
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Learning Resources:		
1	Text Books	World Class Manufacturing – A Strategic Perspective by B S Sahay, K B C Saxena, Ashish Kumar, Macmillan Publishers India Ltd., 1 st Ed. World Class Manufacturing by K. Sridhara Bhat, Himalaya Publishing, 1 st Ed.
2	Reference Books	Making Common Sense Common Practice – Models for Manufacturing Excellence by Ron Moore, Elsevier Pub., 3 rd Ed. Competitive Manufacturing Management by John Nicholas, TMGH, 2 nd Edition.
3	Supplementary Reading Material	The Japanese Manufacturing Techniques by Richard Schonberger, The Free Press Just in Time Manufacturing by M. G. Korgaonker, Macmillan Publishers India Ltd., 1 st Ed.
4	Websites	http://www.enotes.com/world-class-manufacturer-reference/world-class-manufacturer
5	Journals	International Journal of Operations & Production Management- Journal of Manufacturing Systems International Journal of Manufacturing Technology & Management Journal of Operations Management Manufacturing & Service Operations Management

Semester	IV	Specialization	Operations Management
Course Code	407OPE	Type	Subject - Elective
Course Title	Business Process Reengineering		

Course Objectives:

1	To explain how organizational performance in terms of efficiency and effectiveness can be improved through BPR.
2	To introduce BPR as a change management tool.
3	To explore and master the fundamental principles of BPR.
4	To provide a practical framework and management techniques needed for implementation of BPR.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction to business processes: Definition of business process, Dimension of business process, Common business processes in an organization, Definition of business process redesign, Definitions of various management - related terms, Overview of business process reengineering, Business processes improvement.</p> <p>Introduction to Business Process Reengineering (BPR): History of BPR, Basics of BPR, Definition of BPR, Emergence of BPR, The need for reengineering, Benefits of BPR, Role of leader & manager, Breakthrough reengineering model, BPR guiding principles, Business process reengineering & performance improvement, Key targets of BPR, Myths about BPR, What reengineering Isn't, Difference between BPR and TQM, BPR and Process Simplification, BPR and Continuous Improvement.</p>	6 + 1
2	BPR in Manufacturing Industry: Introduction, Enablers of BPR in manufacturing – Agile Manufacturing, Lean Manufacturing, JIT, Collaborative Manufacturing, Intelligent Manufacturing, Production Planning, Product design & development.	4 + 1
3	BPR & Information Technology: Introduction, Relationship between BPR & Information Technology, Role of Information Technology in reengineering, Role of IT in BPR (with practical examples), Criticality of IT in business process, BPR tools & techniques, Enablers of process reengineering, Tools to support BPR, Future role of IT in reengineering.	4 + 1
4	BPR implementation methodology: Reasons of implementation of BPR, Necessary attributes, BPR team characteristics, Key concepts of BPR, BPR methodology, Different phases of BPR, BPR model, BPR methodology selection guidelines, Common steps to be taken for BPR implementation, Different business process reengineering methodologies, Comparison of various business process reengineering methodologies, Consolidated BPR implementation methodologies, Steps of process reengineering, Organizational redesign using BPR, Impact of BPR on organizational performance, Performance measures of BPR, Business process reengineering project management, Reengineering recommendations, Threads of BPR in various phases	6 + 1

5	<p>Success factors of BPR: Reengineering success factors, Critical success factors of BPR, Reasons for BPR project failure & success, Reengineering drives cause many changes</p> <p>Managing barriers to business process reengineering success: Potential project implementation success, Risks associated with business process reengineering projects, Business process reengineering implementation barriers, Areas generating barriers to business process reengineering, Root cause to Information Technology barriers, Some root causes of internal individual resistance, A framework for barrier management</p>	5 + 1
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Learning Resources:		
1	Text Books	Business Process Reengineering by Radhakrishnan, Balasubramanian, PHI, Eastern Economy Edition, 2008. Business Process Reengineering by Jayaraman, Ganesh Natrajan and Rangaramanujan, TMGH.
2	Reference Books	Business Process Reengineering and Change Management by Dey, Biztantra.
3	Supplementary Reading Material	Practical Business re-engineering by Obolensky, Kogan Page.
4	Websites	http://www.youtube.com/watch?v=2j2lcDWQk7A
5	Journals	Productivity and Performance Effects of BusinessProcessReengineering: A Firm-Level Analysis, Altinkemer, Kemal; Ozcelik, Yasin; Ozdemir, Zafer D. Journal of Management Information Systems, Spring2011, Vol. 27 Issue 4 BusinessProcessReengineering in the Public Sector: The Case of the Housing Development Board in Singapore, Thong, James Y. L.; Yap, Chee-Sing; Seah, Kin-Lee. Journal of Management Information Systems, Summer2000, Vol. 17 Issue 1 BusinessProcessReengineeringManagement Services, Spring 2010, Vol. 54 Issue 1 A Wider View of BusinessProcessReengineering, Grant, Delvin. Communications of the ACM, Feb2002, Vol. 45 Issue 2

Semester	IV	Specialization	Operations Management
Course Code	408OPE	Type	Subject - Elective
Course Title	Enterprise Resource Planning		

Course Objectives:

1	To understand how a business works and how information systems fit into business operations.
2	To understand the cross functional integration aspects of a business.
3	To understand better managerial decision making through real time data integration and sharing.
4	To understand the host of underlying technological tools of ERP.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Understanding Enterprise Resource Planning: Concept of Enterprise , Overview of Business Functions and Business Processes, Integrated Management Information, Business Modeling, Evolution of ERP; ERP and related technologies; Myths about ERP; Importance of ERP; Value creation in organizations through ERP; Benefits of ERP; Risk of ERP - People Issues, Process Risks, Technological Risks, Implementation Issues, Operation & Maintenance Issues; Managing risk in ERP projects.	5 + 1
2	ERP & Related Technologies: Business Process Reengineering, Data Warehousing, Data Mining, OLAP, PLM, SCM, CRM, GIS, ERP Functional Modules , Integration of ERP, Supply Chain, CRM.	5 + 1
3	ERP Implementation: Technological, Operational, Business Reasons for ERP implementation , ERP implementation Life Cycle – Objectives - Phases - Reasons for failure; Implementation challenges; ERP transition strategies - Big Bang Strategy, Phased Implementation, Parallel Implementation, Process Line Transition Strategy, Hybrid Transition Strategy, Strategy Choice; Success and failure factors of an ERP implementation; ERP implementation costs; Organization and working of ERP implementation team.	5 + 1
4	ERP Operations and Future Trends: Operation and maintenance of the ERP system; Maximizing the ERP system; ERP and e-business; Integration of ERP, internet and www; Future of ERP.	5 + 1
5	ERP Systems Processes and Management Control: Sales and Marketing; Accounting and Finance; Production and Material Management; Human Resource Management, Overview of an ERP product.	5 + 1

Learning Resources:		
1	Text Books	Enterprise Resource Planning by Leon, Alexis , TMH Publication, 2 nd Edition Enterprise Resource Planning by Koul, Saroj, Galgotia Publishing, 2001. ERP Concepts and Practice by Garg, V. K. and Venket Krishna N. K., PHI Publication, 1997. ERP In Practice by Vaman Jagan, TMGH
2	Reference Books	Enterprise Resource Planning by Sumner, Mary, Pearson Education, 2006. Enterprise Resource Planning by Jaiswal and Vanapalli, Macmillan Books.
3	Supplementary Reading Material	ERP Demystified by Leon, Alexis, TMH Publication, 2nd Edition, 2004.
4	Websites	https://www.sap.com
5	Journals	EnterpriseResource Planning (ERP) Systems and the Manufacturing-Marketing Interface: An Information-processing Theory View by Gattiker, T. F., International Journal of Production Research, 7/1/2007, Vol. 45 Issue 13 Critical Elements for a Successful Enterprise Resource Planning Implementation in Small-and Medium-sized Enterprises by Loh, T. C.; Koh, S. C. L., International Journal of Production Research, 9/1/2004, Vol. 42 Issue 17

Semester	IV	Specialization	Operations Management
Course Code	409OPE	Type	Subject - Elective
Course Title	Financial Perspectives in Operations Management		

Course Objectives:

1	To highlight the importance of cost management as a key to profitability and the key to successful Operations Management
2	To underline the role of cost management from a strategic perspective.
3	To teach the identification of key cost drivers and defined process of managing operational costs.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Cost Management: Cost management tools-life cycle costing, target costing, kaizen costing, JIT & theory of constraints, BPR and bench marking. Working Capital Management –Concept, Components, Scope, Practical applicability.	4 + 1
2	Activity Based Costing: Concept and basic knowledge, applicability, Limitations, Simple Numericals. Cost Concepts, behavior, type, allocation, apportionment and absorption along with nature, applicability and limitations of Job & Process Costing	4 + 1
3	Budgeting: Budgeting – nature, administration and effectiveness; budgeting cycle; activity-based budgeting; kaizen approach; ZBB; performance budgeting; human aspects of budgeting.	5 + 1
4	Capital Budgeting : The Capital Budgeting Concept & Process - An Overview, Generating Investment Project Proposals, Estimating Project, After Tax Incremental Operating Cash Flows, Capital Budgeting Techniques, Project Evaluation and Selection - Alternative Methods, Potential Difficulties ,Project Monitoring – Progress Reviews and Post - Completion Audits, Problem of Project Risk, Total Project Risk, Capital Rationing , Decision Tree.	7 + 1
5	Project Cost Estimate and Risk Analysis: Cost of project, Components of capital cost of a project, Project Risk Analysis, Project Organization. Project Evaluation and Audit: Sources of financing, Role of Financial Institutions in project financing, Data required for calculation of NPV, PI, IRR, BCR, NBCR, Project cost overruns and cost control, Phases of post audit, Type of post audit, Project closure.	5 + 1

Learning Resources:		
1	Text Books	Financial Management by I.M. Pandey, Vikas Publications, 10 th Edition Financial Management by M.Y.Khan & P.K.Jain, TMGH., 5 th Edition Project Management by K. Nagarajan, New Age Publications, 2 nd Edition
2	Reference Books	Financial Management by Rajiv Shrivastava & Anil Mishra, Oxford Publication, 2 nd Edition Corporate Financial Management by Arnold Glen, Pearson Publication
3	Supplementary Reading Material	The Chartered Accountant Management Accountant
4	Websites	www.icaai.org www.icwai.org www.moneycontrol.com
5	Journals	Production & Inventory Management Journal of Operations Management International Journal of Operation and Quantitative Management Indian Journal of Advanced Operations Management International Journal of Operations & Production Management Manufacturing & Service Operations Management

Semester	IV	Specialization	Operations Management
Course Code	410OPE	Type	Subject - Elective
Course Title	Service Operations Management		

Course Objectives:

1	To provide students with the concepts and tools necessary to effectively manage a service operation.
2	To discuss best practices of World-Class Service.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Services: Characteristics of Services, Importance of Service Sector, Classification framework, Service Delivery System – Process Flow Diagrams, Process Simulation,	4 + 1
2	Site Selection for Services: Types of Service Firms – Demand Sensitive Services, Delivered Services, Quasi-manufacturing Services, Site Selection for Demand Sensitive Services – Factor Rating, Regression, GIS, Gravity Model of Demand, Site Selection for Delivered Services – Expected Results, Mathematical Solution Methods for delivered services, Site Selection for Quasi-Manufacturing Services – Mixed Linear / Integer Programming for Location Selection	5 + 1
3	Yield Management: Capacity Strategies, Yield Management, Overbooking, Allocating Capacity – Static Methods, Nested Static Methods, Dynamic Methods. Pricing, Implementation issues – Alienating Customers, Customer Class Cheating, Employee Empowerment, Cost and Implementation Time.	5 + 1
4	Inventory Management in Services: Services versus Manufacturing Inventory, Set Up and Ordering Costs, Number of Products, Limited Shelf Space, Lost Sales versus Back Orders, Product Substitution, Demand Variance, Information Accuracy, The Newsvendor Model, Multiple Products and Shelf Space Limitations, Inventory Inaccuracy – Revenue Sharing, Markdown Money, Phantom Stockouts, Inventory Inaccuracy, Shrinkage.	6 + 1
5	Offshoring and Outsourcing: Outsourcing – Contract risk, Outsource Firm Risk and Pricing Risk, Competitive Advantage and Information Privacy Risk, Firm Specific Risks, Offshoring, Quantifying Offshoring, Offshoring and Competitive Capabilities – Cost, Non-cost Issues.	5 + 1

Learning Resources:

1	Text Books	Successful Service Operations Management by Metters, King-Metters, Pulliman and Walton, Thomson India Edition, 2 nd Edition.
2	Reference Books	Service Operations Management - Improving Service delivery by Robert Johnston Graham Clark, Prentice Hall
3	Supplementary Reading Material	Service Operation –Itil, Version 3 ,David Cannon, David Wheeldon
4	Websites	http://www.referenceforbusiness.com/management/Sc-Str/Service-Operations.html
5	Journals	A perspective on service delivery by McManus, John; Howitt, Michael. Management Services, Winter2009, Vol. 53 Issue 4 Journal of Software Project Management and & Quality Assurance

Semester	IV	Specialization	Operations Management
Course Code	411OPE	Type	Subject - Elective
Course Title	Modeling Techniques for Operations		

Course Objectives:

1	To learn how to model typical Operations Domain Problems
2	To understand use of quantitative tools in solving typical Operations Domain Problems

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Business Modeling: Meaning & process of modeling, Certainty & uncertainty in models, Importance of understanding data before modeling, Application of modeling to find Break-even point	2
2	Linear Programming: Formulation of LPP, Simplex method, Duality, Sensitivity Analysis, Goal Programming, Problems on Machine scheduling, Formulating & solving Product mix problem, Formulating & solving Labour planning problem. Integer Linear Programming: Concept, Job-sequencing model, Branch & Bound method, Problems based on Branch & Bound method.	8+2
3	Decision trees: Concept of decision making & decision trees; Application of decision trees in making manufacturing decisions like expansion of present plant, build new plant or sub-contract.	5+1
4	Replacement Models: Introduction; Failure of items; Application of Replacement models to Items that deteriorate, items with increasing running cost, items that fail completely, Group replacement policy, Recruitment and promotional problems, Equipment renewal problems.	6+1
5	Sequencing problems: Introduction, Problems involving n jobs- 2 machines, n jobs- 3 machines & n jobs-m machines; Comparison of priority sequencing rules.	4+1

Learning Resources:

1	Text Books	Operations Research- by Nita Shah, Ravi Gor, Hardik Soni- Prentice Hall India
2	Reference Books	Managerial Decision Modeling with Spreadsheets by Nagraj Balakrishnan, Barry Render, Ralph M. Stair Jr.- Pearson Introduction to Operations Research-by Billey E. Gillett- Tata Mc Graw Hill
3	Supplementary Reading Material	Operations Research- Hamdy A. Taha- Pearson Publication
4	Websites	www.orsl.in
5	Journals	International Journal of Operations and Quantitative Management

Semester	IV	Specialization	Operations Management
Course Code	412OPE	Type	Subject - Elective
Course Title	Business Process Management		

Course Objectives:	
1	Students will be able to model processes for subsequent implementation in Business Process Management Systems.
2	Students will be able to discern between technologies for human-centric process automation and system-centric process automation.
3	Students will understand the difference between Business Processes and Business Rules, and be able to select an appropriate information system.
4	Students will know the different phases of the process management lifecycle, supporting technologies, and how to transition between the phases of the lifecycle
5	Students will understand the technical capabilities of Business Process Management Systems, how they relate to concepts such as SOA and EAI
6	Students will be able to develop an implementation and integration strategy for processes that leverages organizational and technical capabilities of an enterprise

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Overview of the Process Management Lifecycle, Review of Process Modeling techniques. Process Design for Implementation: Analytical process model, Implementable process model – concept and comparison, Graphical models and their translation to XML, Components of Workflow Models From BPMN to XPD.	5 + 1
2	Implementing Process Designs: Change Management - Process Implementation Alternatives: Manual Implementation, CSCW Systems, ERP Systems, Workflow & Business Process Management Systems, Process Outsourcing.	5 + 1
3	Automating Processes: Supporting processes with IS, components of a process-aware application, BPMS and Workflow, Systems Components and Architecture. Rules vs. Processes: Capturing decision-making activities, dealing with unstructured work, BPMS and BRMS, Integrating ECA rules with processes, Capturing Unstructured Processes. Managing the Run-Time: Ensuring efficient processes, Process Metrics, Business Activity Monitoring, Business Intelligence, Process Dashboards	5 + 1
4	Task and Resource Allocation: Organization models, Task allocation strategies, Mobile performers, External Participants. Standards for Business Process Management: WfMC Reference Model, Process design standards: BPMN, IDEF, Interchange standards: XPD, BP, Integration standards: Wf-XML, WSDL	5 + 1
5	Post-Execution Evaluation: How Business Intelligence based on Process Data, Process Mining. Business Process Management Maturity: BPM Maturity Models, BPM Centers of Excellence, Organization Structure of BPM Efforts. Process Simulation and Data Mining: Predictive Process Simulation, Data Mining based on Process Data, Integration of Process information into Strategy Maps.	5 + 1

Learning Resources:		
1	Text Books	Harmon, Paul: Business Process Change. A Guide for Business Managers and BPM and Six Sigma Professionals. 2nd Edition, Morgan Kaufmann, San Francisco. Managing Business Process Flows, 2nd edition, by Ravi Anupindi, et al., ISBN 0-13-067546-6, Pearson Prentice-Hall, 2006.
2	Reference Books	Hammer, Michael: The Process Audit. Harvard Business Review, April 2007, pp. 111-123. Khoshafian, S. Service-oriented Enterprises. Auerbach Publications, Taylor & Francis Group, Boca Raton, FL, 2007, pp. xxv, 438 p. Scheer, A.-W. Business process change management : ARIS in practice Springer, Berlin ; New York, 2003, pp. xiii, 290 p.
3	Supplementary Reading Material	Davis, R.: An Introduction to Business Process Modeling with the ARIS design platform: getting started with BPM, (1st ed.) Springer, New York, 2007. Dumas, M.; van der Aalst, W.M.P. and A.H.M. ter Hofstede (eds.): Process-Aware Information Systems. Bridging People and Software Through Process Technology, John Wiley & Sons, Inc., Hoboken, NJ, 2005. Jeston, John; Nelis, Johan: Business Process Management: Practical Guidelines to Successful Implementations. Butterworth-Heinemann, 2006, pp. 464, ISBN 0750669217 van der Aalst, W.M.P., and van Hee, K. Workflow Management. Models, Methods, and Systems MIT Press, Cambridge, MA, USA, 2002.
4	Websites	BPTrends.org
5	Journals	International Journal of Business Process Management Leymann, F., and Altenhuber, W. "Managing business processes as an information resource," IBM Systems Journal (33:2) 1994, pp. 326-348.

Semester	IV	Specialization	Operations Management
Course Code	413OPE	Type	Subject - Elective
Course Title	Challenges and Opportunities in Operations Management		

Course Objectives:	
1	To make the student understand the ways of managing risk in Operations Management
2	To introduce various Environmental, Ethical and Technological issues in Operations Management
3	To introduce Global Reporting Initiatives, SA 8001, CSR, CDM, CT concept

Syllabus:

Unit Number	Contents	Number of Sessions
1	Managing Risk in Operations: Concepts and framework of Risk Management, COSO enterprise risk management, Risk standard AS/NZ 4360, M-o-R: Management of Risk Framework, Risk in the key decision areas of operations: Inventory management, Information technology, Process Technology, Operating planning and capacity management, Maintenance and servicing, Risk in service operations, Occupational Health and Safety, Environmental risk, Operations and corporate risk	5 + 1
2	Overview of Technological, Ethical and Environmental issues: Global challenges, Defining Technological options for the achieving Goals to combat the risks based on SWOT, Concept of Business ethics & CSR, Environmental – Introduction to GHG trading, Defining control against budgeting for identified impacts & risks for Quality, environment, safety, & global trading	5 + 1
3	Global Reporting: Business advantage with global reporting, Guidelines G 3 for sustainability, Study of any published report like Siemens, Social accountability aspect in Business across the borders, Case study in Indian industry for CSR Kyoto Protocol: Basic Features, Why Kyoto Protocol Failed, Limitations and aspect of Kyoto Protocol, Introduction to Clean Technology, Clean development mechanism, Government & statutory authorities and their role in promoting Sustainability	5 + 1
4	Sustainability in Operations: What is sustainability? Development of the concept of sustainability, Accepted definitions, What make sustainable practices successful, What is a sustainable practice, Quality and Excellence, Strategic connection, Business Case for sustainability, Building sustainability – the role of operations function, New capabilities of operations management to support sustainability,	5 + 1
5	Social Accountability: SA 8001, Considerations in identifying & mitigating child labour, Considerations in investigating un fair wages complaint, Considerations in investigating Discrimination related complaints, Consideration for recording and monitoring home workers and/ time logging for piece rate.	5 + 1

Learning Resources:		
1	Text Books	Operations Management: An Integrated Approach by Danny Samson and Prakash Singh, Cambridge University Press. Ethics and Corporate Social Responsibility: Why Giants Fall by Ronald R. Sims
2	Reference Books	The Kyoto Protocol: International Climate Policy for the 21st Century by Sebastian Oberthür and Hermann E. Ott The Clean Tech Revolution: Discover the Top Trends, Technologies, and Companies to Watch by Ron Pernick and Clint Wilder
3	Supplementary Reading Material	Standard SA 8001:2002 & Interpretation Guidelines SA 8002 Power to the People: How the Coming Energy Revolution Will Transform an Industry, Change Our Lives, and Maybe Even Save the Planet by Vijay V. Vaitheeswaran
4	Websites	https://www.globalreporting.org/resource/library/G3-Guidelines-Incl-Technical-Protocol.pdf http://www.siemens.com/sustainability/report/09/en/indices/global_reporting_initiative.htm
5	Journals	Should Sustainability Reporting Be Integrated? By Verschoor, Curtis C., Strategic Finance, Dec2011, Vol. 93 Issue 6 Go Green, Save Green by Mc Collum, T., Internal Auditor, Aug2009, Vol. 66 Issue 4

Semester	IV	Specialization	Operations Management
Course Code	414OPE	Type	Subject - Elective
Course Title	Lean Manufacturing		

Course Objectives:

1	To provide the concepts of Lean Manufacturing.
2	To give a hands on – How To – series of steps in Lean Manufacturing Implementation.
3	To highlight the role of company culture in transformation to Lean.

Syllabus:

Unit Number	Contents	Number of Sessions
1	History and Modern Applications of Lean Manufacturing: Popularity of MRP systems and their impact on organizations, Pre-computer Inventory Management tools, Rethinking the MRP Model, The search for Holy Grail of Manufacturing, Lean Manufacturing Model, Kanban Methodology, Sequencing production one piece at a time on the Lean Line, The benefits of embracing lean methodologies for manufacturing, Lean Manufacturing Challenges to the MRP paradigm, The continuous evolution to Lean Manufacturing, The Internet and E-commerce technologies.	5 + 1
2	Understanding Products, Processes and Demand: Determining the scope of initial Lean Manufacturing Implementation Area, Selecting parent parts for the lean line, Establishing the capacity to meet the demand volume of lean implementation area, Sources for determining demand, Documenting the Process flow and establishing mixed product families, Factors impacting throughput volume, Identifying process Demand Levels and Establishing Takt, Numerators and Denominators of Takt time, Documenting process Work elements and quality criteria, Nonvalue added activity and quality considerations, summing the total time of the process.	5 + 1
3	Line Layout and Work Station Identification with Process Linking and Balancing: The consequences of imbalance, The Lean approach to Achieving Balance, Calculating resource requirements, Defining Resources, The physical layout of resources, Assigning tasks for each workstation, the in-process Kanban Signalling methodology, Discipline for maintaining workstation balance, Designing 5S into the line design.	5 + 1
4	Kanban Strategies: The in-process Kanban, The Single Card Kanban System, The Multiple Card Kanban System, Managing inventory with the Kanban System: The advantages & disadvantages of Kanban System, Kanban manager job responsibilities.	5 + 1
5	Lean Implementation Mile Stones: Software requirements for Lean manufacturing methodologies, Commitment to change, Transformation process to Lean manufacturing, Initialization and Project Start-up, Understanding Products, Processes and Materials, Final Check, Line Start-up, Internalize. Organizational impact of Lean Manufacturing. Managing the Lean Manufacturing Line: Managing Line Output to Match Customer Demand, Establishing Customer Response policy, Suboptimizing the Lean line to meet daily rate of demand, flexible operators, Rewarding for Flexibility, Rewarding for Linear Performance, Resistance to change.	5 + 1

Learning Resources:		
1	Text Books	Lean Manufacturing Implementation by Dennis P Hobbs, Cengage Learning Co-published with APICS. Simplified Lean Manufacture – Elements, Rules & Implementation by N Gopalkrishnan, PHI.
2	Reference Books	Lean Manufacturing That Works by Bill Carreira, PHI, Eastern Economy Edition.
3	Supplementary Reading Material	Global Management Solutions Demystified by Dinesh Sheth and Subhash Rastogi, Thomson Learning Asia Lean Management – Concepts and Industry Perspectives by Mrudulla, ICFAI Books.
4	Websites	http://www.lean.org/
5	Journals	Evaluation of Value Stream Mapping in manufacturing system redesign by Serrano, Ibon; Ochoa, Carlos; Castro, Rodolfo De., International Journal of Production Research, Aug2008, Vol. 46 Issue 16 ERP Enabled Lean Six Sigma: A Holistic Approach for Competitive Manufacturing by Nauhria, Yugal; Wadhwa, S.; Pandey, Sunil., Global Journal of Flexible Systems Management, Jul-Sep2009, Vol. 10 Issue 3 Effect of buffer capacity and sequencing rules on single-card kanbansystem performance by Berkley, B.J., International Journal of Production Research, Dec1993, Vol. 31 Issue 12 Empowering Kanban through TPS - principles - An empirical analysis of the Toyota Production System by Thun, Jorn-Henrik; Druke, Martin; Grubner, Andre., International Journal of Production Research, Dec2010, Vol. 48 Issue 23

MBA SYLLABUS: SEMESTER IV
HUMAN RESOURCE MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	HRM
Course Code	403HR	Type	Subject Core
Course Title	Industrial Relations		

Course Objectives:

1	Give students insight into the IR scenario in India
2	Make students understand important laws governing IR
3	Create understanding about role of Govt., society and trade union in IR

Syllabus:

Unit Number	Contents	Number of Sessions
1	Understanding IR: Concept, Philosophy of IR, Evolution of IR, Indian perspective, Parties to IR, Employers' organizations, Trade unions, Role of Government, Role of society Approaches to IR: The Dunlop's Approach, The Social Action Approach, The Human Relations Approach, The Gandhian Approach, Theoretical foundation and legal framework of IR in India	6 + 2
2	The Industrial Disputes Act 1947: Sections # 2 to 19 Provisions under Chapter V, VA, VC and chapter VI, VII.	6 + 2
3	Trade Union Act 1926 : Section # 2, Chapter II, III and chapter V, The Maharashtra Recognition of Trade Unions and prevention of unfair labour practices Act 71, Section# 3 and the provisions under chapter II, III, IV, V, VI, VII, VIII, X	8 + 2
4	Industrial Employment (Standing Orders) Act 1946: Section # 2, 3, 5, 6, 7, 9, 10, 11, 12, 13, 14 The Contract Labour (Regulation and Abolition) Act 1970 Section# 2 and all provisions under Chapter III, IV, V, VI, and VII	6 + 2
5	IR Initiative: Worker's Participation in Management, Concept, evolution, implementation, Challenges. Collective Bargaining, Concept, evolution and implementation. Study of best practices in IR : The students and faculty to identify organizations in the area and study their IR practices.	9 + 2

Learning Resources:		
1	Text Books	Employee Relations Management by P.N. Singh, Neeraj Kumar, Pearson Publication
2	Reference Books	Industrial Relations, Trade Unions & Labour Legislation by P.R.N.Sinha, Indu Bala Sinha, Pearson Publication IR- Emerging Paradigms by B.D.Singh, Excel Books IR in India Shifting Paradigms by Ratna Sen, Macmillan India
3	Supplementary Reading Material	Industrial Relations by Arun Monappa Tata McGraw Hill Edition Personnel Management and Industrial Relations by R.S.Davar Vikas Publishing Industrial Relations by A.M.Sarma Himalaya Publishing House APS Labour Digest
4	Websites	www.india-laws.com www.Citehr.com www.ilo.org www.hrmguide.net www.nipm.in
5	Journals	Personnel Today Industrial Journal of Industrial Relations Indian Journal of Industrial Relations

Semester	IV	Specialization	HRM
Course Code	404HR	Type	Subject Core
Course Title	Strategic Human Resource Management		

Course Objectives:	
1	To make students understand HR implications of organizational strategies
2	Understand the various terms used to define strategy & its process
3	Understand HR strategies in Indian & global perspective

Syllabus:

Unit Number	Contents	Number of Sessions
1	Strategic Human Resource Management: Introduction, HRM Defined/SHRM Defined, Strategic HRM- Definition , Meaning of SHRM, Aims, approaches, challenges	3 + 1
2	HR Strategies: Definition, Types of HR strategies, criteria for an effective HR strategy Formulation of HR Strategies, conducting a strategic review, implementing HR strategies Impact on Organizational Performance, strategic role of top management, strategic role of line management	7 + 2
3	Talent Management Career Planning and Succession Planning: Evolution of careers, career planning perspectives organization-centered career planning, Individual-centered career planning Succession Planning: Definition, Elements of Succession planning, Relation between career planning and succession planning, challenges of succession planning Competency and Potential Development: What are competencies, How do competencies differ from skills and knowledge, Integrated HR practices through competency development, benefits from competency-based on HR practices, Desired outcomes for organizations, competency based HR practices : outcomes for employees, developing a skill matrix Retention strategies	7 + 2
4	Strategies for Improving organizational effectiveness Strategies for improving organizational effectiveness Strategies of organizational transformations-Cross border Mergers & Acquisitions Strategies for culture management, quality in strategies Strategies for learning organization Employee engagement strategy	10 + 3
5	Global Dimensions HR strategy in International Context, converting global presence into global competitive advantage Developing cross cultural sensitivity Training & development of International staff Compensation issues Performance management issues	8 + 2

Learning Resources:		
1	Text Books	Strategic Human Resource Management by Jeffrey Mello, Thomson South Western
2	Reference Books	International HRM by Peter Dowling, Denice Welch, Thomson Learning, 4 th Edition. HRM in Global Scenario by S.K. Bhatia, Deep & Deep Publications Pvt. Ltd, 2010
3	Supplementary Reading Material	Creating Wealth through Strategic HR & Entrepreneurship Gopalkrishnan by Upinder Dhar, Excel Books
4	Websites	www.shrmindia.org www.shrm.org www.peoplematters.com
5	Journals	Journal of Strategic Human Resource Management International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	405HR	Type	Subject - Elective
Course Title	Organizational Design & Development		

Course Objectives:

1	To develop an understanding of the nature, functioning and design of organization
2	Be able to understand the theory and practice relating to the processes of organization development and change
3	Develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating organizational processes and change in organizations

Syllabus:

Unit Number	Contents	Number of Sessions
1	Organizations and Organizational Theory: Definition, Prospective Dimensions, Strategy, Organization design & effectiveness	3 + 1
2	Organizational Purpose & Structural Design: Basic challenges of organizational Design - Fundamentals of Organizational structure, Internal Design Elements. Organization size & life cycle	7 + 1
3	Organizational Culture & Ethics : Innovation & change, Decision making processes & organizational learning	5 + 1
4	Managing Innovation & Change: Process of OD, Individual and Interpersonal Interventions, Team / Group Interventions, Intergroup Interventions, Techno structural Interventions, Strategic Change	7 + 1
5	Organizational Transformation - Desk Research: Students need to study organizational culture & design of 2 organizations each & present a report on the same.	3 + 1

Learning Resources:

1	Text Books	Organizational Development & Transformation by French, Bell, Zawacki- TMGH Organization theory & Design by Richard L. Daft, Thomson Press.
2	Reference Books	Organization Development & Change by Cummings & Worely Cengage Learning's India Ltd, 8 th Edition. Managing Organizational Change by Nilkant & Ramnarayan, Response Books Organization Change & Development by Kavita Singh, Excel Books The Oxford Handbook of Organizational Theory by Tsoukas & Knudsen, Oxford University Press
3	Supplementary Reading Material	Creating Performing Organization by Pattanayak & Gupta, Response Books Organizational Effectiveness & Change Management by Kondalkar, PHI learning Organizational Theory Text & Cases by Garetn Jones, Pearson Publishing
4	Websites	www.codhyd.org/ www.humancapitalonline.com www.shrmindia.org
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	406HR	Type	Subject - Elective
Course Title	Global HR		

Course Objectives:	
1	To give exposure to the students to international HR
2	To make students understand various initiatives in global HR
3	To make students understand various issues in global HR

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Defining international HR, difference between domestic and international HR, Variables determining difference between domestic and international HR, The path to global status, Talent management, International business ethics and HRM	4 + 1
2	Managing and supporting international assignments: Linking international assignments with organizational strategy, Staffing for international assignments, Issues in staff selection, selection criterion, The role of expatriate, the role of non-expatriate, dual career couples, are female expatriate different? role of the corporate HR function.	6 + 1
3	International HR: Importance of pre departure training, programs, the effectiveness of pre departure training, developing staff through international assignments. Objectives of international compensation, key components of international compensation program, approaches to international compensation. Performance management in multinational, PM of international employees, Appraisal of international employees.	6 + 1
4	Key issues in international HR : Trade unions and international HR , the response of trade unions to multi nationals, the issue of social dumping, the impact of digital economy	4 + 1
5	Virtual Organization study: Field Study/ Desk Research Students to be divided in a group of 5 each. Each group to identify two organizations having presence in other country/countries and study their HR practices in the light of the above topics. This may be desk research or field visit. The groups will give hard copy of the work and also presentation.	5 + 1

Learning Resources:		
1	Text Books	International Human Resource Management by Peter j Dowling, Device E Welch, 4 th Edition.
2	Reference Books	International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors International Human Resource Management by K Aswathappa and Sadhna Dash , TMGH
3	Supplementary Reading Material	International HRM- A cross cultural approach, Terence Jackson, SAGE publication.
4	Websites	http://www.cipd.co.uk/global/ www.shrm.org www.hrmguide.net
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	407HR	Type	Subject - Elective
Course Title	Employee Reward Management		

Course Objectives:

1	To appraise students with reward management system practiced in organizations
2	To make students understand the process of setting reward management system
3	To give students exposure to the reward management practices followed various organizations

Syllabus:

Unit Number	Contents	Number of Sessions
1	Reward Management: Definition, Aims of reward management, achieving the aims, reward system, elements of reward system, factors affecting reward system, policy and practice, impact of environment, internal & external	4 + 1
2	Grade and pay structures: Types of grades and pay structures, Developing grade and pay structures, individual pay, team pay, paying for organizational performance	6 + 1
3	Reward management for special groups: Rewarding directors and senior executives, international reward, rewarding sales and customer service staff, rewarding knowledge workers, shop floor pay	4 + 1
4	Union role in Reward Management: Impact of Trade Union on reward determination, unions and alternative reward system, Govt. and legal issues in reward system, reward system in India, National wage policy	5 + 1
5	Desk Research/Field Work: Faculty to invite minimum 4 experts from manufacturing/service/NGO/Govt. Organizations to expose the students to reward management system practiced by those organizations	6 + 1

Learning Resources:

1	Text Books	Dynamics of Personnel Management by Prof M N Rudrabasavraj Himalaya publishing
2	Reference Books	A Handbook of Employee Reward Management and Practice by Michel Armstrong Personnel and Human Resource Management by George T Milkovich and John w Boudream, Published by All India Traveller Bookseller
3	Supplementary Reading Material	Personnel Management Text and Cases by C B Mamoria and S V Gankar, Himalaya publishing
4	Websites	www.cipd.co.uk www.payscale.com www.livesalary.com.au/
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	408HR	Type	Subject - Elective
Course Title	Change Management		

Course Objectives:

1	To make students understand meaning of change and need for organizational Change.
2	To appraise students with the change management process

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Definition of change, how people experience change?, Seven phases of change, shock and surprise, denial and refusal, rational Understanding, emotional acceptance, exercising and learning, Rationalization, integration.	5 + 1
2	Organizational Change: Definition, Change: a managerial necessity, Areas of change, management of environment and technology, change and the manager, managing change from gender perspective.	5 + 1
3	Model of Change Management: The organizational development model, people management, Organizational politics and change, the learning organization.	5 + 1
4	Leading Change: Leaders, heroes and Chief Executive officers. Student to study minimum two case studies	5 + 1
5	Executing Change: Challenges of execution, Why does change Succeed / Fail? Minimum two case studies one each of successful execution and one of failure	5 + 1

Learning Resources:

1	Text Books	Change Management by Andrew Pettigrew and Richard Whipp Infinity Books
2	Reference Books	Change and Knowledge Management by B Janakiram, P V Ravendra, Shubha Murlidhar Published by biztantra Change Management by Robert a Paton and James McCalman, Sage Publication, 3 rd Edition
3	Supplementary Reading Material	Change Management by V Nilkant, S Ramnarayan , Sage publication Change: How to adapt and transform the business : Editors N Anand and Nigel Nicholson Published by Biztantra.
4	Websites	www.changedynamix.com http://www.oursouthwest.com/SusBus/mggchange.html
5	Journals	Journal of Organizational Change Management International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	409HR	Type	Subject - Elective
Course Title	Conflict & Negotiation Management		

Course Objectives:

1	To develop an understanding of the nature and strategies of negotiation.
2	To understand conflict and strategies to resolve the conflict.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Fundamentals of Negotiation: Nature of negotiation, Dimensions of Negotiation, Structure , norms & values, Strategy & planning	5 + 1
2	Negotiation Processes: Perception & Preparation, Communication & Influence, Ethics in negotiation, Agreement, Role Play (activity)	6 + 1
3	Conflict Management: Definition, Models of conflict (Process & Structural), Sources of conflict, Relationship between conflict & performance in team, Advantages & Disadvantages of Conflict	4 + 1
4	Managing Conflict: Individual difference, Personalities & abilities, Interpersonal conflict, Group conflict, Organizational conflict, Dealing with difficult subordinates & boss, Technique to resolve team conflict, Strategies to resolve organizational conflict, Role Play (activity)	7 + 1
5	Desk research: Students to study 4 case studies related to negotiation , third party conflict resolution(ADR) & prepare presentation on the same	3 + 1

Learning Resources:

1	Text Books	Negotiation by Lewicki, Saunders, Barry, TMGH Corporate Conflict Management - concepts & skills by Eirene Rout, Nelson Omika, PHI. Negotiation- Communication for diverse settings- Michael Spangle, Sage Publication.
2	Reference Books	Negotiation, Harvard Business Essentials, Harvard Business School Press How to negotiate effectively, David Oliver, The Sunday Times. Conflict Resolution Techniques by Subbulakshmi, ICFAI University press Conflict Management, Barbara Corvete, Pearson Education
3	Supplementary Reading Material	How to be a problem solver, M Stevens, The Industrial society, Kogan Page India. A Handbook of Human Relations, M.H.Shookla, Macmillan India Ltd.
4	Websites	http://www.religioustolerance.org/int_rel24.htm http://changingminds.org/links/links_negotiation.htm http://www.negotiatingedge.com/links.shtml http://www.mindtools.com/pages/article/newLDR_81.htm http://www.helpguide.org/mental/eq8_conflict_resolution.htm
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	410HR	Type	Subject - Elective
Course Title	LAB in CSR		

Course Objectives:

1	To help students understand & design CSR initiatives
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction of CSR: Aims & Objectives, Importance of CSR	10
2	CSR initiatives: Adopted by organization in Indian Context as well as Global context	10
3	Desk Research/ Field Study: Faculty to divide students in a group of 6 each. Groups will visit various industries in nearby area, understand various CSR activities initiated by them & present as well as submit the report on same.	10

Learning Resources:

1	Text Books	CSR Strategies: Corporate Social Responsibility for a Competitive Edge in Emerging Markets by Sri Urip, John Wiley & Sons, 2010
2	Reference Books	Corporate Social Responsibility And International Development: Is Business the Solution? By Michael Hopkins, Earthscan, 2007
3	Supplementary Reading Material	Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause by Philip Kotler, Wiley
4	Websites	Making Sense of Corporate Social Responsibility. Sathish, Ramya. "Corporate Social Responsibility in India - Putting Social-Economic Development on a Fast Track" Corporate Social and Environmental Responsibility in India - Assessing the UN Global Compact's Role by Chahoud, Dr. Tatjana; Johannes Emmerling, Dorothea Kolb, Iris Kubina, Gordon Repinski, Catarina Schläger, 2007.
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	411HR	Type	Subject - Elective
Course Title	Lab in Industrial Relations		

Course Objectives:	
1	To expose students to drafting of various notice/ memos/ show cause etc.
2	To expose students to the working of Labour courts

Syllabus:

Unit Number	Contents	Number of Sessions
1	Study & Preparation of notice of strike & lockout (2 minimum each).	5 + 1
2	Study & drafting show cause notice (minimum 2)	5 + 1
3	Handling & drafting misconduct procedure	5 + 1
4	Inviting Trade Union leader to understand issues & functioning of Trade unions	5 + 1
5	Visit to Labour court & Industrial Tribunal	5 + 1

Learning Resources:		
1	Text Books	Employee Relations Management by P.N. Singh, Neeraj Kumar, Pearson Publication
2	Reference Books	Industrial Relations, Trade Unions & Labour Legislation by P.R.N.Sinha, Indu Bala Sinha, Pearson Publication IR- Emerging Paradigms by B.D.Singh, Excel Books IR in India Shifting Paradigms by Ratna Sen, Macmillan India
3	Supplementary Reading Material	Industrial Relations by Arun Monappa, TMGH Personnel Management and Industrial Relations by R.S.Davar, Vikas Publishing Industrial Relations by A.M.Sarma, Himalaya Publishing House APS Labour Digest
4	Websites	www.india-laws.com www.ilo.org www.hrmguide.net www.nipm.in
5	Journals	Personnel Today Industrial Journal of Industrial Relations Indian Journal of Industrial Relations

Semester	IV	Specialization	HRM
Course Code	412HR	Type	Subject - Elective
Course Title	Lab in Legal compliances		

Course Objectives:

1	To equip students with various compliances the HR head has to give under different Acts
2	To learn drafting skills of these compliances

Syllabus:

Unit Number	Contents	Number of Sessions
1	The students are expected to study and draft the following compliances 1) Monthly return under The Factories Act 2) Annual return under the Factories Act 3) MPCB Act compliance and return 4) Payment of wages return 5) Minimum Wages return 6) Accident details form no 16 and 14 7) Factory License renewal 8) PF payment and return 9) Payment of Bonus return 10) ESIC Payment and return	25
2	Presentation on the learning by students	05

Learning Resources:

1	Text Books	Bare Acts Labour Law by S.P.Jain Labour Law by Malik
2	Reference Books	Introduction to Labour & Industrial Laws by Avatar Singh, LexisNexis Labour & Industrial Laws by S.N.Mishra, Central law publication Labour Laws by S.D. Geet, Nirali Prakashan Elements of Mercantile Law by N.D.Kapoor, Sultan Chand
3	Supplementary Reading Material	APS Labor Digest
4	Websites	www.india-laws.com www.lawinfo.com www.lawsinindia.com www.lawforyou.com http://www.vakilno1.com
5	Journals	Personnel Today International Labour Review Industrial Journal of Industrial Relations Indian Journal of Industrial Relations

Semester	IV	Specialization	HRM
Course Code	413HR	Type	Subject - Elective
Course Title	Lab in Mentoring and Coaching		

Course Objectives:	
1	To apprise students with role of Mentor, Coach & Counselor
2	To demonstrate elements of Mentoring, Coaching & Counseling vis-à-vis industry
3	To get clarity on how to consciously influence themselves and others so as to create productive behaviors that lead to optimal personal impact.

Syllabus:

Unit Number	Contents	Number of Sessions
1	The Manager as a Coach and Mentor: What is coaching & Mentoring? Why & how it is so important? Making the transition from Manager to Coach/ Mentor	4 + 1
2	Putting Coaching & Mentoring to Work: Dos and don'ts of Coaching & Mentoring, Putting it to work vis-à-vis Organizational Context, Selecting & Allotting Coaches and Mentors, Records, Feedback & Follow-up	4 + 1
3	What is Counseling? What is Counseling? Why & how it is so important, attending to? Performance Counseling, Personal and Family Wellbeing, Work-life balance to health problems	5 + 1
4	Dos and Don'ts of Counseling : Understanding Psychometrics, Helping the individual to understand and help himself , Understand the situations and look at them with a new perspective and positive outlook, Helping in better decision making, Alternate solutions to problems, Coping with the situation and the stress.	5 + 1
5	Field Study/ Desk Research: Student along with faculty are expected to study Mentoring, Coaching & Counseling practiced by the organizations in the area & prepare a report.	7 + 1

Learning Resources:		
1	Text Books	Coaching & Mentoring by Jane Renton, Profile Books Ltd.
2	Reference Books	Making Mentoring Happen by Kathy Lace, Business & Professional Publishing Pvt. Ltd. Coaching and Mentoring, Harvard Business School Press Coaching, Counseling & Mentoring by Florence M. Stone, AMACOM, 1601 Broadway, New York.
3	Supplementary Reading Material	Improve Your Coaching & Training Skills by Patrick Forsyth, Kogan Page India Pvt. Ltd.
4	Websites	www.coachingnetwork.org.uk http://www.tobincls.com/mentoring.htm http://www.coachingandmentoring.com/Articles/mentoring.html
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	414HR	Type	Subject - Elective
Course Title	Best Practices in HR		

Course Objectives:

1	To expose students to organizations to know best HR Practices
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Faculty & students to develop desk research on Best HR practices like CSR Recruitment Retention Training Transfers Appraisals Employee engagement Compensation Employee participation By organizations like Infosys Wipro TCS TATA Motors IBM TVS Reliance	10
2	Invite HR professionals to share best HR practices & experience	6
3	Visit minimum 2 organizations in the area to know their HR Practices	14

Learning Resources:

1	Text Books	HRM Practices by K B S Kumar, ICFAI university press, I edition
2	Reference Books	HRM practices in Industry by Kaila, Ravishankar, Himalaya Publishing House, I edition
3	Supplementary Reading Material	Case Studies on HRD Practices by M.K. Patel, Anmol Publications Websites of the organizations mentioned above Annual Reports of the organizations mentioned above Newsletter of the organizations mentioned above
4	Websites	www.business-standard.com www.thehrpractice.in www.hrmguide.in www.shrm.org
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	415HR	Type	Subject - Elective
Course Title	Designing HR policies		

Course Objectives:	
1	To equip students with pros and cons of HR Policies
2	To study statutory & non statutory requirements
3	To acquaint students with role & responsibilities of HR professionals

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction on the Content and Use of the Manual Corporate Profile (History, Ownership, Products/Services/Clientele) Corporate Vision and Mission Statement Corporate Values Corporate Philosophy and Beliefs on Human Resource Corporate Table of Organization Manpower Planning: Procedure and Considerations HR Requirements Assessment Worksheet Position Analysis/Job Descriptions	5
2	Recruitment and Selection : Policies, Procedures (Internal placement, Direct Hire, Outsource) Forms (Application, Request for Recruitment, Request for Staffing) Test (IQ, Technical/Functional, Personality/Behavioral, Managerial) Interview Guides/Interview Sheets Background/Reference Check (Letters, Checklist) Verifying Credentials Employee Orientation and Induction: Procedure, Accountability and Content Guidelines Orientation Slides, Orientation Letter Employment Contracts / Bonds Types of Employment: Definition and Considerations Contract Forms, Procedures in Administering Contracts Personnel Movements Promotion, Transfer, Demotion Wage, Salary and Benefits Administration Policy on Compensation Compensation Package Job Classification, Salary Structure Rules on Adjustments Rules on Merit Increases	6

3	Employee Benefits Leave Credits: Types, Procedures of Availing Leaves, Forms and Recording & Conversion of Unused Leaves Monetary and Tangible Benefits Compliance to Government Regulated Benefits Employee Attendance and Absences Policy Time Management Personal Leave of Absences Travel and Accommodation Modes of Transportation Accommodation Issues Travelling Formats(Requisition and Reimbursement) Code of Discipline Dress Code Personal Communications Gifts and Gratuity Policy on Discipline Rules Pertaining to : Attendance Adherence to Norms and Procedures Customer/Public Conduct Use of Company Resources/Properties Safety and Security Behaviors Defining the Corporate Policies Table of Offenses Procedures on Disciplinary Action Disciplinary Written Warning Format Disciplinary Action Report	6
4	Employee Relations and Grievance Handling Corporate Responsibility and Supervisory Responsibility Definition of ER Programs and Activities Grievance Handling Procedures Employee Records Management Employee Profile and History Employee Data Change Transfer/Accountability of Employee Records and Information Training and Development Corporate Policy on Training Training Accountability Procedures in Availing Training (Related Forms) Training Contract: Formal and Informal Outsourced Training: Procedures and Considerations Training Evaluation: Requirements and Forms Employee Training Record	5
5	Field study/ Desk Research Student along with faculty are expected to study HR policies available from various sources and work on designing HR policies (Manual) for an Organization (Wherever Possible real time or for model organization)* .	8

*The list of topics provided in the modules is not exhaustive as such students and faculty members can add as and when they feel the appropriateness of the dimension they get from the study.

Learning Resources:		
1	Text Books	How to Develop Essential HR Policies and Procedures, by John H. McConnell Amacom, Div American Mgmt. Association, Volume 1
2	Reference Books	Guide on Labour & Human Resources, Management Forms & Precedents (Law Practice & Procedure), Snow white Human Resource Policies and Procedures for Nonprofit Organizations by Carol L. Barbeito, John Wiley & Sons, 2004
3	Supplementary Reading Material	The HR Toolkit, Denise A Romano, TMGH HR Manuals, Handbooks available through Contacts and web sources
4	Websites	www.chillibreeze.com/articles_various/HR-policies-in-India.asp http://toostep.com/debate/are-hr-policies-of-indian-companies-employee-friendly
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	416HR	Type	Subject – Elective
Course Title	Competency Mapping		

Course Objectives:	
1	Make the students understand concept and importance of competency mapping
2	Give insight into the process and models of competency mapping

Syllabus:

Unit Number	Contents	Number of Sessions
1	Understanding Competency Mapping : Introduction---history and origin of competency mapping----Reasons for popularity of competency mapping--- Definitions and components of competency---Skill, knowledge and motive---traits of self-concept	6 + 1
2	Competency Mapping - procedures and steps: Determining objectives and scope---clarifying implementation goals and standards----create an action plan----define performance effectiveness----tools for data collection--data analysis---validating competency model---mapping future jobs and single incumbent jobs----using competency profiles In HR decision	7 + 1
3	Competency Categories: Thresh hold, differentiating, generic vs. key, functional or technical, leadership , managerial	4 + 1
4	Leading and managing competency mapping : Acceptance of competency mapping----causes for resistance---recommended action to address resistance---- Delphi technic,360 degree feedback, HR generic competency mapping----supervisory generic competency mapping	4 + 1
5	Competency assessment and uses : Strategies to address the gaps----- competency recruitment and selection-----competency based appraisal----- competency based succession and career planning----competency based compensation and benefits-----competency based training and development	4 + 1

Learning Resources:		
1	Text Books	The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations by Seema Sanghi Sage Publications Pvt. Ltd; Competency Mapping by R K Sahu, Publisher : Excel ASTD Competency Study: Mapping the FuturebyPaul R. Bernthal, Publisher: ASTD Press (June 6, 2004)
2	Reference Books	Competency Mapping For Superior Results by Mukherjee, Sraban TMGH, 2011 -12 Edition
3	Supplementary Reading Material	Understanding Organizational Behavior by Uday Parek, Oxford University Press
4	Websites	http://www.bodhih.com/humanresources/competencymapping.html http://competency-matrix.blogspot.in/ http://mmgindia.com/?tag=competency-mapping
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

MBA SYLLABUS: SEMESTER IV
INTERNATIONAL BUSINESS MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	IB
Course Code	403IB	Type	Subject - Core
Course Title	International Business Environment		

Course Objectives:	
1	To help students understand the nature scope and structure of International Business
2	To explore students to various policy perspective in international regulatory environment.
3	To enable students to understand the influence of various environmental factors on international business operations..

Syllabus:

Unit Number	Contents	Number of Sessions
1	Environmental Context of International Business: Framework for analyzing international business environment – Domestic, foreign and global environments and their impact on international business decisions. Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade.	7 + 2
2	International Financial Environment: Foreign investments -Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows.	7 + 2
3	International Economic Institutions and Agreements: WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and agreements.	7+ 2
4	Multinational Corporations and their involvement in International Business: Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.	7 + 2
5	Regional Economic Groupings in Practice: Regionalism vs. multilaterallism, Structure and functioning of EC and NAFTA; Regional economic cooperation. Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.	7 + 2

Learning Resources:		
1	Text Books	Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999.
2	Reference Books	Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, 8th ed., Addison Wesley, Readings, 1998. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999. Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.
3	Supplementary Reading Material	Economic Times Daily Business Standard Daily The Hindu Business Line
4	Websites	http://www.wto.org/ http://www.imf.org/external/index.htm
5	Journals	Asian Economic Bulletin Asian Journal of Management Cases Economic and Political Weekly Enterprise and Society: The International Journal of Business History Global Business Review International Business & Economics Research Journal International Business and Management International Business Research Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy World Affairs: the Journal of International Issues

Semester	IV	Specialization	IB
Course Code	404IB	Type	Subject - Core
Course Title	Indian Economy and Trade Dependencies		

Course Objectives:	
1	To explore students to the diversity of issues prevalent in the Indian Economy.
2	To provide insights to the students about the trade related issues of the Indian Economy.
3	To make students realize the importance of trade in the present globalized era.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Indian Economy : Alternative Development Strategies – Trends in National Income, Growth and Structure since 1991 - New Industrial Policy 1991 – Recent changes in Trade Policy - Competition Policy - Public Sector Reform - Privatization and Disinvestments – Progress of Human Development in India	7 + 2
2	Planning and Economic Development : Redefining the Role of the State – Human Capital Formation in India – Problem of Foreign Aid – Economic Reforms and Reduction of Poverty –Measures to Remove Regional Disparities	7 + 2
3	Indian Industries : Review of Industrial Growth under 10 th and 11 th Five year plan - Growth and present state of IT industry in India – Outsourcing, Nationalism and Globalization – Small Sector Industrial Policy	5 + 2
4	a) Foreign Trade : Trends of Exports and Imports of India – Composition of India's Foreign Trade - Direction of India's Foreign Trade – Growth and Structure of India's Foreign Trade since 1991 – Balance of Payments since the New Economic Reforms of 1991. b) Foreign Capital : Need for Foreign Capital – Foreign Investment Inflows – Role of Special Economic Zones (SEZ)	10 + 2
5	India in the Global Setting : India in Global Trade – Liberalization and Integration with the Global Economy – Globalization Strategies – India's Foreign Exchange Reserves – Convertibility of the Rupee – WTO and India.	6 + 2

Learning Resources:		
1	Text Books	Indian Economy by Datt & Sundharam, 61 st Edition, S Chand Indian Economy by Misra & Puri, 4 th Edition, Himalaya Publishing House
2	Reference Books	India's Economic Development Since 1947 3rd Ed. Editor : Uma Kapila
3	Supplementary Reading Material	Foreign Exchange Handbook by H.P Bharadwaj. World Development Reports (Recent years) Economic Times Daily Business Standard Daily The Hindu Business Line
4	Websites	http://www.wto.org/ http://www.imf.org/external/index.htm http://indiabudget.nic.in/
5	Journals	Economic and Political Weekly Foreign Trade Review Global Business Review International Trade Forum International Trade Journal Journal of Economic Perspectives Journal of International Trade & Economic Development Journal of Asian Business Monthly Statistics of International Trade World Affairs: the Journal of International Issues

Semester	IV	Specialization	IB
Course Code	405IB	Type	Subject - Elective
Course Title	Environment and Global Competitiveness		

Course Objectives:	
1	To make students aware of the competitive issues facing nations, companies, and individuals in a global economy.
2	To help students understand the issues, policies, and actions that organizations should pursue to develop and maintain organizational strengths that will endure the competitive environment of global markets.
3	To make students realize the importance of sustainable development way of thinking in globally competitive world.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Measuring Competitiveness: Defining Competitiveness, Macro Economic Indicators – Global Competitiveness Index – Pillars of competitiveness. Michael Porter's five force and competitive advantage theory. Indicators of world competitiveness. Ranking of the current year and India's position. Changes in the top 5 rankings in last 3 year and lessons thereof	5 + 1
2	Globalization & Business: Overview of commercial geography. Impact of geographical aspects on international business and business strategies. Global dynamics: interplay of local, national, regional and worldwide forces OECD / WEF/ G8 / G33. Economic, political, social, cultural, legal, technological forces	5 + 1
3	Sustainable Competitiveness: Economic Growth – Problem or Solution? - Growth, Free Markets, and Business Responsibility – The failure of market-based policies - Sustainable Production and Sustainable Products - Sustainable Consumption - The Sustainable Competitiveness Index framework.	5 + 1
4	Innovation Management : Reducing Uncertainty - Virtualizing the Business Model to Drive Innovation, Agility, and Value Creation - Globalization for Innovations	5 + 1
5	Global Strategy, Structure and Implementation: Country Evaluation and Selection – Export and Import Strategies – Direct Investment and Collaborative Strategies.	5 + 1

Learning Resources:		
1	Text Books	International Business , 12/E, John Daniels, Lee Radebaugh, Daniel Sullivan and Prashant Salwan, Pearson International Business, 6/E, Hill and Jain, The McGraw – Hill Companies
2	Reference Books	Business, Ethics, and the Environment: Imagining a Sustainable Future Joseph DesJardins, Pearson Thomas L Friedman. The World Is Flat: A Brief History of the Twenty-First Century, Further Updated and Expanded, Release 3.0. New York: Picador/Farrar, Straus, and Giroux, 2007. Pankaj Ghemawat. World 3.0: Global Prosperity and How to Achieve It. Boston: Harvard Business Review, 2011. Tarun Khanna and Krishan G. Palepu. Winning in Emerging Markets: A Road Map for Strategy and Execution. Boston: Harvard Business Press, 2010. Richard M. Steers, Carlos J. Sanchez-Runde, and Luciara Nardon. Management Across Cultures: Challenges and Strategies. New York: Cambridge University Press, 2010. Innovation Management, 2/E , Allan Afuah, Oxford
3	Supplementary Reading Material	Global Competitiveness Report 2011-12 , World Economic Forum Economic Times Daily Business Standard Daily The Hindu Business Line
4	Websites	http://www3.weforum.org/docs/WEF_GCR_Report_2011-12.pdf Michael Porter on Competitiveness - Youtube
5	Journals	<u>Journal of Global Competitiveness</u> <u>Advances in Competitiveness Research</u>

Semester	IV	Specialization	International Business Management
Course Code	406IB	Type	Subject - Elective
Course Title	Marketing to Emerging Markets & Bottom of the Pyramid		

Course Objectives:

1	To understand needs and aspirations at the Bottom Of the Pyramid (BOP)
2	To learn about opportunities that exist at BOP

Syllabus:

Unit Number	Contents	Number of Sessions
1	Overview of Emerging Markets: Countries constituting emerging markets. Countries constituting BRICS & Next 11, Growing economic power of emerging markets, Demographic & economic scenario of emerging market countries. Emerging market size for different sectors	5 + 1
2	Emerging Markets - Perspectives & Practices: Characteristics of emerging markets: Emerging markets versus developed markets - market heterogeneity, sociopolitical governance, chronic shortage of resources, unbranded competition, and inadequate infrastructure. Comparative advantage of emerging markets: Policy based advantage, raw material based advantage, NGO based advantage, Marketing Implications in terms of strategy, policy & practice of marketing, Marketing Mix Implications.	7 + 1
3	Bottom of the Pyramid Markets: Difference between Emerging Markets & BOP Markets, Definition, size & composition of BOP markets all over the world, Characteristics of BOP markets	5 + 1
4	Marketing Strategies for BOP Markets: Four elements of BOP strategy - creating buying power, shaping aspirations, improving access, and tailoring local solutions. C K Prahalad's 12 principles, BOP Protocol	5 + 1
5	Criticism of Marketing to BOP & alternate perspectives	3 + 1

Learning Resources:		
1	Text Books	The Fortune at the Bottom of the Pyramid, Prahalad, C.K., Pearson – Singapore.
2	Reference Books	We are like that only by Bijapurkar, R. (2007), New Delhi: Penguin Portfolio.
3	Supplementary Reading Material	<p>Bang V.V. and Joshi S. L. (2008), "Conceptualization of Market Expansion Strategies in Developing Economies", Academy of Marketing Science Review, 4, [Online] Available: http://www.amsreview.org/articles/bang04-2008.pdf</p> <p>World Business Council for Sustainable Development (WBCSD). (2004), Doing business with the poor – a field guide. (March). [Online] Available: http://www.wbcsd.org/DocRoot/uCxCgEiOhrCEXcsN5slo/sl-field-guide-reprint.pdf</p> <p>United Nations Development Programme (UNDP). (2008), "Creating Value For All: Strategies For Doing Business With Poor", The Growing Inclusive Markets Initiative, (July). [Online] Available: http://www.undp.org/gimlaunch/download.shtml.</p> <p>Preston, K, A. Libow, A. Bruno, C.Meade, and R. Wells. (2007), Opportunities for the Majority Index: Analysis of Corporate Performance in Latin America and the Caribbean, The Inter-American Development Bank, 21st December. [Online] Available: http://www.iadb.org/am/2008/docs/OM_Index_Final_Report_v2.pdf.</p> <p>Simanis, E. and S. Hart With J. DeKoszmovszky, P. Donohue, D. Duke, G. Enk, M. Gordon, and T. Thieme. (2008), The Base of the Pyramid Protocol: Toward Next Generation BoP Strategy, Center for Sustainable Global Enterprise, Johnson School of Management, Cornell University, 2nd Ed. . [Online] Available: http://www.wdi.umich.edu/files/BoPProtocol2ndEdition2008.pdf.</p> <p>Karamchandani, A., M. Kubzansky, and P. Frandano. (2009), Emerging Markets, Emerging Models: Market-Based Solutions To The Challenges Of Global Poverty, Monitor group, (March).</p> <p>Hammond, A., W. J. Kramer, R. S. Katz, J. T. Tran, and C. Walker. (2007), The Next 4 Billion: Market size and Business strategy at the Base of the Pyramid, World Resources Institute (WRI) and International Finance Corporation (IFC) [Online] Available: http://www.wri.org/publication/the-next-4-billion.</p> <p>Wilson, D. and R. Purushothaman. (2003) "Dreaming With BRICS: Path to 2050." Goldman Sachs, Global Economics Paper No.99, 1st October.</p>
4	Websites	http://www.wri.org/
5	Journals	<p>Prahalad, C.K., and A. Hammond. (2002), "Serving the World's Poor, Profitably", Harvard Business Review, 80(September), pp. 48-57.</p> <p>Prahalad, C. K. and S. L. Hart. (2002), "The Fortune at the Bottom of the Pyramid", Strategy + Business, 26, pp.54-67.</p> <p>Dawar, N. and A. Chattopadhyay (2000), "Rethinking Marketing Programs for Emerging Markets", William Davidson Institute, Working Paper Number 320.</p> <p>Beshouri, C.P. (2006), "A Grassroots Approach to Emerging-Market Consumers." The McKinsey Quarterly, (March), pp.61-71</p> <p>Karnani, A. (2007), "The Mirage of Marketing to the Bottom of the Pyramid: How The Private Sector Can Help Alleviate Poverty", California Management Review, 49(4), (Summer), pp.90-111.</p> <p>London, T. and S. L. Hart (2006), "Reinventing strategies for emerging markets: beyond the transnational model", Journal of International Business Studies, (August), pp.1–21. [Online] Available: http://e4sw.org/papers/JIBS.pdf.</p> <p>Simanis, E. and S. Hart (2006), "Expanding Possibilities at the Base of the Pyramid - Innovations Case Discussion: KickStart", Innovations, (winter), pp.43-51.</p> <p>Vachani, S. and N. Craig Smith. (2008), "Socially Responsible Distribution: Distribution Strategies For Reaching The Bottom Of The Pyramid", California Management Review, 50(2), (Winter), pp.52-84</p> <p>Sheth, J. N. (2011), "Impact of Emerging Markets on Marketing: Rethinking Existing Perspectives and Practices", Journal of Marketing, Vol. 75 (July), 166 – 182.</p>

Semester	IV	Specialization	International Business Management
Course Code	4071B	Type	Subject - Elective
Course Title	CrossCultural Relationship Marketing		

Course Objectives:

1	To help students understand the cultural aspects of relationships.
2	To emphasize the need for cultural adaptation in relationship development and negotiations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Mapping players and process- identifying players, deciders, Informal influences that make or break a deal. Cross cultural etiquette and behavior-the basics.	5 + 1
2	Buyer and seller feedback loop-Relational embeddedness - dependency and influence of network members over buyer and seller.	5 + 1
3	Communication in cross cultural relationships- Cross communication between network members.	5 + 1
4	Andersen's model (2003) on cross cultural relationship Initiation and development. Cross cultural sales negotiations.	5 + 1
5	Approaches to Negotiations-Top down, Protocol& Deportment, Deeper cultural characteristics, Consensus, Coalition Building-Negotiation specific expectations to shape process of negotiation.	5 + 1

Learning Resources:		
1	Text Books	<p>Relationship Marketing in Cross-cultural contexts by Rugimbana and Nwankwo, Thomson Learning-S. Melbourne</p> <p>The World's Business Cultures and How to Unlock Them by Barry Tomalin and Mike Nicks, Viva Books Pvt. Ltd.</p> <p>Relationship Marketing-the IMP Perspective in Handbook of Relationship Marketing by Jagdish Seth and Atul Parvatiyar 2nd Edition. Thousand Oaks California, Sage Publications</p> <p>Hofstede G - Cultural Consequences International differences in Work Related Values, Beverly Hills, CA Sage Publications</p> <p>Relationship Marketing -The UK Perspective in Hand book of Relationship Marketing by Jagdish Seth and Atul Parvatiyar 2nd Edition California, Sage Publications</p>
2	Reference Books	<p>Cross-Cultural Business Behavior: Marketing, Negotiating, Sourcing and Managing across Cultures by Richard Gesteland, 3rd Edition, Copenhagen Business School Press</p> <p>Cross-Cultural Business Behavior - A guide for Global Management by Richard Gesteland 5th Edition</p> <p>Marketing by Agreement: A Cross-cultural Approach to business negotiations by McCall, J.B. & M.B. Warrington 2nd Edition, John Wiley & Sons</p>
3	Supplementary Reading Material	<p>Global Marketing: A Decision Oriented Approach by Svend Hollensen, 5th Edition.</p> <p>Advances in International Marketing: Establishing Marketing Relationships in Cross Cultural Business, Emerald Insight Books</p> <p>Bargaining Across Borders - How to Negotiate Successfully Anywhere in the world by Foster D.A., MGH, New York</p>
4	Websites	-----
5	Journals	<p>Cross-Cultural Examination of Relationship Quality, by Barry, James M.; Doney, Patricia M.. Journal of Global Marketing, Sep/Oct2011, Vol. 24 Issue 4</p> <p>An investigation of relationship learning in cross-border buyer-supplier relationships: The role of trust, by Liu, C.-L.E.. International Business Review, Jun2012, Vol. 21 Issue 3</p> <p>The Complexities of Perceived Risk in Cross-Cultural Services Marketing by Keh, Hean Tat; Sun, Jin. Journal of International Marketing. 2008, Vol. 16 Issue 1, p120-146.</p> <p>The Effects of Adaptation, Commitment And Trust In Cross-Cultural Marketing Relationships by Walton, James R.; Salazar, Ronald J.; Jifu Wang. Journal of Applied Business Research. 2008 3rd Quarter, Vol. 24 Issue 3, p29-38.</p>

Semester	IV	Specialization	International Business Management
Course Code	408IB	Type	Subject - Elective
Course Title	Foreign Exchange Management		

Course Objectives:

1	To make the student aware about importance, concept and tools of Foreign Exchange Management.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Management of Foreign Exchange with special reference to India: Meaning of the Term " Foreign Exchange", Exchange Market, Statutory basis of Foreign Exchange, Evolution of Exchange Control, Outline of Exchange Rate and Types, Introduction to International Monetary Developments : Gold standard, Bretton Woods system, Fixed-Flexible Exchange Rate Systems, Euro market.	5 + 1
2	Sources of demand for and supply of foreign exchange – the balance of payments (bop) framework; nominal, real and effective exchange rates; determination of rate of exchange; monetary portfolio balance; purchasing power parity approaches; overvalued and undervalued currencies; exchange rate systems. India's Forex Scenario : BOP crisis of 1990, LOERMS, Convertibility.	5 + 1
3	General factors of exchange rate fluctuations; the DORNBUSCH Sticky – price theory of exchange rate volatility; exchange rate overshooting and the J-curve effect; central banking intervention for exchange rate stability; effect of depreciation on trade balance.	5 + 1
4	Nature functions and participants of foreign exchange market; spot and forward markets; forward premium; forwards in hedging and arbitrage; methods of quoting exchange rates; cross rates of exchange; arbitrage operations; bid-ask spreads; the Interest Rate Parity. Theorem; the Expectation Theory; International Fisher Effect.	5 + 1
5	Currency futures, options and determination of their market value, over-the-counter options; Fisher Black's Optional-Pricing model; currency and interest rate swaps; credit risk of swaps; Euro currency market and its instruments; measuring foreign exchange risk and exposure; basic techniques of exposure management; foreign exchange regulation in India.	5 + 1

Learning Resources:		
1	Text Books	D Levi Maurice, International Finance, Prentice Hall of India, New Delhi Roth Paul, Mastering Foreign Exchange and Money Markets, Pitman, London
2	Reference Books	Giddy, IAN, Global Financial Markets, AITBS, New Delhi Apte P G, International Financial Management, Tata McGraw Hill, New Delhi
3	Supplementary Reading Material	Buckley, Multinational Finance, Prentice Hall of India, New Delhi
4	Websites	-
5	Journals	Asian Economic Bulletin Asian Journal of Management Cases Economic and Political Weekly Global Business Review Global Journal of International Business Research International Business & Economics Research Journal Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Trade & Economic Development World Affairs: the Journal of International Issues

Semester	IV	Specialization	International Business Management
Course Code	409IB	Type	Subject - Elective
Course Title	E Commerce		

Course Objectives:

1	To introduce students to the concept of e-commerce
2	To equip students to assess e-commerce requirements of a business and develop e-business plans
3	To help students understand various e-commerce applications

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Electronic Commerce: Meaning, nature and scope; Channels of e-commerce; Business applications of e-commerce; Global trading environment and adoption of e-commerce. Business Models of E-commerce and Infrastructure; B2B, B2C, B2G and other models of e-commerce; Applications of e-commerce to supply chain management; product and service digitization; Remote servicing procurement, and online marketing and advertising E-commerce resources and infrastructure planning.	5 + 1
2	Business to Consumer E-commerce Applications: Cataloging; Order planning and order generation; Cost estimation and pricing; Order receipt and accounting; Order selection and prioritization: Order scheduling, fulfilling and delivery, Order billing and payment management; Post sales services.	5 + 1
3	Business to Business E-Commerce: Need and alternative models of B2B e-commerce; Using Public and private computer networks for B2B trading: EDI and paperless trading: characteristic features of Edi service arrangement; Internet based EDI; EDI architecture and standards; VANs; Costs of EDI infrastructure; Reasons for slow acceptability of EDI for trading; E-marketing-Traditional web promotion: Web counters; Web advertisements.	5 + 1
4	Electronic Payment Systems and Order Fulfillment: Types of payment systems - e-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards; Operational, credit and legal risks of e-payment, Risk management options for e-payment systems; Order fulfillment for e-commerce. Security Issues in E-Commerce: Security risks of e-commerce-Types and sources of threats; Protecting electronic commerce assets and intellectual property; Firewalls; Client server network security; Data and message security; Security tools; Digital identity and electronic signature; Encryption approach to e-commerce security.	5 + 1
5	Regulatory Environment of E-Commerce: Borders and jurisdiction contracting and contract enforcement; International cyber laws -aims and salient provisions; cyber laws in India and their limitations; Taxation and e-commerce; Ethical issues in e-commerce.	5 + 1

Learning Resources:		
1	Text Books	<p>Bajaj, Deobyani Nag, E-Commerce, Tata McGraw Hill Company, New Delhi, 2000.</p> <p>Diwan, Prag and Sunil Sharma, Electronic Commerce -A Manager's Guide to E-Business, Vanity Books International, Delhi.</p> <p>Greenstein, M. and T.M. Feinman, Electronic Commerce: Security, Risk Management and Control, Tata McGraw hill, 2000.</p>
2	Reference Books	<p>Agarwala, Kamlesh N., Amit Lal and Deeksha Agarwala, Business on the Net: An Introduction to the Whats and Hows of E -Commerce, Macmillan India Ltd., 2000.</p> <p>Fitzerald, Business Data Communication Network, McGraw Hill, 1998.</p> <p>Kalakota, Ravi and Andrew P. Whinson, Frontiers of Electronic Commerce, Addison Wesley.</p> <p>Kosiur, David, Understanding Electronic Commerce, Prentice Hall of India Private Ltd., New Delhi.</p>
3	Supplementary Reading Material	<p>Schneider, Gary P. and James T. Perry, Electronic Commerce, Thompson Learning, Cambridge, 2001.</p> <p>Turban, E., et. al., Electronic commerce: A Managerial Perspective, Pearson Education Asia.</p> <p>Whiteley, David, E-commerce, McGraw Hill, New York, 2000.</p> <p>Young, Margaret Levine, The Complete Reference to Internet, Tata McGraw Hill, New Delhi, 1999.</p>
4	Websites	-
5	Journals	-

Semester	IV	Specialization	International Business Management
Course Code	410IB	Type	Subject - Elective
Course Title	Enterprise Resource Planning		

Course Objectives:

1	To help the student understand how a business works and how information systems fit into business operations.
2	To emphasize the cross functional integration aspects of a business.
3	To enable better managerial decision making through real time data integration and sharing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Understanding Enterprise Resource Planning: Concept of Enterprise , Overview of Business Functions and Business Processes, Integrated Management Information, Business Modeling, Evolution of ERP; ERP and related technologies; Myths about ERP; Importance of ERP; Value creation in organizations through ERP; Benefits of ERP; Risk of ERP - People Issues, Process Risks, Technological Risks, Implementation Issues, Operation & Maintenance Issues; Managing risk in ERP projects.	5 + 1
2	ERP & Related Technologies: Business Process Reengineering, Data Warehousing, Data Mining, OLAP, PLM, SCM, CRM, GIS, ERP Functional Modules , Integration of ERP, Supply Chain, CRM.	5 + 1
3	ERP Implementation: Technological, Operational, Business Reasons for ERP implementation , ERP implementation Life Cycle – Objectives - Phases - Reasons for failure; Implementation challenges; ERP transition strategies - Big Bang Strategy, Phased Implementation, Parallel Implementation, Process Line Transition Strategy, Hybrid Transition Strategy, Strategy Choice; Success and failure factors of an ERP implementation; ERP implementation costs; Organization and working of ERP implementation team.	5 + 1
4	ERP Operations and Future Trends: Operation and maintenance of the ERP system; Maximizing the ERP system; ERP and e-business; Integration of ERP, internet and www; Future of ERP.	5 + 1
5	ERP Systems Processes and Management Control: Sales and Marketing; Accounting and Finance; Production and Material Management; Human Resource Management, Overview of an ERP product.	5 + 1

Learning Resources:		
1	Text Books	Leon, Alexis, "Enterprise Resource Planning" TMH Publication, 2nd Ed., 2008. Sumner, Mary, "Enterprise Resource Planning" Pearson Education, 2006. Koul, Saroj, "Enterprise Resource Planning" Galgotia Publishing, 2001. Garg, V. K. and Venket Krishna N. K., "ERP Concepts and Practice", PHI Publication, 1997.
2	Reference Books	Leon, Alexis, "ERP Demystified", TMH Publication, 2nd Ed., 2004.
3	Supplementary Reading Material	ERP In Practice by Vaman Jagan, TMGH
4	Websites	-
5	Journals	-

Semester	IV	Specialization	International Business Management
Course Code	411IB	Type	Subject - Elective
Course Title	Global HR		

Course Objectives:

1	To give exposure to the students to international HR
2	To make students understand various initiatives in global HR
3	To make students understand various issues in global HR

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Defining international HR, difference between domestic and international HR, Variables determining difference between domestic and international HR, The path to global status, Talent management, International business ethics and HRM	4 + 1
2	Managing and supporting international assignments: Linking international assignments with organizational strategy, Staffing for international assignments, Issues in staff selection, selection criterion, The role of expatriate, the role of non-expatriate, dual career couples, are female expatriate different? role of the corporate HR function.	6 + 1
3	International HR: Importance of pre departure training, programs, the effectiveness of pre departure training, developing staff through international assignments. Objectives of international compensation, key components of international compensation program, approaches to international compensation. Performance management in multinational, PM of international employees, Appraisal of international employees.	6 + 1
4	Key issues in international HR : Trade unions and international HR , the response of trade unions to multi nationals, the issue of social dumping, the impact of digital economy	4 + 1
5	Virtual Organization study: Field Study/ Desk Research Students to be divided in a group of 5 each. Each group to identify two organizations having presence in other country/countries and study their HR practices in the light of the above topics. This may be desk research or field visit. The groups will give hard copy of the work and also presentation.	5 + 1

Learning Resources:		
1	Text Books	International Human Resource Management by Peter j Dowling, Devis E Welch, 4 th Edition.
2	Reference Books	International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors International Human Resource Management by K Aswathappa and Sadhna Dash , TMGH
3	Supplementary Reading Material	International HRM- A cross cultural approach, Terence Jackson, SAGE publication.
4	Websites	http://www.cipd.co.uk/global/ www.shrm.org www.hrmguide.net
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	International Business Management
Course Code	412IB	Type	Subject - Elective
Course Title	WTO and Intellectual Property Rights		

Course Objectives:

1	To sensitize the students about the importance of WTO and Intellectual property in the global economy.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	GATT and WTO: GATT and Evolution of World Trade Organization (WTO), Role of WTO in International Trade, Main Features of WTO, New Issues in WTO: Environment, Investment, Competition Policy, Government Procurement, Trade Facilitation, Electronic Commerce, Social Clause, Labour Standards; Implementation and Implication.	5 + 1
2	General Introduction in the Intellectual Property Law: The Notion of Intellectual Property, Historical Background, The Main Fields of Intellectual Property, Industrial Property Law: Inventions, Industrial Creations Characterized by Relative Novelty (innovations), Know-How, Industrial Designs and Models, Utility Models, Layout-designs of Semiconductor Integrated Circuits (semiconductor chips), Plant Varieties, Trademarks, Geographical Indications, Trade-names, Emblems, Other Distinctive Signs; Scientific Discoveries, Neighbouring Rights.	5 + 1
3	Intellectual Property: IPR and Economic Development, Copyright Law ("Rights of Authors"), Correlation of Intellectual Property Law with Unfair Competition, Common Features of the Intellectual Property Rights, Legal Nature of the Intellectual Property Rights, Position of the Intellectual Property Law in the Legal System.	5 + 1
4	International Protection of Intellectual Property: The World Intellectual Property Organization, The Agreement on Trade-Related Aspects of Intellectual Property Rights ("TRIPS"), The Paris Convention for the Protection of Industrial Property, The Patent Cooperation Treaty, The Hague Agreement Concerning the Deposit of Industrial Designs, The Berne Convention for the Protection of Literary and Artistic Works, The Rome International Convention for the Protection of Performers, Producers of Phonograms and Broadcasting Organizations, The Geneva Convention for the Protection of Producers of Phonograms Against Unauthorized Duplications of their Phonograms.	5 + 1
5	Trademarks: The International Convention for the Protection of New Varieties of Plants, The Budapest Treaty on the International Recognition of the Deposit of Microorganisms, The Madrid Agreement Concerning the International Registration of Trademarks and the Protocol Relating to the Madrid Agreement, The Trademark Law Treaty	5 + 1

Learning Resources:		
1	Text Books	Das Bhagirath Lal (2003). The WTO and the Multilateral Trading System: Past, present and future, Third World Network and Zen Books. David Rainbridge (2003). Intellectual Property, Pearson Education.
2	Reference Books	Ganguli, Prabudha (2001). IPR-unleashing the Knowledge Economy, Tata McGraw-Hill Publishing Co. Ltd. Ramappa, T. (2000). Intellectual property rights under WTO: Task before India, Wheeler Publishing.
3	Supplementary Reading Material	Maskus Keith E. (2000). Intellectual Property Right in the global economy, Institute for International Economies, Washington.
4	Websites	www.wipo.int/ www.wto.org/english/tratop_e/trips_e/trips_e.htm www.wipo.int/pct/en/texts/articles/atoc.htm www.wipo.int/treaties/en/ip/wct/ www.ipmatters.net/features/000707_gibbs.html www.iptoday.com
5	Journals	Journal of Intellectual Property Rights Indian Journal of Intellectual Property Law Journal of Intellectual Property Law & Practice IDEA- The Intellectual Property Law Review

Semester	IV	Specialization	International Business Management
Course Code	413IB	Type	Subject - Elective
Course Title	Global Competitiveness and Strategic Alliances		

Course Objectives:

1	To develop conceptual understanding of global competitiveness
2	To understand strategies and processes that lead to global competitiveness
3	To understand strategic alliance as an important initiative to achieve global competitiveness
4	To know steps to be taken to implement strategic alliance program

Syllabus:

Unit Number	Contents	Number of Sessions
1	Global Competitiveness: An Overview – Macroeconomic and Business Strategy Perspective, Framework for Assessing Competitiveness – Various Approaches; International and National Competitiveness Studies.	5+1
2	Developing Competitiveness – Role of Quality and Productivity in Achieving World Class Competitiveness - Role of Government Policy - Attaining Competitiveness through Integrated Process Management, Technology and Innovation - Human Capital and Competitiveness - Role of Information Systems in Building Competitiveness - Industrial Clusters and Business Development - Strategic Management of Technology and Innovation.	5+1
3	Global Competitiveness of Indian Industry – Status; Causes for lack of competitiveness - Strategic Options for Building Competitiveness -	5+1
4	Joint Ventures and other forms of Strategic Alliance-Benefits and Scope of Strategic Alliance – Forms of management/ ownership – Types of Alliance – Steps in implementing Strategic Alliance – Limitations and Pitfalls of Strategic Alliance	5+1
5	Internationalization of Indian Business - Case Studies of Globally Competitive Indian Companies.	5+1

Learning Resources:

1	Text Books	Momaya Kiran (2001). International Competitiveness: Evaluation and Enhancement, Hindustan Publishing Corporation (India). Fidelis Ezeela Harrison (1999). Theory and Policy of International Competitiveness, Greenwood Publishing Group.
2	Reference Books	International Business, 4th Edition, Griffin and Pustay, Prentice Hall
3	Supplementary Reading Material	Marcela, Vivian Walsh (2007). International Competitiveness and Technological Change, Oxford Press. Hamel G. and Prahalad C.K (1994). Competing for the future. Harvard Business Press. IMD, World Competitiveness Year Book, Latest issue. World Economic Forum, Global Competitiveness Report, Latest report.
4	Websites	-
5	Journals	-

Semester	IV	Specialization	International Business Management
Course Code	414IB	Type	Subject - Elective
Course Title	International Diversity Management		

Course Objectives:

1	To equip students with the knowledge and importance of culture and help them to manage International Diversity.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Broad concept and definition of diversity. Historical perspective of diversity management in changing demographics	5 + 1
2	Understanding cultures, influence of behavior. Explanation of the dimension of race, ethnicity, gender, caste, sexual orientation. Socio-economic status, age, physical abilities, religious beliefs, political ideologies.	5 + 1
3	Formulations of international equal opportunity and non-discrimination policies. Limitations of Affirmative action welcoming ex-parte evaluation and other legal policies.	5 + 1
4	Recruitment, development and retention strategies in diverse organizations and Workplaces. Diversity management training programs for all employees and continuous monitoring of results, Diversity Audit.	5 + 1
5	Analysis of any two Organization's culture,	5 + 1

Learning Resources:		
1	Text Books	International Business, S Shajahan, Macmillan India Limited, Delhi, 2006. International Business: An Introduction, Geert Hofstede, Palgrave, New York, 2001. International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors International Human Resource Management by K Aswathappa and Sadhna Dash, TMGH
2	Reference Books	International Human Resource Management by Peter J Dowling, Device E Welch, 4 th Edition
3	Supplementary Reading Material	International HRM- A cross cultural approach, Terence Jackson, SAGE publication.
4	Websites	-
5	Journals	Colorful window dressing: A critical review on workplace diversity in three major American corporations by Marques, Joan F. Human Resource Development Quarterly. Winter2010, Vol. 21 Issue 4, p435-446. Managing Diversity: Using an Equal Opportunities Audit to Maximize Career Potential and Opportunities in a UK Bank by Sutherland, Valerie J.; Davidson, Marilyn J. European Journal of Work & Organizational Psychology. 1996, Vol. 5 Issue 4, p559. How to...take advantage of diversity by People Management. 3/7/2002, Vol. 8 Issue 5, p52. How multinationals can attract the talent they need by Dewhurst, Martin; Pettigrew, Matthew; Srinivasan, Ramesh; Choudhary, Vimal. McKinsey Quarterly. 2012, Issue 3, p92-99. Reverse mentoring at work: Fostering cross-generational learning and developing millennial leaders by Marcinkus Murphy, Wendy. Human Resource Management. Jul/Aug2012, Vol. 51 Issue 4, p549-573. International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	International Business Management
Course Code	415IB	Type	Subject - Elective
Course Title	Foreign Language for International Business - II		

Course Objectives:

1	To equip the students with a foreign language skill at least to that extent that is required for conducting international business.
2	To provide the student with listening, reading, speaking and writing skills in chosen foreign language.
3	To enhance the vocabulary in the selected Foreign Language.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introducing a company : Introducing a company, its organization, its activities, its market, its trade policy, its financial and trade positions as well as its result and experience all these quantitatively and indicate also their evolution and make comparisons, interpret and comment on tables and graphs.	5 + 1
2	Speaking about the Professional environment : Talking about the framework of professional environment, its working conditions, the posts, the timings, Salaries leave, holidays and language learner's relationship with other colleagues.	5 + 1
3	Explaining the details : Understanding and explaining the manufacturing process and understand the directions for use. Asking and giving information on a product and on a service. Obtaining and providing information on the price, the modes and conditions of payment. Noting down and convey requests and claims of the clients. Placing orders.	5 + 1
4	Managing Visitors : Welcoming visitors and clients and to provide them with necessary information, orient them, scan the visitors and also to be able to make them wait.	5 + 1
5	Organizing : Organizing meetings and participate in meetings. Organizing different events, for example, an appointment, a meeting, a seminar, a fair or an exhibition and also be able to fix up, confirm, postpone or cancel an appointment or a programme.	5 + 1

Note:

Institute may offer any one of the following foreign languages to the students: SPANISH / FRENCH/ GERMAN/ JAPANESE / CHINESE

Learning Resources:

1	Text Books	Relevant Standard Text Books, Videos, Audio CDs for the language offered to the students.
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

**MBA SYLLABUS: SEMESTER IV
SUPPLY CHAIN MANAGEMENT - SPECIALIZATION**

Semester	IV	Specialization	Supply Chain Management
Course Code	403SCM	Type	Subject Core
Course Title	Strategic Supply Chain Management		

Course Objectives:	
1	To understand the role and objectives of Strategic Supply Chain Management
2	To recognize the role and importance of strategic partnerships and alliances in Supply Chain Management
3	To appreciate the increasing scope of Supply Chain Management and its future challenges

Syllabus:

Unit Number	Contents	Number of Sessions
1	Supply Chain Strategy: Strategic objectives of SCM - customer focus, product development, market development, diversification, learning & organizational capability, sustainable competitive advantage through SC	7 + 2
2	Managing SC for Strategic Fit: concept of strategic fit, steps in achieving strategic fit, impact of customer needs, impact of uncertainty, multiple products & customer segments, PLC, globalization & competitive changes over time	7 + 2
3	Expanding Strategic Scope: Minimize local cost perspective, Minimize functional Cost perspective, Maximize Company Profit perspective, Maximize SC Surplus perspective, Agile intercompany inter functional scope	7 + 2
4	Strategic Partnerships & Alliances: Collaborative Advantages, Framework for Strategic Alliances, Core Competence – 3PL, 4PL & Outsourcing: Advantages & Disadvantages, Prerequisites, Implementation Issues	7 + 2
5	Supply Chain Challenges – Strategies for the future: Mass customization, Globalization, Greening, Ethical SC, Intelligent System, Implications for managers, organizations & policy makers	7 + 2

Learning Resources:		
1	Text Books	Supply Chain Management: Strategy Planning & Operation by Sunil Chopra, Peter Meindl, Kalra, Pearson, 3 rd Edition. Supply Chain Strategies – Customer Driven & Customer Focused by Tony Hines, Elsevier, 1 st Edition
2	Reference Books	Managing the SC- A Strategic Perspective by Gattorna Walters, Palgrave Macmillan, 1 st Edition New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007 Extending the Supply Chain by Boyer, Forhlich and Hult, PHI, 3 rd Indian Reprint, 2009
3	Supplementary Reading Material	Designing & Managing the SC – Concepts, Strategies & Case studies – by Levi, Kaminsky et. al., TMGH, 3 rd Edition Manufacturing Operations and Supply Chain Management: The Lean Approach by Taylor and Brunt, Thomson Learning. Supply Chain Management by Mentzer, Response Books, 2007
4	Websites	http://csmp.org/ www.supplychain.org
5	Journals	An adaptive framework for aligning (re)planning decisions on supply chain strategy, design, tactics, and operations by Ivanov, Dmitry., International Journal of Production Research, Jul2010, Vol. 48 Issue 13 The Impact of Competitive Strategy and Supply Chain Strategy on Business Performance: The Role of Environmental Uncertainty by Yinan Qi; Xiande Zhao; Chwen Sheu., Decision Sciences, May2011, Vol. 42 Issue 2 An Exploration of Fisher's Framework for the Alignment of Supply Chain Strategy With Product Characteristics by Harris, Gregory A.; Compton, Paul J.; Farrington, Phillip A., Engineering Management Journal, Dec2010, Vol. 22 Issue 4 Alignment of Supply Chain Strategy with Business Strategy by Mitra, Amarnath; Bhardwaj, Sunil., IUP Journal of Supply Chain Management, Sep2010, Vol. 7 Issue 3 What's the buzz about moving from 'lean' to 'agile' integrated supplychains? A fuzzy intelligent agent-based approach by Jain, Vipul; Benyoucef, Lyes; Deshmukh, S. G., International Journal of Production Research, Dec2008, Vol. 46 Issue 23 Improving supply-chain collaboration by linking intelligent agents to CPFR by Caridi, M.; Cigolini, R.; De Marco, D., International Journal of Production Research, 2005, Vol. 43 Issue 20

Semester	IV	Specialization	Supply Chain Management
Course Code	404SCM	Type	Subject Core
Course Title	Knowledge Management in Supply Chains		

Course Objectives:	
1	To know Supply Chain Systems Classification
2	To understand the role of IT as an enabler of Supply Chain Management for today's businesses

Syllabus:

Unit Number	Contents	Number of Sessions
1	Supply Chain IT Framework: Supplier Relationship Management, Internal Supply Chain Management, Customer Relationship Management, Transaction Management Foundation	7 + 2
2	Supply Chain Information Systems: SC Information System classification, Requirement Analysis for Information Systems in SC, Information for Strategic SC decisions, Risks & Challenges in implementing SC Information Systems, Benefits of SC Information Systems	7 + 2
3	Digital Markets & Efficient Supply Chains: Web enabled Supply Chains, Technological impact of SC disintermediation, Reconfiguration of SC, Pure technology applications in SC, Process Improvements - technology adoption	7 + 2
4	E-Supply Chain Opportunities: E business & SCM – Upstream Perspective, B-2-B Perspective, E supply chain opportunities - e procurement, e fulfillment, auctions & reverse auctions, collaborative demand planning, intranets, extranets & VPN, Benefits to SMEs & MSMEs	7 + 2
5	Technology Standards: Overview of Information Technology infrastructure – interface devices, system architecture, e-commerce. Service oriented architecture – Introduction to ERP. Applications of Bar coding & scanning, RFID, EPOS, Global data synchronization, Image Processing, GPRS	7 + 2

Learning Resources:		
1	Text Books	Supply Chain & Logistics Management by Bowersox, Closs & Cooper, TMGH, 2 nd Edition. Supply Chain Management – Strategy, Planning and Execution by Sunil Chopra, Peter Meindl, D V Kalra, Pearson Education, 3 rd Edition Supply Chain Management Process, System & Practice by N.Chadrasekaran, Oxford, 1 st Edition Supply Chain Strategies: Customer Driven and Customer Focused by Tony Hines, Elsevier, 2008
2	Reference Books	Designing & Managing the SC – Concepts, Strategies & Case studies by Levi, Kaminsky et. al., TMGH, 3 rd Edition.
3	Supplementary Reading Material	New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007
4	Websites	www.supplychainmanagement.in
5	Journals	Explicating the Mediating Role of Integrative Supply Management Practices in Strategic Outsourcing: A case study analysis by Narasimhan, Ram; Narayanan, Sriram; Srinivasan, Ravi., International Journal of Production Research, Jan2010, Vol. 48 Issue 2 Intra-Organizational Perspectives On IT-Enabled Supply Chains by Singh, Nitin; Kee-hung Lai; Chen, T. C. E.. Communications of the ACM, Jan2007, Vol. 50 Issue 1 E-Enabled Closed-Loop Supply Chains by van Nunen, Jo A. E. E.; Zuidwijk, Rob A. California Management Review, Winter2004, Vol. 46 Issue 2 The Role of Trust and Collaboration in the Internet-enabled Supply Chain by Grossman, Martin., Journal of American Academy of Business, Cambridge, Sep 2004, Vol. 5 Issue 1/2

Semester	IV	Specialization	Supply Chain Management
Course Code	405SCM	Type	Subject - Elective
Course Title	Green Logistics and Supply Chains		

Course Objectives:	
1	To sensitize the students to external costs of logistics and supply chains (climate change costs).
2	To analyze the environmental costs of logistics and how to deal with them effectively.
3	To highlight how different types of environmentally sustainable practices should be adopted at different stages of supply chains.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Environmental Sustainability & Green Logistics: Concept of Green Logistics, Green Logistics – Rhetoric & reality, Key drivers for greening of Logistics & Supply Chains, Benefits of Green Supply Chains	4 + 1
2	Environmental Costs of Logistics: Arguments for and against internalizing environmental costs of logistics, Monetary calculation of environmental costs , Concept of Carbon Credits, Guidelines for carbon foot printing, Carbon foot printing process, success factors in carbon foot printing, Carbon Auditing of Supply Chains	5 + 2
3	Reverse Logistics for Waste Management: Waste Management in the context of reverse logistics, Waste Treatment Legislation, Reuse & refurbishment markets and take back business models, Managing waste as a part of sustainable reverse process.	5 + 1
4	Public Policy and Green Supply Chains: Role of Government, Policy Measures, Energy Efficiency, Cutting Emissions.	5 + 1
5	Green Supply Chains: Case Studies on Green Initiatives by Manufacturers, Green Initiatives by Government & Non-Profit Organizations, Green Initiatives by Retailers, Green Initiatives by Consumers.	5 + 1

Learning Resources:		
1	Text Books	Green Logistics – Improving the Sustainability of Logistics, Edited by McKinnon, Cullinane, Brown & Whiteing, Published by Chartered Institute of Logistics & Transports, UK.
2	Reference Books	Total Supply Chain Management by Basu & Wright, Elsevier, 1 st Ed.
3	Supplementary Reading Material	Greening the Supply Chain- A guide for Asian Managers by Purba Halady Rao, Response Books, 1 st Edition.
4	Websites	www.greenlogistics.org www.greenlogisticsforum.com
5	Journals	Why business needs to green the supply chain by Hoskin, Paul., University of Auckland Business Review, Autumn 2011, Vol. 13 Issue 1 How Green Are Your Supply Chains? By Crandall, Richard E., Industrial Management, May/Jun 2006, Vol. 48 Issue 3. Greening The Supply Chain: A New Initiative In India With Special Reference To Chhattisgarh by Ashraf, Gazala Yasmin; Raichoudhary, Arpita; Mukherjee, P. N.; Srivastava, R. K. Pranjana., The Journal of Management Awareness, Jan-Jun 2009, Vol. 12 Issue 1 The Economic Value of a Sustainable Supply Chain by Mefford, Robert N., Business & Society Review (00453609), Spring 2011, Vol. 116 Issue 1

Semester	IV	Specialization	Supply Chain Management
Course Code	406SCM	Type	Subject - Elective
Course Title	Enterprise Resource Planning		

Course Objectives:

1	To help the student understand how a business works and how information systems fit into business operations.
2	To emphasize the cross functional integration aspects of a business.
3	To enable better managerial decision making through real time data integration and sharing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Understanding Enterprise Resource Planning: Concept of Enterprise , Overview of Business Functions and Business Processes, Integrated Management Information, Business Modeling, Evolution of ERP; ERP and related technologies; Myths about ERP; Importance of ERP; Value creation in organizations through ERP; Benefits of ERP; Risk of ERP - People Issues, Process Risks, Technological Risks, Implementation Issues, Operation & Maintenance Issues; Managing risk in ERP projects.	5 + 1
2	ERP & Related Technologies: Business Process Reengineering, Data Warehousing, Data Mining, OLAP, PLM, SCM, CRM, GIS, ERP Functional Modules , Integration of ERP, Supply Chain, CRM.	5 + 1
3	ERP Implementation: Technological, Operational, Business Reasons for ERP implementation , ERP implementation Life Cycle – Objectives - Phases - Reasons for failure; Implementation challenges; ERP transition strategies - Big Bang Strategy, Phased Implementation, Parallel Implementation, Process Line Transition Strategy, Hybrid Transition Strategy, Strategy Choice; Success and failure factors of an ERP implementation; ERP implementation costs; Organization and working of ERP implementation team.	5 + 1
4	ERP Operations and Future Trends: Operation and maintenance of the ERP system; Maximizing the ERP system; ERP and e-business; Integration of ERP, internet and www; Future of ERP.	5 + 1
5	ERP Systems Processes and Management Control: Sales and Marketing; Accounting and Finance; Production and Material Management; Human Resource Management, Overview of an ERP product.	5 + 1

Learning Resources:		
1	Text Books	Enterprise Resource Planning by Leon, Alexis, TMH Publication, 2 nd Edition, 2008. Enterprise Resource Planning by Koul, Saroj, Galgotia Publishing, 2001. ERP Concepts and Practice by Garg, V. K. and Venkat Krishna N. K., PHI Publication, 1997.
2	Reference Books	Enterprise Resource Planning by Sumner, Mary, Pearson Education, 2006.
3	Supplementary Reading Material	ERP In Practice by Vaman Jagan, TMGH
4	Websites	www.oracle.com/ERP www.sap.com/ www.openerp.com/
5	Journals	Measuring System Performance of an ERP-based Supply Chain by Ho, Chuan-Jyh., International Journal of Production Research, 2007, Vol. 45 Issue 6 Supply Chain Transformation by ERP for Enhancing Performance: An Empirical Investigation by Zong Dai., Advances in Competitiveness Research, 2008, Vol. 16 Issue 1 Coordination Strategies in an SaaS Supply Chain by Demirkan, Haluk; Cheng, Hsing Kenneth; Bandyopadhyay, Subhajyoti., Journal of Management Information Systems, Spring 2010, Vol. 26 Issue 4

Semester	IV	Specialization	Supply Chain Management
Course Code	407SCM	Type	Subject - Elective
Course Title	Purchasing & Supplier Relationship Management - II		

Course Objectives:

1	To provide an in-depth understanding of the fundamentals surrounding purchasing in different contexts.
2	To make the students aware of the different demands placed on the purchasing and supply chain managers by business stakeholders.
3	To help the students understand the impact of purchasing on competitive success and profitability of modern day organizations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Purchasing for Institutions & Government Organizations: Similarities and dissimilarities with industrial purchasing. Purchasing procedure, roles of purchasing. Products & services purchased, functions performed, Purchase Cycle, Establishing sources of supply, Contracts Administration, Internal & External Environmental factors	5 + 1
2	Purchasing of Services: Hidden Opportunities, Planning the statement of work, Writing the statement of work, Selecting service contractors, Compensating Service suppliers, Professional services, Technical services, Operating services, Contract administration, Develop a sound Procedure for Evaluation	5+ 1
3	Purchasing of Capital Equipment: Differences in the procurement of capital equipment - Nonrecurring purchases, Nature and size of Expenditure. Considerations in Source Selection –Operating Characteristics of equipment, Engineering features of equipment, Total economic analysis, Various qualitative considerations, Life cycle cost analysis, Role of Purchasing, Used / Second hand equipment Purchasing, Leased equipment– factors favouring leasing	5 + 1
4	Worldwide Sourcing - Creating a world class supply base: An overview of Worldwide Sourcing, Why source worldwide? Barriers to worldwide sourcing, Information about Worldwide sources, Supplier selection issues, Cultural understanding, Language and communication differences, Legal issues, Logistical issues, Organizational issues, Costs associated with Worldwide Sourcing, Managing international currency risk, Hedging – Spot & Forward Contracts, Progressing from International Purchasing to Global Sourcing, Differentiating factors between successful and less successful Global Sourcing Efforts, Benefits of global sourcing, Future Global Sourcing Trends	5 + 1
5	Performance Measurement & Evaluation: Why Measure Performance, Problems with Purchasing Measurement and Evaluation, Purchasing Measurement Categories – Price Performance Measures, Cost-Effectiveness Measures, Quality, Time related Measures, Technology Innovation Measures, Physical Environment and Safety, Asset Management and Integrated SC Measures, Administration and Efficiency Measures, Developing a Performance Measurement and Evaluation System - Determining which Performance Categories to Measure, Developing Specific Performance Measures, Establish Performance Objectives for each Measure, Finalize system Details, Implement and Review	5 + 1

Learning Resources:		
1	Text Books	Purchasing & Supply Chain Management by Monczka, Trent, Handfield, Thomson South Western, 3 rd Edition. Purchasing & Supply Chain Management by Lysons and Farrington, Pearson Education, 2010.
2	Reference Books	Purchasing & Supply Chain Management by Dobler, Burt, TMGH, 6 th Edition.
3	Supplementary Reading Material	Organizational Buying Behaviour by Webster and Wind, Prentice Hall, 1972
4	Websites	www.cips.org www.eipm.org
5	Journals	e Global Sourcing and Logistics Exercise: A Group Exercise to Demonstrate Basic Global Supply Chain Principles by Ashenbaum, Bryan., Decision Sciences Journal of Innovative Education, Sep2008, Vol. 6 Issue 2 Strategic Alliance-Based Global Sourcing Strategy for Competitive Advantage: A Conceptual Framework and Research Propositions by Murray, Janet Y., Journal of International Marketing, 2001, Vol. 9 Issue 4 Global sourcing in the auto industry by Bergmann, Markus; Mangaleswaran, Ramesh; Mercer, Glenn A., McKinsey Quarterly, 2004 Special Edition Pursuing competitive advantage through integrated global sourcing by Trent, Robert J.; Monczka, Robert M., Academy of Management Executive, May2002, Vol. 16 Issue 2

Semester	IV	Specialization	Supply Chain Management
Course Code	408SCM	Type	Subject - Elective
Course Title	Supply Chain Risk Management		

Course Objectives:

1	To help the students understand the pressures on managing the supply chain and their impact on supply chain's vulnerability to disruptions.
2	To introduce the principles of supply chain risk management.
3	To provide an understanding of the basics of identifying, defining and analyzing risks.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Basics of Risk Management: Risk & Management, Growth of risk Management, defining Risk, Features of Risk. Decisions & Risk, Decisions with certainty, uncertainty, risk, ignorance, Managing Risk	4 + 1
2	Risk in Supply Chain: Risks arising out of Trends affecting SC – Integration, Cost Reduction, Agile Logistics, E-Business, Globalization, Outsourcing, SC Risk Management – Aims, Steps & Principles	5 + 1
3	Identifying & Analyzing Risks: Types of Risks, Identifying Risks, Tools for analyzing past events, collecting opinions, analyzing operations, Measuring Risk, Likelihood of a risky event, Consequences of risk, Responding to risks, Alternative responses, defining the options & choosing the best response, Network View of Risk - Shared risks	5 + 2
4	Creating resilient SC: Design of a resilient SC, Principles of designing resilient SC, Physical features of a resilient SC, relationship within a resilient SC, Risk compensation & Business Continuity	5 + 1
5	Business Continuity Management: Emergencies & Crisis, Views of BCM & Steps in BCM	5 + 1

Learning Resources:		
1	Text Books	Supply Chain Risk Management by Donald Walters, Kogan Page, 1 st Edition.
2	Reference Books	The New Supply Chain Challenge: Risk Management in a Global Economy by Bosman R, FM Global, Johnston RI, 2006.
3	Supplementary Reading Material	Risk management for executives by Kendall R, FT Prentice Hall London, 1998.
4	Websites	www.disasterplan.com www.globalcontinuity.com www.riskinfo.com
5	Journals	<p>Reconciling Supply Chain Vulnerability, Risk And Supply Chain Management by Peck, H., International Journal of Logistics: Research & Applications, Jun2006, Vol. 9 Issue 2</p> <p>Sources of Supply Chain Disruptions, Factors That Breed Vulnerability, and Mitigating Strategies by Steckle, Kathryn E.; Kumar, Sanjay., Journal of Marketing Channels, Jul-Sep2009, Vol. 16 Issue 3</p> <p>Drivers Of Supply Chain Vulnerability: An Integrated Framework by Peck, Helen., International Journal of Physical Distribution & Logistics Management, 2005, Vol. 35 Issue 4</p> <p>A Conceptual Framework For The Analysis Of Vulnerability In Supply Chains by Göran Svensson., International Journal of Physical Distribution & Logistics Management, 2000, Vol. 30 Issue 9</p> <p>Key Areas, Causes And Contingency Planning Of Corporate Vulnerability In Supply Chains: A Qualitative Approach by Svensson, Göran., International Journal of Physical Distribution & Logistics Management, 2004, Vol. 34 Issue 9</p> <p>Managing Uncertainty - An Empirical Analysis Of Supply Chain Risk Management In Small And Medium-Sized Enterprises by Thun, Jorn-Henrik; Druke, Martin; Hoenig, Daniel., International Journal of Production Research, Sep2011, Vol. 49 Issue 18</p> <p>Analyzing Risks In Supply Networks To Facilitate Outsourcing Decisions by Lockamy, Archie; McCormack, Kevin., International Journal of Production Research, Jan2010, Vol. 48 Issue 2</p>

Semester	IV	Specialization	Supply Chain Management
Course Code	409SCM	Type	Subject - Elective
Course Title	Project Management		

Course Objectives:	
1	To make the students understand the complex issues in Project Management
2	To increase the understanding of project management tools and techniques
3	To teach the students the concepts and skills that are used by managers to plan projects, secure resources, budget, lead project teams to successful completion of projects.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction to Project Management: Definition, functions, evolution of Project Management, classification of projects, Project management in different environments.</p> <p>The Project Management Systems, Methodologies & Systems Development Cycle: Systems approach, systems analysis, systems development, project feasibility, Project life cycle, project appraisal, project contracting, the phases of system development life cycle.</p>	5 + 1
2	<p>Project Feasibility Study: Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, risk analysis, sensitivity analysis, and social cost benefit analysis.</p> <p>Project Planning: Planning fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix.</p>	6 + 1
3	<p>PERT, CPM, Resource allocation: Tools & techniques for scheduling development, crashing of networks, time-cost relationship, and resource leveling multiple project scheduling.</p> <p>Cost Estimating Budgeting : Cost estimating process elements of budgeting, project cost accounting & management information systems, cost schedules & forecasts.</p>	5 + 1
4	<p>Managing Risks in Projects: Risk concept & identification, risk assessment, risk priority, risk response planning, risk management methods.</p> <p>Project Control: Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control.</p>	5 + 1
5	<p>Project Management Information System: Computer based tools, features of PMIS, using project management software, (MS Projects)</p> <p>Project Evaluation, Reporting & Termination: Project reviews & reporting, closing the contract.</p>	4 + 1

Learning Resources:		
1	Text Books	Effective Project Management by Clements and Gido, Thomson India Edition, 2007. Project Management : The Managerial Process by Gray and Larson, MGH, Special Indian Edition, 3 rd Edition Project Management for Business and Technology: Principles and Practice by John Nicholas, PHI – Eastern Economy Edition, 2 nd Edition.
2	Reference Books	Project Management – Core Text by Mantel, Meredith, Shafer, Sutton and Gopalan, 1 st Indian Edition
3	Supplementary Reading Material	Project Management: A Managerial Approach by Meredith, Mantel Wiley India, 6 th Edition. The Practice of Project Management by Freigenti and Comninos, Kogan Page
4	Websites	www.pmi.org.in/
5	Journals	Risk Analysis of Infrastructure Projects: A Case Study on Build-Operate-Transfer Projects in India by Maniar, Hiren., IUP Journal of Financial Risk Management, Dec2010, Vol. 7 Issue 4 Enercon India: Project Planning by Mukherjee, Saral; Raghuram, G., Vikalpa: The Journal for Decision Makers, Jan-Mar2007, Vol. 32 Issue 1 Critical Factors Affecting Schedule Performance: Evidence from Indian Construction Projects by Iyer, K. C.; Jha, K. N., Journal of Construction Engineering & Management, Aug2006, Vol. 132, Issue 8 What attributes should a project coordinator possess? by Jha, Kumar Neeraj; Iyer, Chandrashekhar K., Construction Management & Economics, Sep2006, Vol. 24 Issue 9 A Study of Critical Project Success Parameters in Different Organizational Conditions by Piyush, Mishra; Dangayach, G. S.; Mittal, M. L., Advances in Management, Aug2011, Vol. 4 Issue 8

Semester	IV	Specialization	Supply Chain Management
Course Code	410SCM	Type	Subject - Elective
Course Title	Supply Chain Performance Measurement		

Course Objectives:	
1	To understand various types of traditional performance measures of supply chain , their use and drawbacks
2	To introduce a select world class performance measures of Supply Chain
3	To understand the right metrics for a Supply Chain

Syllabus:

Unit Number	Contents	Number of Sessions
1	Performance Measurement along the Supply Chain: Relationship between Company Strategy & Supply Chain Metrics, Functional classification of Decision areas in SCM – Procurement, Manufacturing, Distribution, Logistics, Global	5 + 1
2	Traditional Approaches to Performance Measurement: Productivity Measures, Quality Measures, Customer Service Measures, Cost Measures, Drawbacks of Traditional Measures	5 + 1
3	World Class Performance Measures for Supply Chains: Balanced Scorecard, Activity Based Management & Costing, EVA (In depth discussion & analysis expected)	5 + 1
4	Process Driven Metrics: SCOR framework, EFQM (In depth discussion & analysis expected)	5 + 1
5	Building & Leveraging Metrics to drive Supply Chain Performance: All metrics are not equal, Establishing the right Metrics, Linking Metrics to overall strategic objectives, Insights through cause & effect guided analysis, Quantifying financial impacts of SC Metrics, Identifying corrective actions	5 + 1

Learning Resources:		
1	Text Books	Supply Chain Management Process, System & Practice by N. Chadrasekaran, Oxford, 1 st Edition Supply Chain Performance Measurement & Improvement Edited by Venkata Nimeesha Posa, ICFAI Press, 1 st Edition
2	Reference Books	New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007 Supply Chain Management by Mentzer, Response Books, 2007
3	Supplementary Reading Material	Principles of Supply Chain Management : A Balanced Approach by Joel Wisner, Keong Leong, Keah-ChoonTan, Cengage Learning.
4	Websites	http://www.supplychainmetric.com/
5	Journals	Supply Chain Performance Measurement: A Literature Review by ArzuAkyuz, Goknur; Erman Erkan, Turan., International Journal of Production Research, Sep2010, Vol. 48 Issue 17 On Measuring Company Performance within A Supply Chain by Martin, P. Richard; Patterson, J. Wayne., International Journal of Production Research, May2009, Vol. 47 Issue 9 Aligning Business Process Reengineering in Implementing Global Supply Chain Systems by the SCOR model by Wang, William Y. C.; Chan, H. K.; Pauleen, David J., International Journal of Production Research, Oct2010, Vol. 48 Issue 19

Semester	IV	Specialization	Supply Chain Management
Course Code	411SCM	Type	Subject - Elective
Course Title	Supply Chain Management - Financial Perspectives		

Course Objectives:

1	To highlight the importance of cost management as a key to profitability and the key to successful supply chain networks.
2	To underline the role of cost management from a strategic perspective.
3	To teach the identification of key cost drivers and defined process of managing supply chain costs.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Pricing & Revenue Management in Supply Chain: Role of Pricing & Revenue Management in SC, Pricing and Revenue Management for - Multiple Customer Segments, Perishable Assets, Seasonal Demand, Bulk and Spot Contracts, Role of IT in Pricing & Revenue Management, Using Pricing and Revenue Management in Practice	5 + 1
2	Identifying Critical Costs in the SC: Concept of cost, Process Mapping, SC Cost flow, Selecting critical costs to be managed, Obtaining cost data – supplier provided data, internal data, Measuring Secondary & Tertiary Costs – Overview of Allocation based costing system, Management Based costing system	5 + 1
3	Defining Key cost Drivers & developing Strategic Options: Review of current cost drivers, selection of key cost drivers, Weighted value of cost drivers, Potential for improvement, Developing strategic options for selected cost drivers	5 + 1
4	Reducing, Eliminating or Changing activities that cause cost: Risk return model for choosing strategic options – Market driven, Standard, Critical & Danger Quadrants, Identifying constraints, Evaluating risks & benefits in SC cost management from stakeholders perspectives, prioritizing strategies for implementation	5 + 1
5	Implementation & Control for Cost Management In SC: Creating a Implementation Plan, Addressing Implementation Risks, Developing Contingency Plans, Selling the Plan to Stakeholders, Monitoring Performance, Documenting Savings, Qualitative Benefits, Sharing the learning process, Eternally improving & leveraging the process	5 + 1

Learning Resources:		
1	Text Books	Supply Chain Cost Management – Strategy, Planning & Operation by Sunil Chopra, Peter Meindl, D V Kalra, Pearson Education, 3 rd Edition.
2	Reference Books	Supply Chain Cost Management by Jimmy Anklesaria , JAICO Publishing, 1 st Edition
3	Supplementary Reading Material	Supply Chain Strategies – Customer Driven & Customer Focused by Tony Hines, Elsevier, 1 st Edition Supply Chain Management by Mentzer, Response Books, 2007
4	Websites	http://www.supplychaintoday.com/index.htm
5	Journals	A Total Cost/Value Model For SupplyChain Competitiveness by Cavinato, Joseph L., Journal of Business Logistics, 1992, Vol. 13 Issue 2 Pricing Management for a Closed-loop Supply Chain by Gu Qiaolun; Ji Jianhua; Gao Tiegang., Journal of Revenue & Pricing Management, Mar2008, Vol. 7 Issue 1 Strategic Cost Management in SupplyChains, Part 1: Structural Cost Management by Anderson, Shannon W.; Dekker, Henri C., Accounting Horizons, Jun2009, Vol. 23 Issue 2 Strategic Cost Management in SupplyChains, Part 2: Executional Cost Management by Anderson, Shannon W.; Dekker, Henri C., Accounting Horizons, Sep2009, Vol. 23 Issue 3

Semester	IV	Specialization	Supply Chain Management
Course Code	412SCM	Type	Subject - Elective
Course Title	Global Logistics		

Course Objectives:	
1	To get acquainted with global dimensions of logistics management
2	To introduce basic operational aspects i.e. procedure, documentations & related legal aspects of global logistics
3	To sensitize students to basics of shipping line industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Introduction to Global Logistics : International Logistics Development, International Trade Logistics Chain, Shipper's Logistics Requirements in trade, 7R's of Logistics Management, 5 P's of Logistics, International Commercial Terms – Use of Incoterms in a Contract, Incoterms Laws.</p> <p>1.2 Logistics and Documentation: Consular Invoice, Commercial Invoice, Certificate of Origin, certificate of Value, Bill of Lading, Cargo Manifest or Packing List, Health Certificate, Import license, Insurance Certificate, Export Declaration Forms.</p> <p>1.3 Transportation: Modes of transportation, Transport and Communication, Transport activities and Land Use, Transport, Energy and the Environment.</p> <p>1.4 Air Cargo: Transportation of goods through Air, Transportation Infrastructure, World Air Cargo growth, Benefits of Airfreight, Airport classification, International Airports of India, Types of Aircraft, Unit loading devices, Airport Charges, International Country Codes.</p>	5 + 1
2	<p>2.1 Carriage of Goods by Land: Motor Vehicles Act, 1988, Central Motor Vehicles Rules, 1989, Carriers Act, 1865 – Definition of common carrier, Scheduled and Non Scheduled Goods, Railways Act, 1989 – Railway's liability, Merits and Demerits of Railway Transportation, Railway Freight rates.</p> <p>2.2 Carriage of Goods by Sea & Ocean Freight & Freight Calculations: Ocean Shipping Methods, Ocean Freight or Tariff rates, Freight rates terminology used in international shipments, Freight surcharges, Freight Rebates, Conference Discounts, Contract Shippers, Weight or Measure in the Freight Cost Calculation, Freight Adjustments – Currency Adjustment Factor (CAF), Bunker Adjustment Factor (BAF).</p> <p>2.3 Types of Ships: Mail and Supply Ships, Expedition Ships, Coasters, Bulk Carriers, Tankers, Refrigerated Vessels and Reefers, Livestock carriers, LNG Carriers, Car Carriers, Container Ships, Heavy lift Vessels, Tugs, Ro-Ro Vessels.</p>	5 + 1
3	<p>3.1 Shipping Formalities: Booking Shipping Space, Conference Shipping, Non-conference Shipping, Charter Shipping, Charter Party, Shipping Storage, Ocean Shipping procedure.</p> <p>3.2 Shipping Intermediaries: Function and Roles of Custom Brokers, Freight Forwarders and Consolidators, Shipping Agents, Stevedores.</p> <p>3.3 The Major Port Trusts Act, 1963.</p> <p>3.4 Shipping Corporation of India: Products and Services, STS Lighterage Operations</p>	5 + 1

4	<p>4.1 Major Ports in India: Present Policy, Privatization Policy, Indian Port Policy Reform, Major Ports in India – Chennai, Cochin, Ennore, JNPT, Kandla, Mormugao, Mumbai, Paradip, NMPT, Pipavav, Tuticorin, Visakapatnam.</p> <p>4.2 Important Sea Routes: Northern Sea route, North Atlantic Route, Mediterranean Route, Panama Route, Baltic Sea Route, Indian Ocean route, Cape Route, South Atlantic Route, North Pacific Route.</p> <p>4.3 International Chamber of Shipping</p> <p>4.4 World's Major Ports: Major Ports and Port codes, Seaports of the world.</p>	5 + 1
5	<p>5.1 Containerization: Origin of containerization, Origin of TEU, Container sizes - dimensions and capacity, Container Flavours, Swap Bodies, Other considerations, Registration, Container Classification numbers, Lift/Stacking fittings, Movement of containers, Recent Developments – Coltainer, Cargosprinter, Safety of container ships, Container Classification – General Cargo service, Specific cargo service, Unit Load Device, Rating – Tare Mass and Pay load of Containers, Marking and Identification of Containers. Benefits of containerization.</p> <p>5.2 Inland Container Depots & Container Freight Stations: Functions, Benefits, Requirements for successful ICD/CFS, Designs and Layout, Equipping the ICD/CFS, Procedures for approval and implementation. Concor – The Multimodal Logistics Professionals.</p>	5 + 1

Learning Resources:		
1	Text Books	Logistics Management for International Business – Text and Cases, by Sudalaimuthu and Anthony Raj, PHI, 2009 Edition. Global Operations and Logistics: Text and Cases by Dornier, Ernst, Fender and Kouvelis, Wiley India, 2006
2	Reference Books	Global Logistics – New Directions in Supply Chain Management, Edited by Donald Waters, Kogan Page, 5 th Edition
3	Supplementary Reading Material	Logistics in International Business by Rajiv Aserkar, Shroff Publishers, 2 nd Edition.
4	Websites	http://mhlnews.com/
5	Journals	Executive Insights: Global Logistics by Bowersox, Donald J.; Calantone, Roger J., Journal of International Marketing. 1998, Vol. 6 Issue 4, p83-93. Emerging Global Logistics Networks: Implications for Transport Systems and Policies by Tavasszy, L.A.; Ruijgrok, C. J.; Thissen, M. J. P. M., Growth & Change. Fall2003, Vol. 34 Issue 4, p456-472. 17p Logistics Industry Profile: Global , Logistics Industry Profile: Global. Dec2008, p1 –30

Semester	IV	Specialization	Supply Chain Management
Course Code	413SCM	Type	Subject - Elective
Course Title	Supply Chain Practices - II		

Course Objectives:	
1	To give a practical understanding of the practice of supply chain management in various sectors.
2	To give a practical understanding of the peculiarities of supply chain management practices in various sectors.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Supply Chains for Projects – Construction (Housing, Infrastructure), Power Plants, New Factories, etc.	NA
2	Supply Chains for Disaster Management.	NA
3	Virtual Supply Chains for Books, Electronic Goods, Music, Apparel, Tourism, etc.	NA
4	Supply Chains for SMEs and MSMEs.	NA
5	Global Supply Chains - PCs, Desktops, Luxury Cars, Toys, etc.	NA

* Field/Self Study under Faculty guidance.

Students should work in groups of two each on any two Companies from the Sectors listed above. The Sectors should be from different groups.

Students shall study various aspects of the SCM principles and practices as followed in these sectors.

They should identify the peculiarities of the sector, map the supply chain in detail (identify the parties involved and their role in the supply chain), compare the top two players in each of these sectors and identify best practices, Prepare a summary evaluation of each sector studied.

Students shall submit a structured detailed report based on the above parameters.

The evaluation shall be made by a panel of two examiners. One of the examiners shall be the Internal Faculty. The other examiner may be an external faculty or a person from the relevant industry. The evaluation shall be based on the following criteria:

Report – 20 Marks

Presentation – 15 Marks

Question & Answer – 15 Marks

Learning Resources:		
1	Text Books	Logistics and Supply Chain Management- Cases and Concepts – G Raghuram, N Rangaraj, Macmillan India, 1 st Edition International Supply Chain Management by David and Stewart, Cengage Learning, 2007. Global Operations and Logistics: Text and Cases by Dornier, Ernst, Fender and Kouvelis, Wiley India, 2006 Supply Chain Management – A Managerial Approach by Amit Sinha & Herbert Kotzab, TMGH, 1 st Edition.
2	Reference Books	Global Logistics – New Directions in Supply Chain Management, Edited by Donald Waters, Kogan Page, Fifth Edition
3	Supplementary Reading Material	Supply Chain Management in the 21st Century Editor by B S Sahay, Macmillan, 2006 reprint.
4	Websites	http://www.gsb.stanford.edu/scforum/
5	Journals	Relaxing channel separation: Integrating a Virtual Store into the Supply Chain via Transshipments by Seifert, Ralf W.; Thonemann, Ulrich W.; Sieke, Marcel A., IIE Transactions, Nov2006, Vol. 38 Issue 11 Interorganizational Governance Value Creation: Coordinating for Information Visibility and Flexibility in Supply Chains by Wang, Eric T. G.; Wei, Hsiao-Lan., Decision Sciences, Nov2007, Vol. 38 Issue 4 Virtual Integration and Information Risks: A Supply Chain Perspective by Faisal, Mohd Nishat; Banwet, D. K.; Shankar, Ravi., IIMB Management Review An Analysis on Application of Lean Supply Chain Concept for Construction Projects by Baladhandayutham, T.; Venkatesh, Shanthi., Synergy, Jan2012, Vol. 10 Issue 1 Simulating the Impact of Supply Chain Management Practice on the Performance of Medium-sized Building Projects by Hatmoko, Jati Utomo Dwi; Scott, Stephen., Construction Management & Economics, Jan2010, Vol. 28 Issue 1 Aligning Business Process Reengineering in Implementing Global Supply Chain Systems by the SCOR model by Wang, William Y. C.; Chan, H. K.; Pauleen, David J., International Journal of Production Research, Oct2010, Vol. 48 Issue 19 Managing information flow in construction Supply Chains by Titus, Silas; Bröchner, Jan., Construction Innovation, Sage Publications, Ltd. , Jun2005, Vol. 5 Issue 2

MBA SYLLABUS: SEMESTER IV
RURAL and AGRIBUSINESS MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	403RABM	Type	Subject – Core
Course Title	Rural Credit and Finance		

Course Objectives:	
1	To help students to understand various facets of agricultural credit in Indian rural market
2	To motivate students to know the relationship between and the institutional structural bodies and their linkages with rural credit.
3	To initiate students into the world of Micro Financial Institutions and their interventions in the rural finance

Syllabus:

Unit Number	Contents	Number of Sessions
1	Role and Characteristics of Indian Agriculture :Introduction, Role of Agriculture in Economic Development, Characteristics of Indian Agriculture.	3 + 2
2	Critical Review of Agricultural Finance :Role of Credit in Agriculture, Agricultural Finance in India, Classification of Agricultural Finance, Significance of Co-op. Credit, Some Issues of the Present System. Financial Intermediaries In Agriculture : Functions, Structure and Performance.	9 + 2
3	Cooperative Banks : Concept and special features of co-operative banking, Structure of co-operative credit system in India, Primary Level Credit Institutions (PACs, LAMPs, MPCs, FSS) their functioning and problems, District Central Cooperative Banks Structure and functions, Apex Co-operative Banks Structure and functions, Impact of liberalization on Co-operative Banks with particular reference to de regulation of interest rates and prudential norms.	8 + 2
4	Theories of Agricultural Finance :Risk and Uncertainty Theory, Demand and Supply Theory, Business Vs. Social and Moral Theory, Cost Theory, Productive Vs. Consumption, – The concept of 3 C's, 7 P's and 3 R's of credit, Credit Analysis, Kind Loans Vs. Cash Loans, Principle of Micro- and Macro-Finance, Principle of Supervised Credit, Principle of Crop Loan, Principle of Co-op. Credit, Principle of Better Credit.	8 + 2
5	Rural Finance and Microfinance : Players and Approaches; Microfinance & Rural Finance – Lessons from microfinance and historical interventions, Rural finance: approach, delivery channels and actors involved, and linkages, Triangle of microfinance and the role of BDS in rural finance.	7 + 2

Learning Resources:		
1	Text Books	Agricultural Development Rural Credit And Problems Of Its Recovery, By A. Ranga Reddy, Mittal Publications
2	Reference Books	Theories of Agricultural Finance, Jugale, Atlantic Publishers Barry, P.J., and P.N. Ellinger. Financial Management in Agriculture. 7th ed. Pearson Education, Inc., 2012. Ross, S.A., R.W. Westerfield, B.D. Jordan. "Essentials of Corporate Finance. The McGraw-Hill/Irwin, 2011. Keown, A.J., J.D. Martin, J.W. Petty, and D.F. Scott. Foundations of Finance. 7th ed. Prentice Hall, 2010.
3	Supplementary Reading Material	Innovations in Rural and Agriculture Finance – International Food Policy Research Institute (http://www.ifpri.org/sites/default/files/publications/focus18.pdf)
4	Websites	Ministry of Statistics and Programme Implementation Reserve Bank of India Agricultural Finance Corporation Limited (AFCL)
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Finance Indian Management Studies Journal Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	404RABM	Type	Subject – Core
Course Title	Rural Marketing II		

Course Objectives:

1	To objective of this course is to develop understanding regarding issues in rural marketing mix.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Product Strategy: Product decisions, product classifications, product strategy levels, significance of product strategy, product strategies : assessment of acceptability, product design decisions, types of product strategies, product innovation strategies, customer value strategies, product identity strategies – branding, product identity strategies – packaging, brand building strategies, product lifecycle strategies, fighting fakes.	7 + 2
2	Pricing Strategy: Concept and significance, pricing objectives, pricing policy, pricing strategy – <i>the affordability challenge, rural versus urban, needs integrated approach</i> , pricing for the <i>quality conscious segment, value conscious segment and price conscious segment</i> , Pricing and environmental factors, pricing for competition, pricing by retailers, pricing and product lifecycle .	7 + 2
3	Distribution Strategy: Distribution – The Availability Challenge, Distribution Practices, Distribution Trends, Rural Logistics, Rural Coverage Decision, Geographical Information System for Planning Rural Coverage, Distribution decision – Direct Versus Indirect, Direct Marketing, Indirect Marketing.	7 + 2
4	Rural Retailing: The rise of organized retailing, types of retail outlets, role of retailers, rural malls, Government initiated retail outlets, entrepreneur founded malls, agri company retail outlets, retail outlets of petro-chemical companies, retailing by urban players, PPP models, E Tailing, Training Retailers.	7 + 2
5	Promotion Strategy: IMC – Concept and Management Awareness and Motivation Challenge, Objectives and Framework of IMC, Promotional Mix, Communication Process, Communication Media, Designing the Communication Strategy, IMC Strategy, Rural Advertising.	7 + 2

Learning Resources:		
1	Text Books	Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH
2	Reference Books	Rural Marketing, Velayudhan, Sage Rural Marketing, Gopalaswamy, Vikas Publishing house Rural Marketing, Badi and Badi, Himalaya Publishing House
3	Supplementary Reading Material	Rural Marketing in India, Habeeb - ur – Rahman, Himalaya Publishing House Rural Marketing Text and Cases, S L Gupta, Wisdom Publications Cases in Rural Marketing, Krishnamacharyulu, Pearson Indian Rural Markets and Marketing Practices - Recent Developments, Gopalan and Mueen, ICFAI University Press Rural Marketing, Bir Singh, Anmol Publication Rural Marketing - Concept and Cases, Edited by ParthaSarathy, ICFAI University Press A new approach to rural marketing, Sircar, Himalaya Publishing House Rural Marketing - focus on agricultural inputs, Sukhpal Singh, Vikas Publishing house Agricultural Communications, Boone, Meisenbach and Tucker, Surjeet Publications. Agricultural Marketing in India, Acharya and Agarwal, Oxford and IBH Publishing New Perspectives in Rural Agricultural Marketing, Ramkishen, Jaico Rural Agriculture and Marketing, Verma, Jiloka and Mandal, Deep and Deep Publications
4	Websites	http://market.ap.nic.in/agmarknet.nic.in/ http://www.rbi.org.in/home.aspx
5	Journals	Agribusiness – An International Journal Decision Indian Journal of Agricultural Marketing Indian Journal of Marketing Indian Management Studies Journal Journal of Agri-business Journal of Marketing Management Journal of Marketing Research Journal of Sales Management Management Review Prabandhan Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	405RABM	Type	Subject – Elective
Course Title	Rural Development – II		

Course Objectives:

1	To help students understand various aspects of Rural Development in India
2	To make students know the challenges in rural development and the importance of monitoring and people's participation in rural projects

Syllabus:

Unit Number	Contents	Number of Sessions
1	Planning for Rural Development: Levels and Functions of Planning, Decentralization of Planning, Methodology of Micro level Planning, Methodology for Block and District Level Planning.	5 + 1
2	Organizing for Rural Development: Organizational Models, the search for a new paradigm, criteria for designing an appropriate organization, Government Organizations, Panchayati Raj Institutions (PRIs), Cooperatives, Voluntary Agencies/Non-Governmental Organizations, Corporations and Rural Development.	5 + 1
3	Financing Rural Development: Domestic Institutional Sources, the role of non – institutional agencies, deficit financing or controlled inflation, foreign sources of funds.	5 + 1
4	Implementation, Monitoring and Evaluation: Project Implementation, Project Control, Integration and Coordination, People's Participation in Implementation, Project Monitoring, Project Evaluation.	5 + 1
5	Poverty and Unemployment Eradication Programmes: Current Poverty Scenario and Trends, Rural Employment Scenario, Poverty and Unemployment Alleviation Programmes, Social Welfare – oriented programmes (SWOP) Natural Resources and Infrastructure Development Programmes: Natural Resources based Programmes, National Agriculture Insurance Scheme (NAIS), Infrastructure Development Programmes.	5 + 1

Learning Resources:

1	Text Books	Rural Development, Katar Singh, Sage Rural Transformation - Infrastructure and Micro Finance, Bhargava and Deepak Kumar, ICFAI University Press
2	Reference Books	Agriculture and Rural Development in India, Smita Patel, Paradise Publishers
3	Supplementary Reading Material	Rural Development – Planning Commission of India (http://planningcommission.nic.in/plans/stateplan/sdr_punjab/sdrpun_ch5.pdf)
4	Websites	http://www.irri.org/ http://www.fao.org/index_en.htm http://www.dahd.nic.in/dahd/default.aspx
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	406RABM	Type	Subject – Elective
Course Title	Special Areas in Agro produce Management		

Course Objectives:	
1	To explore the students to the Special Areas in Rural Marketing Environment
2	To help students to understand opportunities and emerging challenges in the upcoming rural markets .

Syllabus:

Unit Number	Contents	Number of Sessions
1	Management of Biotech Industries : Agricultural needs & application of biotechnology for agricultural uses and benefits; tissue culture, their structure, quality parameters, marketing, Intellectual Property Rights and legal implications.	5 + 1
2	Management of Floriculture and Landscaping : Recent advances in floriculture industry; evolution of new cultivators and production technology of ornamental plants; landscape gardening; style of gardening, commercial cultivation of flower crops storage of Aromatic and Medicinal oils and perfumes; storage and packing of cut flowers determining optimum time harvesting of flowers for export and home use.	5 + 1
3	Feed Business Management : Role of management in feed manufacturing industry, organizing and planning feed manufacturing unit, quality control of raw material and finished products, cost analysis and pricing decisions.	5 + 1
4	Fruit Production and Post-harvest Management – Present status of fruit industry in India and emerging scenario; major fruit growing zones, management of fruit production technology for domestic and global market; post-harvest handling technology harvesting, pre-cooling, grading, packing, storage and transportation for cooling, grading, packing, storage and transportation, pre and post-harvest management for quality and shelf life; fruit processing industry; international trade in fruits problems and prospects and global marketing of fruits, and government policy, incentives domestic and global trade.	5 + 1
5	Visit to Poultry / Hatchery / Emu Breeding / Piscicultural farm and preparing a report on management of the same.	5 + 1

Learning Resources:		
1	Text Books	Gopalakrishnan, C.A. and G.M.M. Lal - Livestock and Poultry enterprises for Rural DevelopmentVikas Publishing House
2	Reference Books	Floriculture, Landscaping and Turf Management: Production and Management Strategies, Alagarsamy Nithya Devi, Alagarsamy Ramesh Kumar, Valliappan Lakshmanan, Lambert Academic Publishing Poultry Production in Hot Climates, N. J. Daghir, Successful Poultry Management 2 nd edition, By Morley Allan Jull, Biotech Books Postharvest Management And Value Addition By Ashwani Kumar Goel, Rajinder Kumar, Satwinder Singh Mann, Daya Publishing House Handbook of Fruits and Fruit Processing, edited by Y. H. Hui, Blackwell Publishing
3	Supplementary Reading Material	Floriculture A Sector Study – Export Import Bank of India (http://www.eximbankindia.com/op/OP%20112%20Floriculture%20[Full%20Report].pdf) Product – Market Identification for Exports of Fruits & Vegetables – Government of India (http://agritrade.iift.ac.in/html/Training/Product%20study/Fruits%20&%20Vegetables.pdf)
4	Websites	http://mofpi.nic.in/ http://www.dahd.nic.in/dahd/default.aspx http://plantquarantineindia.org/
5	Journals	Agribusiness – An International Journal Indian Journal of Agricultural Marketing Indian Journal of Marketing Indian Management Studies Journal Journal of Agri-business Journal of Marketing Management Journal of Marketing Research Journal of Sales Management Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	407RABM	Type	Subject – Elective
Course Title	Commodity Markets – II		

Course Objectives:	
1	To introduce the concept of commodity markets.
2	To develop an understanding about the functioning of Commodity Exchanges.
3	To develop an understanding about the price movements of Commodities.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Trading on Commodity Exchanges: The exchange platform, exchange membership, commodity brokerage, participants in commodity markets, market positions, order types, access to commodity exchanges. Clearing and Settlement on Commodity Exchanges: Risks in commodity markets, the commodity clearing house, margining method, the settlement process, warehousing and warehouse receipts, the delivery process, distinctive features of commodity futures, markets, the lifecycle of a commodity futures contract	5 + 1
2	Commodity Futures Pricing: The commodity futures contract, pricing of futures, carrying cost, futures spot convergence, price relationships Commodity Futures Applications: Futures for the hedger, mismatches in basis and basis risk, futures for the speculator, spreads, futures for the arbitrageur	5 + 1
3	Commodity Options: Working of option, buying options, the arithmetic of option premiums, the option Greeks, selling options, pricing options, exotic options Commodity Options Applications: Options for hedging, options for speculating, advanced option trading strategies, commodity trading strategies : Round up	5 + 1
4	Commodities : An Emerging Investment Class: The investment rationale, investing in commodities, commodity indices, risks and challenges of commodity investing.	5 + 1
5	Fundamental and Technical Analysis of Commodities: The law of demand, the law of supply, supply – demand relationship, equilibrium price and disequilibrium. Basic concepts of fundamental analysis and technical analysis. Students should work in groups of 5 each. They should collect commodity prices traded on any commodity exchange and carry out its technical analysis. They should also carry out a fundamental analysis of the same commodity.	5 + 1

Learning Resources:		
1	Text Books	Commodity Markets – Operations, Instruments and Applications by Chatnani, TMGH Commodity Derivatives by Indian Institute of Banking & Finance, Macmillan
2	Reference Books	Commodity Options: Trading and Hedging Volatility in the World's Most Lucrative Market, Carley Garner & Paul Britain, Pearson Agricultural Commodity Markets: A Guide to Futures Trading, By Michael Atkin, Routledge Agricultural Commodity Markets And Trade: New Approaches to Analyzing Market and Trade, By Dr. Alexander Sarris, David Hallam, Edward Elgar Publishing
3	Supplementary Reading Material	Understanding Agricultural Commodity Markets – EPW - December 29, 2012, Vol xlvii no 52 Leuthold RM, Junkus JC & Cordier JE. 1989. <i>The Theory and Practice of Futures Markets</i> . Lexington Books. Lofton T. 1993. <i>Getting Started in Futures</i> . 3rd Ed. John Wiley & Sons, 1993.
4	Websites	www.indiabudget.nic.in/ www.commodityonline.com/ in.reuters.com/finance/commodities
5	Journals	Agribusiness – An International Journal Decision Indian Journal of Agricultural Economics Indian Journal of Finance Indian Management Studies Journal Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	408RABM	Type	Subject – Elective
Course Title	Agricultural Marketing and Price Analysis – II		

Course Objectives:

1	To critically analyze the important marketing concepts, models, properties of agricultural commodity prices and forecasting, data collection and analysis using current software etc., in order to make them policy decisions in the field of agricultural marketing.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Importance of market analysis in the agricultural system - types of marketing advantages and disadvantages - quantitative estimation - the distinguishing characteristics and role of agricultural prices - data sources for agricultural products and prices - software used in market analysis.	5 + 1
2	Role of various formal institutions in agricultural marketing - and functions - measuring their efficiency - public - private partnership – institutional arrangements. Successful case studies. Multi market estimation, supply response models. Market integration and price transmission - supply / value chain management. GAP analysis. Current trends in information in the changing agrifood system.	5 + 1
3	Agricultural commodity marketing - spot and futures- marketing of derivatives- speculation, hedging, swap, arbitrage etc. commodity exchanges - price discovery and risk management in commodity markets- Regulatory mechanism of futures trading.	5 + 1
4	Estimation of demand/ supply forecasting, supply chain / value chain analysis for different commodities - Commodity models- multi market estimation- time series analysis - market integration studies- price discovery price volatility estimation - commodity price forecasting using econometric software.	5 + 1
5	Students should work on a group project of collecting information about agricultural prices of select commodities and using spreadsheet based software or any other appropriate software build a forecasting model.	5 + 1

Learning Resources:		
1	Text Books	Ferris JN. 1998. <i>Agricultural Prices and Commodity Market Analysis</i> . McGraw-Hill. Goodwin JW. 1994. <i>Agricultural Price Analysis and Forecasting</i> . Wiley.
2	Reference Books	Hallam D. 1990. <i>Econometric Modeling of Agricultural Commodity Markets</i> . New Routledge. Martimort D. (Ed.). 1996. <i>Agricultural Markets: Mechanisms, Failures, and Regulations</i> . Elsevier.
3	Supplementary Reading Material	Schrimper RA. 2001. <i>Economics of Agricultural Markets</i> . Pearson. Timmer CP. 1986. <i>Getting Prices Right</i> . Cornell University Press. Tomek WG & Robinson KL. 2003. <i>Agricultural Product Prices</i> . 4th Ed. Cornell University Press.
4	Websites	http://market.ap.nic.in/agmarknet.nic.in/
5	Journals	Agribusiness – An International Journal Decision Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Finance Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	409RABM	Type	Subject – Elective
Course Title	Agricultural Finance and Project Management		

Course Objectives:

1	To impart knowledge on issues related to lending to priority sector credit management and financial risk management.
2	To acquaint the learner with course would bring in the various appraisal techniques in project - investment of agricultural projects.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Role and Importance of Agricultural Finance: Agricultural Finance- meaning, Financial Institutions and credit flow to rural/priority sector. Agricultural lending – Direct and Indirect Financing - Development of Rural Institutional Lending - Branch expansion, demand and supply of institutional agricultural credit and Over dues and Loan waiving.</p> <p>Role of Cooperatives: Financing through Co-operatives, NABARD and Commercial Banks and RRBs. Lead Bank Scheme District Credit Plan and lending to agriculture/priority sector. Micro-Financing and Role of MFI's - NGO's, and SHG's.</p>	5 + 1
2	Lending to farmers: Lending to farmers, Estimation of Technical feasibility, Economic viability and repaying capacity of borrowers and appraisal of credit proposals.	5 + 1
3	Project Approach: Project Approach in financing agriculture. Financial, economic and environmental appraisal of investment projects. Identification, preparation, appraisal, financing and implementation of projects.	5 + 1
4	Project Appraisal Techniques: Project Appraisal techniques – Undiscounted measures. Time value of money – Use of discounted measures - B-C ratio, NPV and IRR. Agreements, supervision, monitoring and evaluation phases in appraising agricultural investment projects.	5 + 1
5	<p>Risks in financing agriculture: Risk management strategies and coping mechanism. Crop Insurance programmes – review of different crop insurance schemes – yield loss and weather based insurance and their applications.</p> <p>Case Study Analysis of an Agricultural project, Financial Risk and risk management strategies – crop insurance schemes, Financial instruments and methods – E banking, Kisan Cards and core banking.</p>	5 + 1

Learning Resources:		
1	Text Books	Dhubashi PR. 1986. <i>Policy and Performance - Agricultural and Rural Development in Post Independent India</i> . Sage Publishing Muniraj R. 1987. <i>Farm Finance for Development</i> . Oxford & IBH Publ.
2	Reference Books	Gupta SC. 1987. <i>Development Banking for Rural Development</i> . Deep & Deep Publishers
3	Supplementary Reading Material	Little IMD & Mirlees JA. 1974. <i>Project Appraisal and Planning for Developing Countries</i> . Oxford & IBH Publishers Gittinger JP 1982. <i>Economic Analysis of Agricultural Projects</i> . The Johns Hopkins Univ. Press.
4	Websites	http://www.eximbankagro.com/ http://www.rbi.org.in/home.aspx http://planningcommission.nic.in/
5	Journals	Agribusiness – An International Journal Indian Journal of Finance Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	410RABM	Type	Subject – Elective
Course Title	Management of Agricultural Input Marketing		

Course Objectives:

1	To develop an understanding of the peculiarities of marketing in the context of agricultural inputs.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Agricultural input marketing : Agricultural input marketing – meaning and importance; Management of distribution channels for agricultural input marketing; Agricultural Inputs and their types – farm and non-farm, role of cooperative, public and private sectors in agri-input marketing.	5 + 1
2	Seed Marketing: Seed- Importance of seed input; Types of seeds- hybrid, high yielding and quality seeds; Demand and supply of seeds; Seed marketing channels, pricing, export&import of seeds; Role of NSC and State Seed Corporation.	5 + 1
3	Fertilizers Marketing: Chemical Fertilizers- Production, export-import, supply of chemical fertilizers, Demand/consumption, Prices and pricing policy; subsidy on fertilizers; marketing system – marketing channels, problems in distribution; Role of IFFCO and KRIBCO in fertilizer marketing.	5 + 1
4	Electricity: Plant Protection Chemicals- Production, export/import, consumption, marketing system – marketing channels; Electricity/Diesel Oil- marketing and distribution system; pricing of electricity for agriculture use; subsidy on electricity.	5 + 1
5	Farm Machinery: Farm Machinery- Production, supply, demand, Marketing and distribution channels of farm machines; Agro-industries Corporation and marketing of farm machines / implements/equipments.	5 + 1

Learning Resources:		
1	Text Books	Acharya SS & Agarwal NL. 2004. <i>Agricultural Marketing in India</i> . 4th Ed. Oxford & IBH. Singh Sukhpal 2004. <i>Rural Marketing- Focus on Agricultural Inputs</i> . Vikas Publishing House.
2	Reference Books	Broadway AC & Broadway Arif A. 2003. <i>A Text Book of Agri-Business Management</i> . Kalyani. Singh AK & Pandey S. 2005. <i>Rural Marketing</i> . New Age.
3	Supplementary Reading Material	Rural Marketing, Velayudhan, Sage Rural Marketing, Gopalaswamy, Vikas Publishing house Rural Marketing in India, Habeeb - ur - Rahman, Himalaya Publishing House Indian Rural Markets and Marketing Practices - Recent Developments, Gopalan and Mueen, ICFAI University Press Agricultural Marketing – New Trends and Techniques, K K Tiwari, D.N.D Publications
4	Websites	http://www.icar.org.in/ http://cacp.dacnet.nic.in/ http://vistar.nic.in/ www.nabard.org/
5	Journals	Agribusiness – An International Journal Decision Indian Journal of Agricultural Marketing Indian Journal of Marketing Indian Management Studies Journal Journal of Agri-business Journal of Marketing Management Journal of Marketing Research Journal of Sales Management Management Review Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	411RABM	Type	Subject – Elective
Course Title	Intellectual Property Management		

Course Objectives:

1	To create awareness about intellectual property rights in agriculture and related industries.
2	To provide an overview of management of patents, trademark, geographical indications, copy rights, designs, plant variety protection and biodiversity protection.
3	To provide inputs into Commercialization of Intellectual Property.

Syllabus:

Unit Number	Contents	Number of Sessions
1	World Trade Organization : World Trade Organization- Agreement on Agriculture (AoA) and Intellectual Property Rights (IPR) - Importance of Intellectual Property Management - IPR and Economic growth- IPR and Bio diversity -Major areas of concern in Intellectual Property Management - Technology Transfer and Commercialization-Forms of different Intellectual Properties generated by agricultural research.	5 + 1
2	Discovery versus Invention : Meaning of Discovery and Invention - Patentability of Biological Inventions - Method of Agriculture and Horticulture- procedure for patent protection: Preparatory work. Record keeping, writing a patent document, filing the patent document -Types of patent application-patent application under the Patent cooperation treaty (PCT).	5 + 1
3	Plant Genetic Resources : Plant genetic resources -Importance and conservation - Sui Generic System –Plant Varieties Protection and Farmers Rights Act- Registration of Extant varieties - Registration and protection of New Varieties / Hybrids / Essentially Derived Varieties - Dispute prevention and settlement -Farmers' Rights.	5 + 1
4	Trademark : Trademark- Geographical Indications of Goods and Commodities – Copy rights- Designs – Biodiversity Protection.	5 + 1
5	Procedures for Commercialization of Technology : Valuation, Costs and Pricing of Technology- Licensing and implementation of Intellectual Properties- Procedures for commercialization – Exclusive and non-exclusive marketing rights-Research Exemption and benefit sharing.	5 + 1

Learning Resources:

1	Text Books	Ganguli P. 2001. <i>Intellectual Property Rights –Unleashing the Knowledge Economy</i> . Tata McGraw Hill.
2	Reference Books	Gupta AK. 2003. <i>Rewarding Conservation of Biological and Genetic Resources and Associated Traditional Knowledge and Contemporary Grass Roots Creativity</i> . Indian Institute of Management, Ahmedabad.
3	Supplementary Reading Material	Khan SA & Mashelkar R. 2004. <i>Intellectual Property and Competitive Strategies in the 21st Century</i> . Kluwer Law International, The Hague.
4	Websites	www.managingip.com ipindia.nic.in/niipm/index.htm www.iasri.res.in
5	Journals	Decision Management Review Prabandhan Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	412RABM	Type	Subject – Elective
Course Title	Food Retail Management		

Course Objectives:

1	The objective of this course is to assist students in understanding the structure and working of food marketing system in India
2	To examine how the system affects farmers, consumers and middlemen
3	To illustrate the response of this dynamic marketing system to technological, socio-cultural, political and economic forces over time.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to International Food market : India's Competitive Position in World Food Trade, Foreign Investment in Global Food Industry, Retail management and Food Retailing, The Nature of Change in Retailing, Organized Retailing in India, E-tailing and Understanding food preference of Indian Consumer, Food consumption and Expenditure pattern, Demographic and Psychographic factors affecting Food Pattern of Indian Consumer.	5 + 1
2	Value Chain in Food Retailing : Value Chain in Food Retailing, Principal trends in food wholesaling and retailing, food wholesaling, food retailing, the changing nature of food stores, various retailing formats, competition and pricing in food retailing, market implications of new retail developments, value chain and value additions across the chain in food retail, food service marketing.	5 + 1
3	Food Retail Management : Food Retail Management, Brand Management in Retailing, Merchandise pricing, Pricing Strategies used in conventional and non-conventional food retailing, Public distribution system, Promotion mix for food retailing, Management of sales promotion and Publicity, Advertisement Strategies for food retailers.	5 + 1
4	Retail Operations : Managing Retail Operations, Managing Retailers' Finances, Merchandise buying and handling, Merchandise Pricing, Logistics, procurement of Food products and Handling Transportation of Food Products.	5 + 1
5	Retail Sales Management : Retail Sales Management Types of Retail Selling, Training of Salesperson, Evaluation and Monitoring, Customer Relationship Management, Managing Human Resources in retailing, Legal and Ethical issues in Retailing.	5 + 1

Learning Resources:		
1	Text Books	<i>Berman & Evans. 2008. Retail Management: A Strategic Approach. 10th Ed. Prentice Hall of India</i>
2	Reference Books	Cox. 2006. <i>Retailing: An Introduction</i> . 5th Ed. Pearson Edu. Levy M & Weitz BW. 2004. <i>Retailing Management</i> . 5th Ed. McGraw Hill.
3	Supplementary Reading Material	Organized Agri Food Retailing in India - NABARD (http://www.nabard.org/fileupload/DataBank/Publications/Nabard%20E%20Book.pdf)
4	Websites	http://market.ap.nic.in/ http://eands.dacnet.nic.in/latest_2006.htm http://cacp.dacnet.nic.in/ http://mofpi.nic.in/
5	Journals	Agribusiness – An International Journal Indian Journal of Agricultural Marketing Indian Journal of Marketing Indian Management Studies Journal Journal of Agri-business Journal of Marketing Management Journal of Marketing Research Journal of Sales Management Management Review Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	413RABM	Type	Subject – Elective
Course Title	Agri-Entrepreneurship		

Course Objectives:

1	To orient learners towards agri-entrepreneurship
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Rural Entrepreneurship: Concept of rural entrepreneurship, Endowment of Skill sets and Natural resources in rural India, aims of rural entrepreneurship, barriers to entrepreneurship in rural India.	5 + 1
2	Skill Development: Process of entrepreneurship, rural applicability, skills required to succeed, Government training programmes and Public Private Partnership	5 + 1
3	Women Entrepreneurship: Primary goals for development, Women's role in economy, factors that support women's participation in rural entrepreneurship.	5 + 1
4	ICT and Rural Entrepreneurship: Rural ICT initiatives, Need to create rural ICT entrepreneurs, how IT is changing rural India, Rural BPO.	5 + 1
5	Case study; Corporate intervention and entrepreneurship Development.	5 + 1

Learning Resources:

1	Text Books	Entrepreneurship Development – Theories and Practices – By N.P.Singh
2	Reference Books	Projects : Profile and process – Vasant Desai Entrepreneurship and Technology – Vasant Desai Economic Environment in Business – By Misra and Puri Women Entrepreneurs – By Deepak Walokar
3	Supplementary Reading Material	Rural Entrepreneurship Development Programme in India – An Impact Assessment- NABARD (http://www.nabard.org/fileupload/DataBank/OccasionalPapers/Rural%20Entrepreneurs%20Development[1].pdf)
4	Websites	www.icpd.org business.gov.in/agriculture/index.php www.ediindia.org
5	Journals	Agribusiness – An International Journal Decision Indian Management Studies Journal Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	414RABM	Type	Subject – Elective
Course Title	Management of Agribusiness Cooperatives		

Course Objectives:

1	To provide the students an understanding about the agribusiness cooperative organizations and their management.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Cooperative administration- a global perspective, ecology of cooperative administration, cooperative sector and economic development.	5 + 1
2	Cooperative management- nature, functions and purpose of cooperatives – procurement, storage, processing, marketing, process of cooperative formation, role of leadership in cooperative management.	5 + 1
3	The state and cooperative movement, effects of cooperative law in management, long range planning for cooperative expansion, policy making.	5 + 1
4	Human resource management, placement and role of board of directors in cooperative management.	5 + 1
5	Overview of agribusiness cooperative – credit cooperatives, cooperative marketing, dairy cooperative; financing agribusiness cooperative.	5 + 1

Learning Resources:

1	Text Books	Akmat JS. 1978. <i>New Dimensions of Cooperative Management</i> . Himalaya Publishing House.
2	Reference Books	Ansari AA. 1990. <i>Cooperative Management Patterns</i> . Anmol Publishers Sah AK. 1984. <i>Professional Management for the Cooperatives</i> . VikasPublishingHouse.
3	Supplementary Reading Material	Agricultural Cooperatives: Key To Feeding The World – FAO (http://www.fao.org/fileadmin/templates/getinvolved/images/WFD2012_leaflet_en_lo_w.pdf)
4	Websites	www.fao.org agriculture.indiabizclub.com
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	415RABM	Type	Subject – Elective
Course Title	Tourism Marketing – II		

Course Objectives:

1	To develop an understanding of the 4Ps of marketing in the context of Tourism.
2	To provide an overview of marketing strategy in the context of Tourism.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Tourism Product Strategy: Background, Product Strategy, Product Life Cycle, Modifying and Revitalizing the Product, Branding, Why ascribing a brand name? How to make the branding decisions? How to make a good brand name? The Reasons for product failure, Launching a New Product, Product Screening, A Package Tour, Formulating the Product Mix, Need of the Hour.	5 + 1
2	Tourism Pricing Strategy: Background, Pricing- the influencing Factors, Inter – Play of Price and Demand, Pricing Objectives, Pricing Policies, Pricing Strategies, Pricing Strategy During Different Stages, Discounting Price, Pricing and Product Mix , Pricing and Marketing Mix, Summary.	5 + 1
3	Tourism Distribution Strategy: Background , Marketing Channel – the Concept, Distribution Policy – Influence, The Chain of Distribution, The Distribution System, The Middlemen, Tour Operators, Travel Agents, Importance, Functions of Travel Agents, Opening a Travel Agency, Designing of Travel Agency Office, Travel Agency Commission, Management of Reservation, Travel Agents Organizations, Travel Guide, Channel Decisions in the Tourism Industry.	5 + 1
4	Tourism Promotion Strategy: Background, Word of Mouth Information, Personal Selling, Skill Needed for Selling, Sales Sequence, Tourism Advertising , Advertising Purpose in Tourism , Advertising Importance to Tourism, Advertisement Planning, Selection of Media, Selection of Message, Advertising Agencies, Testing Advertisement Effectiveness, Advertisement Campaign, Advertisement Strategy, Tourism Publicity, Public Relations, Sales Promotion, Techniques of Sales Promotion, Stages in Sales Promotion Decisions, Key Tools of Sales Promotion, Evaluating Sales Promotion Efforts, Tourism Promotion Strategy.	5 + 1
5	Overall Marketing Strategy for Tourism: Background, Overall Marketing Strategy, Formulation of Overall Marketing Strategy, The Selection of Marketing Inputs, Factors in Selecting the Marketing Strategy, Marketing Inputs Strategies, Evaluating of Overall Marketing Strategy through Marketing Audit.	5 + 1

Learning Resources:		
1	Text Books	Tourism Management, Anil Sharma, Essential Books, New Delhi Tourism and Travel Management, Biswanath Ghosh, Vikas Publishing House Pvt. Ltd. New Delhi Basic of Tourism Management, Suddhendu Mishra, Excel Books, New Delhi Starting a Tourism Company, Monika Prakash and Nimit Chowdhary, Matrix Publishers, New Delhi
2	Reference Books	Tourism Development Revisited: Concepts, Issues and Paradigms, Suthesh Babu. S, Sitikantha Mishra, Biraj Bhusan Parida, Response Books New Delhi Tourism Management, Stephen J Page, Butterworth-Heinemann Oxford
3	Supplementary Reading Material	Foundations For Tourism Development, Jagmohan Negi, Galgotia Publishing Company, New Delhi Tourism Marketing, Tapan K Panda and Sitikantha Mishra, The ICFAI University Press, Hyderabad
4	Websites	www.agritourism.in/ www.agritourismworld.com
5	Journals	<u>International Journal of Contemporary Hospitality Management</u> <u>Tourism Review</u>

Semester	IV	Specialization	Rural and Agribusiness Management
Course Code	416RABM	Type	Subject – Elective
Course Title	Agriculture and WTO		

Course Objectives:	
1	To provide an Overview of World Agricultural Trade
2	To develop an understanding of issues pertaining to International Agricultural Marketing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	An Introduction to Agricultural Trade – Overview of World Agricultural Trade, India's Performance in Agricultural Exports and Imports. Theoretical Foundation of International Trade, Trade Policies of Importing and Exporting Countries, Trade Barriers, Market Size, Familiarization with Harmonized System of Codes and International Trade Databases	5 + 1
2	Instruments of Trade Policy – Definition of policy instruments of Tariffs, quotas, subsidies, etc. Preferential duties, Generalized system of preferences, Normal trade relations/most favored nation, Offshore Assembly Provisions/Production-Sharing arrangements, Effective rate of protection.	5 + 1
3	International Agricultural Marketing – Importance of Cultural Factors in International Trade, International Market Entry Strategies, Preparation For Export Price Quotation, Incoterms, Letter of Credit and Other system of payment	5 + 1
4	Agricultural Trade Policies – Concepts and Principles, Unilateral, bilateral, regional and multilateral trade policies, Special treatment of agriculture Trade tools and mechanisms, Defensive and offensive trade interest in agricultural trade Political Economy and Indian Trade Policy for Agricultural Products, European Union's Common Agricultural Policy (CAP) and U.S. 2002 Farm Bill	5 + 1
5	Competitiveness in Global Food Economy – Operational Issues for the Starting up an Export Business, Interaction with Exporter of Agricultural Products and Project Report Preparation and Presentation, Foreign Direct Investment and Processed Food Trade.	5 + 1

Learning Resources:		
1	Text Books	International Trade in Agricultural Products, Michael R. Reed, Prentice Hall
2	Reference Books	Dynamics of International Trade and Economy: An Inquiry Into Emerging Markets, Rajagopal, Nova Science Publishing International Trade and Agriculture: Theories and Practices, Won W. Koo, P. Lynn Kennedy, Blackwell Publishing Agriculture and International Trade: Law, Policy and the WTO, Michael N. Cardwell, Margaret Rosso Grossman, C. P. Rodger, CABI Publishing
3	Supplementary Reading Material	The WTO Agreement Series (http://www.wto.org/english/res_e/booksp_e/agrmtseries3_ag_2008_e.pdf)
4	Websites	www.wto.org/english/tratop_e/agric_e/agric_e.htm ec.europa.eu/agriculture/wto/index_en.htm unctad.org/es/Docs/edmmisc232add32_en.pdf
5	Journals	Journal of International Trade Law and Policy Frontiers of Economics and Globalization,

**MBA SYLLABUS: SEMESTER IV
FAMILY BUSINESS MANAGEMENT SPECIALIZATION**

Semester	IV	Specialization	Family Business Management
Course Code	403FBM	Type	Subject – Core
Course Title	Essentials of Family Business Management – II		

Course Objectives:

1	To empower students with the understanding of Corporate Governance and Corporate Sustainability
2	To sensitise students to the issues at various stages (life Cycle) of the family business
3	To empower student to understand and handle such family issues

Syllabus:

Unit Number	Contents	Number of Sessions
1	Professionalizing the boardroom: the role of balanced board of directors: Ownership of an Enterprise Built to Last, Shareholder priorities, Responsibilities of shareholders to the company, Effective governance of the shareholder-firm relationship, Information, communication, and education of shareholders, Family Business Governance - Advisory Boards and Boards of Directors, Recruitment and selection, Compensation and motivation, The rubber stamp board, Making the transition, Establishing a well-balanced board, Board composition, Organizing the board. Effective working boards -Relationship with the family. Two-tier boards. The impact of Sarbanes-Oxley on the family business and its board.	7 + 2
2	Cousin companies: family governance in multigenerational family firms: Introduction, Evolution of family business ownership, Culture shock. Complexity in cousin companies - Family complexity, Ownership complexity. Responding to growing complexity - Ownership policies, Business policies, Family policies. Setting up a family governance process - Recording decisions- the family constitution. Structuring family governance - Family council, Boundaries between the board and the family council, The family assembly, The annual shareholders meeting, The family office, The top management team. Other governance entities, Roles and membership. Getting the structure working.	7 + 2
3	Managing succession: the leadership challenge: The succession paradox, Resistance to succession planning - The founder, The family, Employee and environmental factors. Leading the transition - Start planning early, Encourage intergenerational teamwork, Develop a written plan, Involve everyone and obtain outside help, Establish a training process, Plan for retirement, Decide when to retire and stick to it. Selecting the right successor - Whom to choose? What if no one fits the bill? Is the next generation good enough to run the business? Rewards and challenges for latter-generation family members, Next-generation attributes, interests, and abilities: ingredients for responsible leadership, Crafting the next-generation career plan, Sibling and cousin teams, A top management team, Managing interdependence, A vision for the company: taking it to the next level, Partnerships and a focus on the future , Incumbent generation leadership: governance and resolution of the past. Succession in older family businesses - Second to third generation, Third to fourth generation and beyond. New generation, new system, new culture.	7 + 2

4	Transfer of Power and Building financial security and relinquishing control: The CEO as architect of governance, The transfer of power, The CEO as architect of succession and continuity, CEO exit style and the transfer of power, Promoting trust among family members in the process of transferring power, The unique roles of the CEO spouse, Role types of the CEO spouse and the transfer of power, Implications of CEO exit styles and CEO spouse roles for succession and the transfer of power. Building financial security -Money into or out of the business. Setting the business - A hard decision, Sale mechanics and Principle exit options. Passing down the business - Capturing values for later generations, Estate-planning principals, Treating heirs fairly. Ownership and control considerations - Life insurance, Splitting the company, Conditions attaching to ownership, Isolating voting control. Implementing the estate plan - Trusts and their uses, The benefits of life insurance	7 + 2
5	Change and Adaptation: The Future of Family Business, Continuity and culture, Changing the culture, New leaders of the evolution, The raw materials of a new culture, Three states of evolution - The future state, The present state, The transmission state. Continuity and family management ownership structures, Commitment planning, Institutionalizing the change, The future: can the family business compete and thrive? Agility in the face of change, Competition and value creation, Tapping the next generation, Thriving through competition, Organic competencies and the business's future, Intrapreneurship: Intergenerational growth in entrepreneurial families, Global opportunities, Positive-Sum dynamics through family and enterprise leadership, Family firm recourses for the future.	7 + 2

Learning Resources:		
1	Text Books	Family business: The essentials by Peter Leach, Profile books Ltd. Family Business by Ernesto J. Poza
2	Reference Books	Entrepreneurs: Talent, Temperament, Technique 2 nd Edition. By – Bolton, Bill and John, Thompson. Butterworth-Heinemann, MA. 2004. ISBN: 978-81-312-1366-7 Unleashing your Entrepreneurial Potential. By – Raghu Nanadan. Response Business Book from Sage, New Delhi.2009. ISBN: 978-81-7829-908-2
3	Supplementary Reading Material	Management of Succession in Family-Owned Business. Edited by Pramod Verma. The ICFAI University Press, Hyderabad. 2007. ISBN: 978-81-314-1185-8 Family Wars: Classic Conflicts in Family Business and How to Deal With Them. By - Grant Gordon and Nigel Nicholson. Kogan Page, London. 2008. ISBN: 978-0-7494-5457-9
4	Websites	-
5	Journals	Siblings and Succession in the Family Business, Warren D. Miller, HBR # 98108 Transferring Power in the Family Business, Louis B. Barnes and Simon A. Hershon, HBR # 76401 Conflicts That Plague Family Businesses, Harry Levinson, HBR # 71206

Semester	IV	Elective	Family Business Management
Course Code	404FBM	Type	Subject – Core
Course Title	Managing Innovation – II		

Course Objectives:

1	To expose students to the need of innovation vis-à-vis sustainability
2	To broaden the view of approaching problems and finding solutions

Syllabus:

Unit Number	Contents	Number of Sessions
1	Globalization for Innovation: Technological Uncertainty, Market Uncertainty, Endogeneity, Generic Strategies for World Wide Innovation, Strategic Choice – Balancing Cost & Innovation, Role of Complimentary technologies, Protecting Entrepreneurial Rents – Team Up , Block, Run. Methods of Globalization – Acquisitions and Mergers, Strategic Alliances, Licensing, Internal Development.	7 + 2
2	Innovation for Emerging Economies: Value Stock, Techno economic Factors – Economic Differences, Product Specificity. Entry Strategies – Reach for later stage of the Product Life Cycle, Reach Deeper into the Value Stock, Options Approach. Implementation – Technology Transfer, Commercialization, Establishing Co-opetitors.	7 + 2
3	Role of National Governments in Innovation: Why a Government Role? – Public Nature of Knowledge, Uncertainty, Public Complementary Assets, Network Externalities, Politics. Government Actions – Financing R & D, Lead User, Provider of Public Complementary Assets. Regulator, Macro-Economic Fundamentals, Baby-Sitter and Godfather, Educator, Information Centre and Provider of Political stability.	7 + 2
4	Innovation in Services: Service Organizations do Innovate, The Concept of Innovation in Services, Type of Innovation in services, The CI-3 Framework – Customer Intelligence, Customer Intimacy, Customer Innovation. Brand Asset Monitoring, Customer Satisfaction & Loyalty Measurement, Touch Points Data Management. Customer Blending, Customer Mind Mapping, Customer Ecosystem Mapping. Innovation Process, Magnet team. Product Forums. Benefits of the CI – 3 Frameworks.	7 + 2
5	Cases on Innovation: Business / Process innovations, Social Innovations, Organizational innovations. Overview of National Innovation Systems – Brazil Denmark, Singapore, USA, Japan.	7 + 2

Learning Resources:		
1	Text Books	<p>Innovation Management, Allan Afuah, Oxford Indian Edition.</p> <p>Business Innovation in the 21st Century, Praveen Gupta, S Chand.</p> <p>A Case Study Special on Innovation – Making Aspirations Count, Business World Publication.</p> <p>Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi.</p>
2	Reference Books	Adair on Creativity and Innovation Edited by Neil Thomas, Viva Books.
3	Supplementary Reading Material	<p>Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition.</p> <p>Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press.</p> <p>The Innovator's Toolkit, Harvard Business Press.</p> <p>Fastback to Success Innovation, Andy Bruce and David Birchall, Prentice Hall - Financial Times.</p> <p>Getting to Innovation, Arthur B Van Gundy, and PHI – Eastern Economy Edition.</p>
4	Websites	-
5	Journals	-

Semester	IV	Elective	Family Business Management
Course Code	405FBM	Type	Subject – Elective
Course Title	Creativity and Change in Organizations		

Course Objectives:	
1	To sensitize student to critical thinking, nurturing team work and change
2	To prepare students for fostering entrepreneurial leadership and institutional culture

Syllabus:

Unit Number	Contents	Number of Sessions
1	The Process of Change, Creativity & Innovation: Organizational Change – Definition & Key Dimensions, Factors that Promote Change, Creativity & Innovation, Theories of Innovation and Levels & Types of Innovation, The age of Creativity, Creativity & National prosperity, Creative Industries & potential for growth.	5 + 2
2	The Individual – Promoting Critical Thinking: Cognitive factors - Implications for HRM, Personality Traits - Implications for HRM, Knowledge – Explicit & Implicit, Informal and Tacit, Knowledge for creativity - Implications for HRM, Motivation – Types of Motivation. The Group – Nurturing Team Work: Difference between groups and teams, Why do people join teams? Team Development process, Why do teams fail? Blind conformity, Group Think, Social loafing. Team Inputs - size, longevity, task, Knowledge, Skills and Abilities (KSAs), Resourcing of the team, Team composition. Team processes – Action processes. Brainstorming. Electronic Brainstorming. Nominal Group Technique (NGT). Trust – Conflict – Team cohesiveness. Moderators of Team Performance – Task Type, Task Leadership. Team outcomes.	5 + 2
3	The Leader – Promoting New Ideas at Work: Defining Leadership, Difference between Managers and Leaders, Ingredients of Leadership, Trait approaches to Leadership, Behavioural approaches to Leadership, Managerial Grid, Contingency theories – Fiedler model, Hersey Blanchard situational theory, Leader participation model, Push-Goal Theory. Transformational and transactional leadership. Charismatic and Visionary Leadership. Leading change, creativity & Innovation –Leadership and change, Ingredients of leadership for creativity & Innovation. Challenges in leading for creativity & Innovation.	5 + 2
4	The Internal Environment – Orchestrating Structure, Systems and Resources; The Balanced Score Card – Value Creation and Performance management. Organizational Structure – work specifications, departmentalization, chain of command, span of control, centralization and decentralization, Formalization. Situational factors – Corporate Strategy, Organizational Size and Environmental uncertainty. Structural forms – Traditional and contemporary forms. Organizing for change, creativity and innovation - Goal Setting and reward Systems. Evaluation. Resources – Sufficient resourcing. Systems of Communication.	5 + 2

5	<p>Culture – Enabling & Constraining Creative Processes at Work: Organizational culture, Different Perspectives of Organizational culture, Can we manage Organizational culture? Culture as an important ingredient of Organizational Creativity. Norms that promote Creativity and Innovation, Norms that promote Implementation. Principles of creativity and innovation. Do strong, cohesive cultures hinder innovation?</p> <p>The Organization – Managing Process of Change: Change and Organizations, Change Drivers, People and Change, The problem of resistance, Organizational Development approach to change, Situational Approach to Change Management, Political process approach to change management, Processual perspective for understanding change. Studying change over time.</p>	5 + 2
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Learning Resources:		
1	Text Books	Managing Change, Creativity & Innovation, Constantine Andriopoulos and Patrick Dawson. Sage Publications.
2	Reference Books	Innovation Management, Allan Afuah, Oxford Indian Edition. Business Innovation in the 21 st Century, Praveen Gupta, S Chand. Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi. Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books.
3	Supplementary Reading Material	Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition. Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press. The Innovator's Toolkit, Harvard Business Press. Fastback to Success Innovation, Andy Bruce and David Birchall, Prentice Hall - Financial Times. Getting to Innovation, Arthur B Van Gundy, PHI – Eastern Economy Edition.
4	Websites	- -
5	Journals	- -

Semester	IV	Specialization	Family Business Management
Course Code	406FBM	Type	Subject – Elective
Course Title	Accounting for Small Business		

Course Objectives:	
1	To expose student to needs of Family business / small business Accounting and Finance
2	To prepare student to inventory, inventory control.
3	To expose student to risk management practices.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Small business accounting: Projecting and evaluating performance</p> <p>Why accounting matters to small business, Basic accounting concepts, business entity concepts, Going concern, Accounting Equations, What is a Cost? What is an Expense? Information Usefulness, Why does Accounting matter? Setting up an Accounting system, Financial reports, Income statement, Balance sheet, Applying for loan, Cash flow Statement, Uses of financial accounting, Reporting to outsiders, Record keeping, Taxation and Control of receivables.</p> <p>Analysis of Business operations, Uses of Management Accounting, The business plan and budget process, Planning/Budgeting, Completing a master budget, Sales budget, Purchase budget, Cost of goods sold, Labor budget, Selling, general, and administrative expense budget, Overhead budget, Budgeted income statement, Completing a comprehensive budget, Controlling, Preparing a Master Budget, Decision Making.</p>	5 + 2
2	<p>Cash: Lifeblood of the business:</p> <p>The importance of money management, Money in/ Money Out – Just how importance it is? Money as a key idea, Cash and cash equivalents, Managing cash flow, Company and bank cash balances, Reconciling bank balances with company book balances, Planning cash needs, Sales budget: forecasting sales receipts, Cash receipts budget, Forecasting cash disbursements, A comprehensive budget, Preventive cash flow problems, Techniques to increase cash inflow, Techniques to decrease cash outflows, Controlling Cash shortages.</p>	5 + 2
3	<p>Small business finance: Using equity, debt, and gifts:</p> <p>Focus on small business: Sources of financing for small businesses, Financing with equity, Determining personal net worth, Getting equity investment for your business, Obtaining your credit report, Gift financing, Finding grants, What type of financing is right for your business? Financial management for the life of your business, Tools for financial management, Financial Management for start-up, Financial Management for growth, Financial Management for operations, Financial Management for business exit.</p>	5 + 2

4	Assets: Inventory and operations management: Focus on small business: Curtis Graf and the Nightmare on Construction Street, Managing short-term assets, Accounts receivable, The pros and cons of offering credit to customers, Managing account receivables and receive the greatest benefit for your business, Using your accounts receivable as a source of financing, Using receivables to raise immediate cash, Managing inventory, Determining the appropriate level of inventory, Scheduling ordering and receipt of inventory, Just-in-time inventory systems, Other approaches to inventory control, Value of assets in your business, Determining the value of your operating assets, Determining the value of Inventory, Property, Plants and equipment, Understanding whole of life costs for capital budgeting, The capital budgeting decisions, Payback period, Rate of return on investment, Rent or buy, Financing with leases, Fractional ownership and other forms of joint venture, Management operations, Inputs into your business, Business operations comprise converting time and materials into service and product, Business outputs, Feedback, Measuring and improving productivity, Operations management challenges for product-based firms, Operations management challenges for service firms.	5 + 2
5	Small business protection: Risk management and insurance: Risk in small business, Risks associated with specific business operations, Property of the business, Events related to personnel, Events related to customers and others, Managing risks, Managing risk to tangible property, Managing risk to buildings and lands, Managing risk to computers and data, Managing risk to intangible property, Managing risk from violations of tax regulations, Managing risk from employee violation of Government regulations, Insuring against risks, Using insurance to manage risks, Developing comprehensive insurance program, Sharing risk, Joint ventures , Industry groups for insurance coverage, Government funding for risky ventures.	5 + 2

Learning Resources:		
1	Text Books	Entrepreneurial small business by Jerome Katz, Richard Green, Tata McGraw-Hill, 2 nd Edition
2	Reference Books	-
3	Supplementary Reading Material	-
4	Websites	-
5	Journals	N.S. Economides (1988), "The Economics of Trademarks", <i>Trademark Reporter</i> , 78, 523-39. How Much Money Does Your New Venture Need?, James M. Stancill, HBR, 1986. Sticking it out: Entrepreneurial survival and liquidity constraints; Holtz-Eakin, How Much Cash Does Your Company Need?, Richard Passov, HBR # R0311J

Semester	IV	Specialization	Family Business Management
Course Code	407FBM	Type	Subject – Elective
Course Title	Management of Intellectual Property Rights		

Course Objectives:	
1	Expose the participants to the basic concepts of IPRs, their coverage and scope.
2	Provide some insights into the strategic role of IPRs in the current Indian context
3	Generate understanding of issues relating to the management of IPRs

Syllabus:

Unit Number	Contents	Number of Sessions
1	Concept of Property vis-à-vis Intellectual Property : Overview of Concept of Property and Theories of Property , Theories of Intellectual Property Rights, Intellectual Property as an Instrument of Development , Need for Protecting Intellectual Property- Policy Consideration- National Perspectives and International demands. Types of Intellectual Property- Origin and Development- An Overview. Intellectual Property Rights as Human Right. Intellectual Property Rights in the Cyber World.	5 + 2
2	Patent Law : Introduction to Patent Law, Paris Convention, Patent Cooperation Treaty, WTO- TRIPS, Harmonization of CBD and TRIPs. Indian Patent Law - The Patents Act, 1970 , Amendments to the Patents Act , Patentable Subject Matter, Patentability Criteria, Procedure for Filing Patent Applications, Patent Granting Procedure, Revocation, Patent Infringement and Remedies , Relevant Provisions of the Biological Diversity Act, 2002 , Access and Benefit Sharing Issues	5 + 2
3	Trademarks: Introduction to Trademarks , Need for Protection of Trademarks, Kinds of Trademarks , International Legal Instruments on Trademarks , Indian Trademarks Law, The Trade and Merchandise Marks Act, 1958 - Trademarks Act, 1999, Procedural Requirements of Protection of Trademarks, Content of the Rights, Exhaustion of Rights , Assignment under Licensing, Infringement, Right of Goodwill, Passing Off , Domain Names and Effects of New Technology (Internet).	5 + 2
4	Industrial Designs: Need for Protection of Industrial Designs, Subject Matter of Protection and Requirements, The Designs Act, 2000, Procedure for obtaining Design Protection, Revocation, Infringement and Remedies.	5 + 2
5	Role of International Institutions: World Intellectual Property Organization (WIPO) , Function of WIPO , Membership of WIPO , Agreement between the WIPO and the WTO , Dispute Settlement- New Treaties. Commercialisation of Intellectual Property Rights by Licensing, Determining Financial Value of Intellectual Property Rights, Negotiating Payments Terms in Intellectual Property Transaction.	5 + 2

Learning Resources:		
1	Text Books	<p>Al-Ali, N. (2003) Comprehensive Intellectual Capital Management: Step-by-Step. John Wiley & Sons, Inc., Hoboken, New Jersey.</p> <p>Andriessen, D. (2003). Making Sense of Intellectual Capital. Designing a Method for the Valuation of Intangibles. Butterworth Heinemann.</p> <p>Stewart, T.A. (1997). Intellectual Capital: The New Wealth of Organizations, Nicholas Brealey, London.</p>
2	Reference Books	<p>Sveiby, K. E. (1997). The New Organizational Wealth: Managing & Measuring Knowledge-Based Assets. Berrett-Koehler Publishers, San Francisco.</p> <p>Edvinsson, L. and Malone, M.S. (1997). Intellectual Capital: Realizing your company's true value by finding its hidden brainpower, Harper, New York.</p> <p>Low, J. and Kalafut, P.C. (2002). Invisible advantage: How Intangibles are Driving Business Performance, Perseus Publishing, Cambridge</p>
3	Supplementary Reading Material	<p>Sullivan, P. H. (2000). Value-Driven Intellectual Capital: How to Convert Intangible Corporate Assets into Market Value. John Wiley & Sons, Inc., Hoboken, New Jersey</p> <p>Tissen, R. and Andriessen, D. and Deprez, F.L. (2000). The Knowledge Dividend: Creating High-Performance Companies through Value-Based Knowledge Management, Financial Times Prentice Hall, London.</p>
4	Websites	-
5	Journals	<p>Andriessen, D. and Boom, M. van den (2006). Asia and Europe, knowledge economies in encounter. INA Magazine, Vol.XVII, 15-18.</p> <p>S. Khoury (1998), "Valuing Intellectual Properties", in P.H. Sullivan (1998), Profiting from Intellectual Capital: Extracting value from Innovation, John Wiley & Sons, 335-356.</p> <p>Stam, C. D. (2007). Knowledge productivity. Designing and testing a method to diagnose knowledge productivity and plan for enhancement.</p>

Semester	IV	Specialization	Family Business Management
Course Code	408FBM	Type	Subject – Elective
Course Title	Managing, Growing and Exiting The New Venture		

Course Objectives:	
1	To empower student with nuances of stages of venture and entrepreneurial conduct
2	To prepare student with the understanding of resources and external sources
3	To prepare student of separation and exit strategies

Syllabus:

Unit Number	Contents	Number of Sessions
1	Entrepreneurial Strategy: Generating And Exploiting New Entries: New Entry, Generation of a New Entry Opportunity - Resources as a Source of Competitive Advantage, Creating a Resource Bundle That is Valuable, Rare, and Inimitable. Assessing the Attractiveness of a New Entry Opportunity - Information of New Entry, Comfort with Making a Decision under Uncertainty, Decision to Exploit or Not to Exploit the New Entry. Entry Strategy for New Entry Exploitation - Environmental Instability and First Mover (Dis) Advantages, Customer Uncertainty and First Mover (Dis) Advantages, Lead Time and First Mover (Dis) Advantages. Risk Reduction Strategies for New Entry Exploitation - Market Scope Strategy, Imitation Strategies, Managing Newness.	5 + 2
2	Strategies For Growth And Managing The Implications of Growth: Growth Strategies: Where to Look for Growth Opportunities - Penetration Strategies, Market Development Strategies, Product Development Strategies, Diversification Strategies, Example of Growth Strategies. Economic Implications of Growth. Implications of Growth for the Firm - Pressures on Existing Financial Resources, Pressures on Human Resources, Pressures on Management of Employees, Pressures on Entrepreneur's Time. Overcoming Pressures on Existing Financial Resources. Financial Control - Managing Cash Flow, Managing Inventory, Managing Fixed Assets, Managing Costs and Profits, Taxes, Record Keeping. Overcoming Pressures on Existing Human Resources, Overcoming Pressures on the Management of Employees, Overcoming Pressures on Entrepreneur's Time - Basic Principles of Time Management. Implications of Firm Growth to the Entrepreneur - A Categorization of Entrepreneurs and Their Firms' Growth.	5 + 2
3	Accessing Resources For Growth From External Sources: Using External Parties to Help Grow a Business, Franchising - Advantages of Franchising- to the Franchisee, Advantages of Franchising- to the Franchiser, Disadvantages of Franchising, Types of Franchising, Investing in Franchising. Joint Ventures - Types of Joint Ventures, Factors in Joint Ventures. Acquisition - Advantages of Acquisition, Disadvantages of Acquisition, Synergy, Structuring the Deal, Locating Acquisition Candidates. Mergers, Leveraged Buyouts, Overcoming Constraints by Negotiating for More Resources.	5 + 2
4	Going Public: Advantages and Disadvantages of Going Public – Advantages, Disadvantages. The Alternatives to Going public, Timing of Going Public and Underwriter selection – Timing, Underwriter Selection. Registration Statement and Timetable - The Prospectus, Part II, Procedure. Legal issues. After Going public - Aftermarket Support, Relationship with the Financial Community, Reporting Requirements, Myths concerning Going Public.	5 + 2

5	Ending The Venture: Bankruptcy- An overview, Reorganization - Surviving Bankruptcy, Prepackaged Bankruptcy, Extended Time Payment Plans, Liquidation, Strategy during Reorganization, Keeping the Venture Going, Warning Signs of Bankruptcy, Starting Over, The Reality of Failure, Business Turnarounds, Exit Strategy. Succession of Business - Transfer to Family Members, Transfer to Non-Family Members. Harvesting Strategy - Direct Sale, Employee Stock Option Plan, Management Buyout.	5 + 2
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Learning Resources:		
1	Text Books	Entrepreneurship By Robert D Hisrich , Michel P Peters, Dean A Shepherd , TMGH, 6 th ed.
2	Reference Books	James Collins, William C. Lazier, Beyond Entrepreneurship: Turning Your Business into an Enduring Great Company.
3	Supplementary Reading Material	--
4	Websites	--
5	Journals	The Role of the Founder in Creating Organizational Culture, Edgar H. Schein, Organizational Dynamics, Summer 1983.

Semester	IV	Specialization	Family Business Management
Course Code	409FBM	Type	Subject – Elective
Course Title	Project Management		

Course Objectives:	
1	To make the students understand the complex issues in Project Management
2	To increase the understanding of project management tools and techniques
3	To teach the students the concepts and skills that are used by managers to plan projects, secure resources, budget, lead project teams to successful completion of projects.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction to Project Management: Definition, functions, evolution of Project Management, classification of projects, Project management in different environments.</p> <p>The Project Management Systems, Methodologies & Systems Development Cycle: Systems approach, systems analysis, systems development, project feasibility, Project life cycle, project appraisal, project contracting, the phases of system development life cycle.</p>	5 + 1
2	<p>Project Feasibility Study: Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, risk analysis, sensitivity analysis, and social cost benefit analysis.</p> <p>Project Planning: Planning fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix.</p>	6 + 1
3	<p>PERT, CPM, Resource allocation: Tools & techniques for scheduling development, crashing of networks, time-cost relationship, and resource leveling multiple project scheduling.</p> <p>Cost Estimating Budgeting : Cost estimating process elements of budgeting, project cost accounting & management information systems, cost schedules & forecasts.</p>	5 + 1
4	<p>Managing Risks in Projects: Risk concept & identification, risk assessment, risk priority, risk response planning, risk management methods.</p> <p>Project Control: Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control.</p>	5 + 1
5	<p>Project Management Information System: Computer based tools, features of PMIS, using project management software, (MS Projects)</p> <p>Project Evaluation, Reporting & Termination: Project reviews & reporting, closing the contract.</p>	4 + 1

Learning Resources:		
1	Text Books	<p>Effective Project Management by Clements and Gido, Thomson India Edition, 2007.</p> <p>Project Management : The Managerial Process by Gray and Larson, MGH, Special Indian Edition, 3rd Edition</p> <p>Project Management for Business and Technology: Principles and Practice by John Nicholas, PHI – Eastern Economy Edition, 2nd Edition</p> <p>Project Management –by Mantel, Meredith, Shafer, Sutton and Gopalan, 1st Indian Edition</p>
2	Reference Books	<p>Project Management by Dennis Lock, Coles Publishing Co., Ltd.</p> <p>Project Management – a systems approach and planning, scheduling and controlling by Harold Kerzner, CBS Publishers</p> <p>Project Management for 21st Century by Bennet P Lientz and Cathryn P Rea , Academic Press, Latest Edition</p> <p>A management guide to PERT/CPM by Jerome D Weist and Sertinand K Levy Prentice Hall India</p> <p>Appraisal &Control of Project costs by Roy.Pilchar, McGraw Hill.</p> <p>Project Management by Gary R Heerkens & Roger A Formisano, McGraw Hill.</p>
3	Supplementary Reading Material	<p>Project Management: A Managerial Approach by Meredith, Mantel Wiley India, 6th Edition.</p> <p>The Practice of Project Management by Freigenti and Comninos, Kogan Page</p>
4	Websites	www.pmi.org.in/
5	Journals	<p>Risk Analysis of Infrastructure Projects: A Case Study on Build-Operate-Transfer Projects in India by Maniar, Hiren., IUP Journal of Financial Risk Management, Dec2010, Vol. 7 Issue 4</p> <p>Enercon India: Project Planning by Mukherjee, Saral; Raghuram, G., Vikalpa: The Journal for Decision Makers, Jan-Mar2007, Vol. 32 Issue 1</p> <p>Critical Factors Affecting Schedule Performance: Evidence from Indian Construction Projects by Iyer, K. C.; Jha, K. N., Journal of Construction Engineering & Management, Aug2006, Vol. 132, Issue 8</p> <p>What attributes should a project coordinator possess? by Jha, Kumar Neeraj; Iyer, Chandrashekhar K., Construction Management & Economics, Sep2006, Vol. 24 Issue 9</p> <p>A Study of Critical Project Success Parameters in Different Organizational Conditions by Piyush, Mishra; Dangayach, G. S.; Mittal, M. L., Advances in Management, Aug2011, Vol. 4 Issue 8</p>

Semester	IV	Specialization	Family Business Management
Course Code	410FBM	Type	Subject – Elective
Course Title	Environment and Laws		

Course Objectives:

1	To sensitise students towards environmental issues
2	To expose students to Applicable Acts vis-à-vis Environmental issues

Syllabus:

Unit Number	Contents	Number of Sessions
1	An Overview of Pollution Control Laws – Acts and Rules applicable to control of air, water and noise-pollutions (with reference to Water Act, 1974, Air Act, 1981 and E.P. Act, 1986)	5 + 1
2	Waste Management Law: (i) Solid waste, (ii) Hazardous waste, (iii) Bio-medical waste, (iv) Manufacture, Use, Import, Export and Storage of Hazardous Microorganisms Genetically Engineered Organism or Cells Rules, 1989.	5 + 1
3	Polluter's Liability: Tortious Liability: Strict and absolute liability, vicarious liability, Liability for Industrial Accidents , The Public Liability Insurance Act, 1991, The National Environment: Tribunal Act, 1995, Liability under criminal Law, Relevant provisions of Indian Penal Code, Relevant provisions of Pollution Control Legislations.	5 + 1
4	Bio-diversity law: An overview with special emphasis on traditional knowledge and intellectual property rights. Coastal Zone-Regulations and select judicial decisions , River Water and Ground Water Pollution- Legislative attempts and select judicial decisions.	5 + 1
5	Administrative Machinery: Dispute Settlement Mechanism and Remedies - Powers, Functions and Procedure of Administrative Agencies , Central Government, State Government, Central Pollution Control Board, State Pollution , Control Boards and local authorities. Forums for Resolution of Environmental Disputes - Primary judiciary (District Court), High Courts and Supreme Court, The role of Collector under Public Liability Insurance Act, 1991, Environment Tribunal under N.E.T. Act, 1995, National Environment Appellate Authority under the N.E.A. Authority Act, 1997.	5 + 1

Learning Resources:	
Text Books	Relevant Bare Acts (e.g. The Environment (Protection) Act, 1986) Industry Environment and Law / Shastri S.C. ; Balre P.P.; Khan T.I. 1996
Reference Books	International Law, Ku Charlotte, 2004
Supplementary Reading Material	http://www.loc.gov/rr/scitech/subjectguides/environmentalsg.html http://www.environment.nsw.gov.au/publications/evri.htm
Websites	http://www.moef.nic.in/modules/rules-and-regulations/environment-protction/ http://www.ceeraindia.org/documents/lib_tabofcon_160300.htm http://edugreen.teri.res.in/explore/laws.htm http://www.conservation.org/act/get_involved/protect_forests/Pages/deforestation.aspx?gclid=Clyj1M_p57UCFY966wodYHMApg http://www.carbonfund.org/?gclid=CJz8o9Dp57UCFcV56wodjBAA0Q http://www.ielrc.org/home.php
Journals	www.ceeraindia.org/documents/ijelvol2(1).pdf www.supremecourtfindia.nic.in http://www.lead-journal.org/ http://www.columbiaenvironmentallaw.org/

Semester	IV	Specialization	Family Business Management
Course Code	411 FBM	Type	Subject – Elective
Course Title	Information, Disaster and Health Management		

Course Objectives:

1	To prepare student for Information Security and Disaster Management
2	To familiarize the learners with the meaning, factors, significance, causes and effects of disasters.
3	To sensitize students of importance of self-health & sustenance and practicing positive living.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Information Management Describe and apply a range of information systems planning techniques. Identify appropriate risk management techniques for managing information and information security. Describe and apply a range of evaluation methods to information systems evaluation and management.	5 + 1
2	Fire Safety and Fire Fighting Describe and understand chemistry of Fire, Fire prevention methods. Types of Fire and Firefighting equipment. Plan, Develop and Implement Safety Procedures.	5 + 1
3	Disaster Management Humanitarian Principles and Values in context of Disaster Management. Introduction to Hazards, Vulnerabilities and Disasters. Disaster Risk Reduction and Development Planning. Disaster Response and Recovery	5 + 1
4	Health Management General Awareness about Healthy living and Health Practices. Yoga and Pranayama Sessions Out Door Fitness Activities (Running Trekking, Outdoor Games etc.)	5 + 1
5	Work Life Balance Making work your Hobby and vice versa. Healthy practices for self, business and co-workers (Case Studies of Successful Family Business Houses)	5 + 1

Learning Resources:

1	Text Books	Entrepreneur's Book of Checklists / Ashton Robert . - New Delhi : Pearson Education in South Asia High Performance Entrepreneur : Golden rules for success in today's world / Bagchi, Subrato. . - New Delhi : Penguin Books India Pvt. Ltd.
2	Reference Books	1. Applied Information Management System user's manual, Elmer W. Heller, System Development Corporation, the University of Michigan 2. Information Management: The Evaluation of Information Systems Investment, Leslie Willcoks 3. Handbook of Information Management edited by Alison Scammell

3	Supplementary Reading Material	<ol style="list-style-type: none"> 1. Off Balance: Getting Beyond the Work-Life Balance Myth to Personal and Professional Satisfaction Hudson Street Press; 1 edition (September 15, 2011), ISBN-10: 159463081X 2. The Myth of Work-Life Balance: The Challenge of Our Time for Men, Women and Societies, Wiley; 1 edition (April 24, 2006), ISBN-10: 0470094605 3. Strategic Project Management Made Simple: Practical Tools for Leaders and Teams Wiley; 1 edition (February 9, 2009), ISBN-10: 0470411589 4. Fire Safety: An Employer's Guide (HSE books), Stationery Office Books (July 1999), ISBN-10: 0113412290 5. A Comprehensive Guide to Fire Safety Colin Todd, BSI British Standards Institution; 3rd edition (17 Jan 2008), ISBN-10: 0580509435
4	Websites	<ol style="list-style-type: none"> 1. http://www.information-management.com/ 2. http://www.aiim.org/what-is-information-management 3. http://www.ilpi.com/safety/extinguishers.html 4. http://en.wikipedia.org/wiki/Emergency_management 5. http://www.ndmindia.nic.in/ 6. http://ndma.gov.in/ndma/index.htm 7. http://en.wikipedia.org/wiki/Health_administration 8. http://en.wikipedia.org/wiki/Work%E2%80%93life_balance 9. http://www.webmd.com/balance/guide/5-strategies-for-life-balance 10. http://www.oecdbetterlifeindex.org/topics/work-life-balance/
5	Journals	<ol style="list-style-type: none"> 1. http://jhm.sagepub.com/ 2. http://www.mayoclinic.com/health/work-life-balance/WL00056

Semester	IV	Specialization	Family Business Management
Course Code	412 FBM	Type	Subject – Elective
Course Title	Business Incubation		

Course Objectives:	
1	To develop a basic understanding of their own business model
2	Learn basics of startup formation
3	Receive mentoring from successful, articulate, and committed entrepreneurs.

Syllabus::

Students shall work in groups of not more than 3, identify a business idea and come up with the following in the context of their identified business idea:

1. Competitive Analysis
2. Marketing Plan
3. Operational Plan
4. Financials
5. Market research
6. Advertising
7. Advisory board development
8. Legal issues (company structure, legal agreements, intellectual property)
9. Insurance issues
10. Other revenue
11. Marketing
12. Technology
13. Operations/costs
14. Funding
15. Institutional / Government Support to the venture.
16. Relationships
17. Team-building
18. Ethical issues
19. One-Page Business Summary

The students shall present their work to the faculty and fellow students. To the extent possible an entrepreneur should be involved in the evaluation process.

The following questions shall form the basis of evaluation of the work:

1. Is the idea well-conceived?
2. Is the plan well researched?
3. Has the team identified and addressed key questions and challenges and, as an entrepreneur, adjusted nimbly?
4. Did the team present the plan well?

Weightage to the work shall be as follows:

1. Initial competitive analysis
2. Preliminary marketing plan
3. Operational plan
4. Financials
5. One-page business summary
6. Written Work

Learning Resources:		
1	Text Books	Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, by Alexander Osterwalder and Yves Pigneur Founders at Work: Stories of Startups' Early Days P. Denning and R. Dunham, The Innovator's Way, MIT Press: Cambridge, Massachusetts, 2010.
2	Reference Books	Steven Gary Blank, The Four Steps to the Epiphany, paperback and PDF, 2006. E. Ries, The Lean Startup, Crown: New York, 2011.R. Dorf, T. Byers, Technology Ventures: From Ideas to Enterprise, McGraw Hill: New York, 2008 T. Hopkins, Selling for Dummies, Wiley: Indianapolis, 20110
3	Supplementary Reading Material	Peter Drucker, Innovation and Entrepreneurship, Harper & Row: New York, 1985.
4	Websites	-
5	Journals	-

MBA Syllabus: Semester IV
Technology Management

Semester	IV	Specialization	Technology Management
Course Code	403TM	Type	Subject – Core
Course Title	Technology Competition and Strategy		

Course Objectives:	
1	To highlight the role of technology and innovation as value drivers.
2	To emphasize the open systems view and underscore the role of environment in Technology strategy.
3	To highlight linkages between technology and business strategy

Syllabus:

Unit Number	Contents	Number of Sessions
1	Technology & Competition: Competitive Domains, Competitive Consequences of Technological Change – Creation of New Products, Changes in the Value Chain, Changes in the Value Constellation, Competitive Rivalry. Technological Characteristics of Competitive Domains – Technological Opportunity, Appropriability, Resource Requirements, Collateral Assets, Institutional Milieu, Speed. Dynamics of Change in the Competitive Domain – Technology Emergence Phase, Incremental Change Phase. Framework for Analysis of Technology Emergence, Influence of Environmental trends on competition. Technology as critical to Business Outcomes – Technology Strategy and Technology Leadership.	7 + 2
2	Technology Intelligence: Signals of New Technology, What is Technology Intelligence, Importance of Technology Intelligence, Levels of Technology Intelligence, External versus Internal Technology Intelligence. Mapping the Technology Environment – Steps in Mapping, Mapping the Macro-level and Industry Level Environment. Mechanisms for Data Collection – Challenges, Organizational Arrangements and Key Principles for Data Collection. Contemporary Challenges in Mapping the Technology Environment.	7 + 2
3	Business Strategy and Technology Strategy: Business Strategy , Strategic Analysis and Decision Making using Product Evaluation Matrix, Market-Growth-Market-Share Analysis Matrix, X-Y Coordinating Method, M-by-N Matrix, SWOT Matrix, Formulation of Technology Strategy, Core Competencies, Exploitation of Core Competencies, Integration, Linking Technology & Business Strategies, Creating the Product-Technology-Business Connection. Technology's Interface with – Market, Customers and Suppliers. Customer-Supplier and Product-User relationships.	7 + 2
4	Technology Strategy Choice: Technology – Business Connection, Domains of Technology Choice, Linkages between Technology Choice and Competitive Advantage, Technology Strategy Definition, Role of Chief Technology Officer, Key principles underlying Technology Strategy – Objectives, Drivers, Decision criteria. Technology Strategy Types – Appropriateness of the Technology Strategy Types, Diversified Firms, A Framework for formulating Technology Strategy – Strategic Diagnosis, Formulation of Technology Strategy, Crafting and Implementation Approach, Execution. Technology Strategy – Superior Performance Characteristics. Accountability to Shareholders, Government and Other Stakeholders/ Performance Measurement.	7 + 2

5	Technology Strategy – Collaborative Mode: Collaborative Arrangements – Definitions, Trends, R&D Alliances, Marketing Alliances, Outsourcing Alliances, Collaboration between small and large firms, Strategic and Operational Reasons for Collaborative Arrangements. Collaborative Arrangements in the domain of Technology Strategy – Appropriation of technology, Deployment of technology in New Products, Deployment of technology in the Value Chain, Marketing of technology. Risks of Collaborative Activity – Intellectual Property Right Risk, Competitive Risk, Organizational Risk. Cases on R & D Collaborations, Global Technology Alliances. The form of Collaborative Arrangement.	7 + 2
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Learning Resources:		
1	Text Books	Managing Technology and Innovation for Competitive Advantage, V K Narayanan, Pearson Education, 2009 Edition. Technology Management – Text and International Cases, Norma Harrison and Danny Samson, MGH.
2	Reference Books	Strategic Management of Technology & Innovation, Robert A Burgelman, Modesto A Maidique, Steven C Wheelwright, MGH International Edition. Management of Technology – The Key to Competitiveness and Wealth Creation, Tarek Khalil and Ravi Shankar, TMGH, New Delhi, 2 nd Edition. Technology & Business Strategy – An Introduction, Edited by Prashanta Kumar Banerjea, ICFAI books.
3	Supplementary Reading Material	Managing Strategic Innovation and Change – A Collection of Readings, Michael L Tushman and Philip Anderson, Oxford University Press. 2 nd Edition. Management of Technology and Innovation – Competing through Technological Excellence, P N Rastogi, Response Books, 2 nd Edition. Utterback, James. "Invasion of a Stable Business by Radical Innovation." Chapter 7 in Mastering the Dynamics of Innovation. Cambridge, MA: Harvard Business School Press, 1994. ISBN: 9780875843421.
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	McGahan, Anita. "How Industries Change." Harvard Business Review, October 1, 2004. Lieberman, M. & C. Montgomery. 1988. First Mover Advantages: A Survey, in <i>Strategic Management Journal</i> , 9: 41-58. Henderson, Rebecca, and Kim Clark. "Architectural Innovation: The Reconfiguration of Existing Product Technologies and the Failure of Established Firms." <i>Administrative Science Quarterly</i> 35 (1990): 9-30. Bowman, E. H. & D. Hurry. 1993. Strategy through the Option Lens: An Integrated View of Resource Investments and Incremental-Choice Process, in <i>Academy of Management Review</i> , 18(4): 760-782. Linton, J. D., S T. Walsch & J. Morabito. 2002. Analysis, Ranking and Selection of R&D Projects in a <i>Portfolio</i> , in <i>R&D Management</i> , 32(2): 139-148. Arthur, W.B.: Increasing Returns and the New World of Business, Harvard Business Review July 1996

Semester	IV	Elective	Technology Management
Course Code	404TM	Type	Subject –Core
Course Title	Managing Innovation – II		

Course Objectives:

1	To provide exposure to an integrative framework for innovation.
2	To highlight global and emerging market context of globalization
3	To describe government's role in innovation
4	To describe innovations in service sector context.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Globalization for Innovation: Technological Uncertainty, Market Uncertainty, Endogeneity, Generic Strategies for World Wide Innovation, Strategic Choice – Balancing Cost & Innovation, Role of Complimentary technologies, Protecting Entrepreneurial Rents – Team Up , Block, Run. Methods of Globalization – Acquisitions and Mergers, Strategic Alliances, Licensing, Internal Development.	7 + 2
2	Innovation for Emerging Economies: Value Stock, Techno-economic Factors – Economic Differences, Product Specificity. Entry Strategies – Reach for later stage of the Product Life Cycle, Reach Deeper into the Value Stock, Options Approach.. Implementation – Technology Transfer, Commercialization, Establishing Co-opetitors.	7 + 2
3	Role of National Governments in Innovation: Why a Government Role? – Public Nature of Knowledge, Uncertainty, Public Complementary Assets, Network Externalities, Politics. Government Actions – Financing R & D, Lead User, Provider of Public Complementary Assets. Regulator, Macro-Economic Fundamentals, Baby-Sitter and Godfather, Educator, Information Centre and Provider of Political stability.	7 + 2
4	Innovation in Services: Service Organizations do Innovate, The Concept of Innovation in Services, Type of Innovation in services, The CI-3 Framework – Customer Intelligence, Customer Intimacy, Customer Innovation. Brand Asset Monitoring, Customer Satisfaction & Loyalty Measurement, Touch Points Data Management. Customer Blending, Customer Mind Mapping, Customer Ecosystem Mapping. Innovation Process, Magnet team. Product Forums. Benefits of the CI – 3 Framework.	7 + 2
5	Cases on Innovation: Business / Process innovations, Social Innovations, Organizational innovations. Overview of National Innovation Systems – Brazil Denmark, Singapore, USA, Japan.	7 + 2

Learning Resources:		
1	Text Books	Innovation Management , Allan Afuah, Oxford Indian Edition. Business Innovation in the 21 st Century, Praveen Gupta, S Chand. A Case Study Special on Innovation – Making Aspirations Count, Business World Publication. Innovation Management, ShlomoMaital and D V R Seshadri, Response Books, Sage Publications, New Delhi.
2	Reference Books	Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books.
3	Supplementary Reading Material	Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition. Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press. The Innovator's ToolKit , Harvard Business Press. Fastrack to Success Innovation , Andy Bruce and David Birchall, Prentice Hall - Financial Times. Getting to Innovation, Arthur B VanGundy, PHI – Eastern Economy Edition.
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Henderson, R. & K. Clark. 1990. Architectural Innovation: The Reconfiguration of Existing Product Technologies and the Failure of Established Firms, in <i>Administrative Science Quarterly</i> , 35: 9-30. Cattani, G. 2006. Technological Pre-Adaptation, Speciation and Emergence of New Technologies: How Corning Invented and Developed Fiber Optics, in Industrial and Corporate Change , 15(2): 285-318. International Journal of Innovation and Technology Management

Semester	IV	Specialization	Technology Management
Course Code	405TM	Type	Subject – Elective
Course Title	Innovation, Product Development and Commercialization		

Course Objectives:	
1	To offer a holistic framework for new product development and commercialization especially in the context of high technology products.
2	To highlight critical role of leadership in management of new product development & commercialization.
3	To illustrate how to integrate business, market, technology and resource strategies for optimal product development decisions and global commercialization success.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Product Platform and Knowledge Integration: Product Development Goals, Knowledge - Generation, Retention, Reuse and Integration. Dimensions of Knowledge integration, Knowledge integration across the value chain and virtual teams, Time Value of Knowledge and Short time to Market, Types of Products and Product Development Projects, Product and Process Platforms – Definitions, Defining a Product platform. Modularity in System Design, Strategic Outsourcing and Product Architecture, Product Life Cycle, Continuous Improvement of a Product, Baseline and Derivative products.	5 + 1
2	Product Development Process: Product Development framework, product Development process at leading corporations, New Product Development and Commercialization Process, Scaling the process and dynamic nature of Product Development, Knowledge generation and Integration in the PDCP, Flexibility in Product Development, Market Requirement Specifications, Phases of the PDCP, Product Launch, Cross-functional responsibilities and deliverables in the Product Development. Process Development Methodology, Software Product Development, Product Release and Post release Management, Product Change Management.	5 + 1
3	Excellence in Design and Product Reliability: Product Design , Design for Excellence – Design for Manufacturability, Serviceability, Maintainability, Safety, Environment Sustainability. Design for Reliability, Predictability and Robustness. Reliability profile over the Life Cycle, Reliability Assurance beyond the design phase, Reliability design and reliability modeling, Fault Tree Analysis, Failure Modes, Effects and Criticality Analysis, Design of Experiments, Passive Data Collection, Accelerated Testing and Screening, Weibull Analysis, Duane Growth Model, Terminology in Product Design and Development, Product Documentation, Prototyping, Product Characterization Testing, Customer Participation in Product Development, Quality.	5 + 1
4	Commercialization of High Tech Products: Challenges in the development and commercialization of high tech products, Strategies for flawless execution, process orientation, Kaizen in PDCP, Managing critical interfaces, Systems analysis, Systems Engineering and Life Cycle Thinking, Product Development – A Systems Analysis Perspective, A Global Perspective. Managing Constraints. Common innovation problems in large companies, Engineering Excellence and Team Productivity, Lean Product Development, Virtual teams through strategic alliances and sourcing to external and internal suppliers, core competency, core activities, leveraging resources.	5 + 1

5	<p>Managing New Product Development Teams: Overview, Constructing New Product Development teams, Team Size and Composition, Structure of the New Product Development team, Functional teams, Lightweight teams, Heavyweight teams, Autonomous teams. Team Leadership, Team Administration. Managing Virtual teams.</p> <p>Managing Product and Technology Portfolios for Shareholder Value: Factors affecting long term growth of shareholder value – RoA, RoE, RoI models, Product and Technology Portfolio Planning, A framework for Product Portfolio Planning, Steps in Product Portfolio Planning, Resource Distribution, Assessing Market and Business Opportunities.</p>	5 + 1
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Learning Resources:		
1	Text Books	<p>Innovation, Product Development and Commercialization – Case Studies and Key Practices for Market Leadership, Dariush Rafinejad, Cengage Learning, India Edition.</p> <p>Strategic Management of Technological Innovation, Melissa A Schilling, TMGH, Special Indian Edition, 2nd Edition.</p>
2	Reference Books	<p>Strategic Management of Technology & Innovation, Robert A Burgelman, Modesto A Maidique, Steven C Wheelwright, MGH International Edition.</p> <p>Managing Technology and Innovation for Competitive Advantage, V K Narayanan, Pearson Education, 2009 Edition.</p>
3	Supplementary Reading Material	Management of Technology and Innovation – Competing through Technological Excellence, P N Rastogi, Response Books, 2 nd Edition.
4	Websites	<p>http://www.ifm.eng.cam.ac.uk/research/ctm/</p> <p>http://hbswk.hbs.edu/</p> <p>http://knowledge.wharton.upenn.edu/</p> <p>http://www.technologymanagementchicago.org/</p>
5	Journals	<p>Cooper R. G. "Third Generation New Product Processes", Journal of Product Innovation Management, 11, 1994, 3-14.</p> <p>Griffin A., and Hauser J. R. 1993. "The Voice of the Customer", <i>Marketing Science</i>, 12 (1), pp. 1-27</p> <p>Lynn G. S., J. G. Morone, and A. S. Paulson, "Marketing and Discontinuous Innovation: The Probe-and-Learn Process" California Management Review 38, Spring 1996, 8-37</p> <p>Von Hippel E. "Creating Breakthroughs at 3M", Harvard Business Review, September-October 1999.</p> <p>"The Ultimate Creativity Machine: How BMW Turns Art into Profit" <i>Harvard Business Review</i>, Jan/Feb 2001</p>

Semester	IV	Elective	Technology Management
Course Code	406TM	Type	Subject – Elective
Course Title	Strategies for Information Goods and Network Economies – II		

Course Objectives:

1	To describe alternative strategies for pricing in the context of information goods.
2	To describe role of platform based strategies in the context of network economy.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Strategies for Internet and Telecommunication Services: Price discrimination via multi-part tariffs, Pricing of future consumption.	5 + 1
2	Enterprise Technology Strategies: Subscription vs. per-use pricing, Technology Licensing, site licensing vs. employee pricing, software sharing , Timing of release and upgrades, product launch and versioning, damaged goods, managing buyer disbelief about product quality. Managing switching costs and lock-in.	5 + 1
3	Strategies for platform and network goods: Compatibility, product complements and network effects: Compatibility within own network, one-way and two-way compatibility, compatibility under competition and direct network effects. Product complementarities and compatibility.	5 + 1
4	Platform Competition, Control, Alliances: Network compatibility and alignment, Why Dominant Designs are Selected – Learning Effects, Network Externalities, Government Regulation, Winner-take-all markets. Are Winner-take-all markets good for consumers?	5 + 1
5	Standards: Standards Wars - Battle for standards, openness, control, Managing and analyzing alliances.	5 + 1

Learning Resources:

1	Text Books	Carl Shapiro and Hal R. Varian. Information rules: a strategic guide to the network economy. Boston, MA, USA: Harvard Business School Press, 1998 Economics of Information Technology: An Introduction , Hal R. Varian, Joseph Farrell, and Carl Shapiro. Cambridge University Press, 2005.
2	Reference Books	Competition, Regulation and Strategy: The Information Technology Industry, Morris Game Theory and Business Strategy , Oberholzer-Gee and Yao Hirshleifer, J. and J. Riley (1992). The Analytics of Uncertainty and Information (Cambridge Univ. Press).
3	Supplementary Reading Material	The Economics of Network Industries. Oz Shy , Cambridge University Press, 2002. “Freeing the Source: The Story of Mozilla” by Jim Hamerly and Tom Paquin with Susan Walton, in: Open Sources: Voices from the Open Source Revolution, O'Reilly, 1999
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Katz, M. L. and Shapiro, C. (1994). Systems Competition and Network Effects. Journal of Economic Perspectives. 8(2): 93-115. Liebowitz, S. J. and Margolis, S. E. (1994). Network Externality: An Uncommon Tragedy. Journal of Economic Perspectives. 8(2): 133-150.

Semester	IV	Elective	Technology Management
Course Code	407TM	Type	Subject – Elective
Course Title	Technology Use and Assessment		

Course Objectives:

1	To describe linkages among society, environment, and technology.
2	To describe a framework for technology assessment.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Technology Assessment: Definitions and Purpose of Technology Assessment: Policy, Decision-making (Organizational and personal). Assessment Criteria - Stakeholder Interests, Authority, Sustainability: Social, Economic, & Environmental, Efficiency, Ethical Considerations, Costs, Benefits, and Tradeoffs. Scope of Technology Assessment - Personal and Organizational, Formal and Informal, Small- and Global-Scale.	5 + 1
2	Technology and its Influence: Technology and its influence on Society, Government & Politics, Energy, Health, Environment, Education.	5 + 1
3	Selected Technology Assessment Techniques: Risk and Impact Assessment, Environmental Impact Assessment, Health Technology Assessment, Critical Incident, Suturing, Brainstorming, Interpretive structural modeling, Trend extrapolation, Opinion measurement, Scenarios, Checklists, Relevance trees, Cross-effect matrices, Simulation models, Sensitivity analysis, Probabilistic techniques, Benefit-cost analysis, Export base models, Decision analysis - Decision Trees, Policy capture, Life cycle analysis, Force field analysis.	5 + 1
4	Technology Use: Definitions and Purpose of the study of Use. Usability: System & Product Acceptability Criteria, Usability Defined, Usability Attributes (e.g., learnability, efficiency, and satisfaction), Usability Engineering Lifecycle - Goal Setting & Design Criteria, User-centered design, Ergonomics and anthropometrics, Trade-Offs. Usability Research Methods - Observation, Usability Tests, User Surveys, Task Analysis.	5 + 1
5	Conducting Research on Technology Use: Planning - Human subjects protection, Standards for verifiability, validity, and reliability. Gathering data - Analyzing and Interpreting data, Reporting.	5 + 1

Learning Resources:

1	Text Books	Porter, A. L., Rossinni, F., Carpenter, S. R, Roper, A. T., Larson, R. W., and Tiller, J. S. (1980). A guidebook for technology assessment and impact analysis. New York: North Holland. R.C. Megantz (1996), <i>How to License Technology</i> , John Wiley & Sons. R.L. Parr & P.H. Sullivan (1996), <i>Technology Licensing, Corporate Strategies for Maximizing Value</i> , John Wiley & Sons. P.H. Sullivan (1998), <i>Profiting from Intellectual Capital: Extracting value from Innovation</i> , John Wiley & Sons.
2	Reference Books	Porter, A.L., Roper, A.T., Mason, T.W., Rossinni, F.A. & Banks, J. (1991). Forecasting and management of technology. John Wiley & Sons. Barnum, Carol. (2002). Usability testing and research. NY: Longman
3	Supplementary Reading Material	Rubin, Jeffrey. (1994). Handbook of usability testing: How to plan, design, and conduct effective tests. NY: Wiley Nielsen, Jakob. (1993). Usability engineering. San Diego, CA: Morgan Kaufman

4	Websites	Ely, A., Van Zwanenberg, P. & Stirling, A. (2011). New models of technology assessment for development. Working paper from the STEPS Centre. Retrieved from http://www.steps-centre.org/PDFs/Technology_Assessment.pdf Mohr, H. (1999). Technology assessment in theory and practice. Society for Philosophy of Technology, 4(4). http://scholar.lib.vt.edu/ejournals/SPT/v4n4/mohr.html
5	Journals	Deal, W. (2002). Making the connection: Technological literacy and technology assessment. The Technology Teacher, 61(7), 16-18. International Journal of Technology Management

Semester	IV	Elective	Technology Management
Course Code	408TM	Type	Subject – Elective
Course Title	Product Strategy for High Technology Companies – II		

Course Objectives:

1	To propose vectors of differentiation as a framework for sustainable competitive advantage
2	To describe alternative product-market strategies for high technology product companies
3	To provide a fundamental understanding of global product strategies and framework for opportunities and risk assessment

Syllabus:

Unit Number	Contents	Number of Sessions
1	Achieving Sustained Differentiation through Vectors of Differentiation: Effects of Differentiation. Benefits of Vectors of Differentiation. Differentiation Strategies – Using Unique Features, Measurable Customer Benefits, Ease of Use, Improved Productivity, Protecting the Customer's Investment, Lower Cost of Product Failure, Higher-Performance products, Unique Fundamental Capabilities, Through Design, Based on Standards, Total Solutions, Total Cost of Ownership, Brand Name, Convenience. Risks of Differentiation, Sustainable Differentiation – Maintaining Technological Advantage, Using Patent Protection, Rapidly Advancing the Vector.	5 + 1
2	Product Pricing Strategy: Effects of Pricing Strategy, Offensive Pricing Strategies - Price Leadership, Penetration Pricing, Experience Curve Pricing, Price / Performance, Promotional Discounting. Defensive Pricing Strategies – Adapt prices to maintain Highest Competitive Price, Use Price to Segment the Market, Use Skim Pricing to Maximise Profit, Redirect Product line Sales by Bait-and-Switch Pricing. Internet Pricing Strategies, Risks of Offensive Pricing Strategies. Sources of Cost Advantage.	5 + 1
3	First-to-Market and Fast-Follower Strategies: Advantages of Being First to Market, Advantages of being the fastest, First-to-Market Strategies – First to Upgrade Products with New Technology, Respond Rapidly to Market Changes, Introduce Continual Product Innovation, Be a First to Create a New Market. Fast Follower Strategies – Wait Until a New Market is Clarified, Reverse Engineer Successful Competitor Brands. Risks of Timing Strategies – Entering the Market prematurely, Compressing Product Life cycles, Relying on Inferior Product Development Process.	5 + 1
4	Thinking Globally about Product Strategy: International Differences in Products – Certification Requirements, Standards, Language Differences, Differences in use, Demographic Differences, National Preferences and Protectionism, National Laws. Global Product Strategy Integration with Other Global Strategies – Global Market Strategy, Global Manufacturing Strategy, Global Product Development Process. Global product Strategies – Design and Develop Products Uniquely for Country Markets, Leverage a Country Specific Product through Reengineering, Customize a Global Product Platform to Meet the Needs of Different Regions, Develop a Universal Global Product. Risks of Global Strategies.	5 + 1
5	Opportunities and Risks of Cannibalization: Causes of Unfavourable Cannibalization, Offensive Cannibalization Strategies – Cannibalize the Market to Attach the Market Leader, Introduce New Technology First. Defensive Cannibalization Strategies – Cannibalize yourself before Competitors do it, Introduce Cannibalization to Continue as the Technology Leader, Manage the Rate of Cannibalization through Pricing, Restrict Cannibalization to Specific Market Segments. Risks of Cannibalization Strategies, Analytical Framework for Cannibalization.	5 + 1

Learning Resources:		
1	Text Books	Product Strategy for High Technology Companies, Michael McGrath, MGH, 2nd Edition. Butje, M.: Product Marketing for Technology Companies, Butterworth-Heinemann, Burlington, 2005 Cooper, R.G.: Product Leadership – Creating and Launching Superior New Products, Perseus Books, Cambridge, 2000
2	Reference Books	Marketing of High-Technology Products and Innovations by Jakki Mohr, SanjitSengupta, Stanley Slater, 2nd Edition Gorchels, L.: The Product Manager's Handbook: The Complete Product Management Resource, 3 rd edition, McGraw Hill, New York, 2005
3	Supplementary Reading Material	Marketing High Technology by William H. Davidow Product Marketing for Technology Companies by Mark Butje, Elsevier
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Moore, J.F.: Predators and Prey: A New Ecology of Competition, Harvard Business Review May 1993

Semester	IV	Elective	Technology Management
Course Code	409TM	Course Type	Subject - Elective
Course Title	Systems & Technologies for Knowledge Management		

Course Objectives:

1	To familiarize the participants with systems & technologies used for knowledge capture, discovery, sharing & application.
2	To highlight role of artificial intelligence, knowledge based systems & data mining in knowledge Management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Artificial Intelligence 1.1 Artificial Intelligence – Meaning, Knowledge Vs. Intelligence, Concept of Expertise, state space search methods comprising early AI Work, 1.2 Modern knowledge-based systems (KBS), Heuristic Search, Kinds of Knowledge in Knowledge Based Systems, Expert Systems, Advantages & Disadvantages of KBS 1.3 AI Based Reasoning - Model-based reasoning, Constraint-based reasoning, Diagramatic Reasoning, Fuzzy logic, Evolutionary algorithms	5 + 1
2	Knowledge Based Systems (KBS) 2.1 User's & Developer's Views of KBS, Components of KBS - Inference engine, The knowledge base The user interface, The fact base 2.2 Means of Representing Knowledge – Rules & Frames, Inference Chains, Attributes, Inheritance 2.3 Rule based reasoning, Frame based reasoning, Forward & Backward Chaining, Weaknesses of Rule based reasoning, Knowledge Engineering, Tools available for KBS 2.4 Case Based Reasoning (CBR), CBR Systems, Using CB Libraries, Advantages & Disadvantages	4 + 1
3	Knowledge Elicitation & Capture 3.1 Repertory Grid as Knowledge Elicitation Tool, Techniques to automate knowledge acquisition, 3.2 Knowledge Capture System –Techniques for Using &OrganisingOrganisational Stories, 3.3 Concept Maps, Cmap Tools, Context Based Reasoning	4 + 1
4	Data Mining 4.1 Concept of Data Mining, Objectives of Data Mining, Data Mining Techniques – Predictive & Descriptive 3.3 Statistical pattern Recognition, Statistical Clustering, 3.4 Decision Trees, Induction Trees 3.5 Artificial Neural Networks, Basic feed forward neural networks with supervised learning, Unsupervised learning, Clustering techniques and the Kohonennetworks.CRISP DM Methodology	6 + 1

5	<p>Knowledge Sharing & Application Systems</p> <p>5.1 Organizational Memory</p> <p>5.2 Requirements & barriers to Knowledge Sharing Systems</p> <p>5.3 Types of Knowledge Sharing Systems, Repositories, Incident report databases, Alert systems, Best practices databases, Lessons-learned systems, Expertise locator systems</p> <p>5.4 Knowledge Application Systems, Design Considerations, Case Method Cycle, Technologies</p> <p>5.5 Types of Systems- Expert systems, decision support, advisor systems, fault diagnosis (troubleshooting) systems, help desk systems</p>	6 + 1
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Learning Resources:		
1	Text Books	<p>Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges, Solutions, and Technologies . Prentice Hall. ISBN: 0-13-109931-0.</p>
2	Reference Books	<p>Elias M. Awad, Hassan M. Ghaziri (2004). Knowledge Management. Prentice Hall. ISBN: 0-13-034820-1.</p> <p>Donald Hislop, Knowledge Management in Organizations, Oxford 2nd Edition. AmritTiwana (2002). The Knowledge Management Toolkit: Orchestrating IT, Strategy, and Knowledge Platforms (2nd Edition). Prentice Hall. ISBN: 013009224X.</p> <p>Stuart Russell, Peter Norvig (2003). Artificial Intelligence: A Modern Approach (2nd Edition). ISBN: 0-13-790395-2. Ian Watson (2002). Applying Knowledge Management: Techniques for Building Corporate Memories. Morgan Kaufmann. ISBN: 1558607609.</p> <p>Madanmohan Rao (2004). Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann. ISBN: 0750678186.</p> <p>Stuart Barnes (Ed) (2002). Knowledge Management Systems Theory and Practice. Thomson Learning.</p> <p>KimizDalkir, Knowledge Management in Theory and Practice, Elsevier, Butterworth-Hinemann.</p> <p>SheldaDebowski, Knowledge Management, Wiley India Edition.</p>
3	Supplementary Reading Material	<p>Chris Collison, Geoff Parcll (2001). Learning to Fly: Practical Lessons from one of the World's Leading Knowledge Companies. Capstone. ISBN: 1-84112-124-X.</p> <p>Helen N Rothberg and G Scott Erickson, From Knowledge to Intelligence – Creating Competitive Advantage in the Next Economy, Elsevier, Butterworth-Hinemann.</p> <p>Peter F. Drucker, David Garvin, Leonard Dorothy, Straus Susan, John Seely Brown (1998). Harvard Business Review on Knowledge Management. Harvard Business School Press. ISBN: 0875848818.</p> <p>Madanmohan Rao, Leading with Knowledge – Knowledge Management Practices in Global Infotech Companies, TMGH.</p>
4	Websites	<p>http://www.research.ibm.com/journal</p> <p>http://hbswk.hbs.edu/</p> <p>http://knowledge.wharton.upenn.edu/</p> <p>http://www.technologymanagementchicago.org/</p>

5	Journals	<p>Dueck, G. (2001) Views of knowledge are human views. IBM Systems Journal, 40(4), 885-888. http://www.research.ibm.com/journal/sj/404/du eck.html.</p> <p>Lesser, E.L. & Storck, J. (2001) Communities of practice and organizational performance. IBM Systems Journal, 40(4), 831-841. http://www.research.ibm.com/journal/sj/404/le sser.html.</p> <p>Avram, G (2006). "At the Crossroads of Knowledge Management and Social Software" The Electronic Journal of Knowledge Management 4 (1), 1-10. http://www.ejkm.com/volume-4/v4-1/Avram.pdf.</p> <p>Marwick, A.D. (2001) Knowledge management technology. IBM Systems Journal, 40(4), 814-830. http://www.research.ibm.com/journal/sj/404/marwick.html.</p>
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Semester	IV	Elective	Technology Management
Course Code	410TM	Course Type	Subject - Elective
Course Title	Strategic Management of Intellectual Property Rights		

Course Objectives:	
1	To expose the participants to the concept of intellectual property & intellectual property rights
2	To describe procedures & agencies involved in issues related to IPR
3	To highlight strategic issues related to IPR & its management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction 1.1 Meaning of Intellectual Property & Intellectual Property Rights, Historical perspectives and need for the introduction of Intellectual Property Right regime, Ethical & Social Issues 1.2 Types of IPRs - patents, copyrights, trademarks, trade secrets and traditional knowledge, industrial design, integrated circuits, plant protection and geographical indications, domain names 1.3 Benefits of securing IPRs, Strategic Relevance of IPR, 1.4 International conventions and treaties on IP, TRIPs and various provisions in TRIPs Agreement 1.5 IP issues on the internet	6+1
2	Filing Patent Applications 2.1 Indian Legislations for the protection of various types of Intellectual Properties 2.2 Patent Filing procedure, Claim drafting, agencies involved, what can be patented & what can not be, Strategic Issues relating to the content of the application 2.3 Traditional Knowledge & Geographical Indications 2.4 Introduction to Global IP & Different form of IPRs, Global IP and Litigation, US Patent Statutes and Filing procedure 2.5 Key strategic and policy issues.	5+1
3	IPRs and their strategic relevance 3.1 Patents in various industries such as Pharmaceutical & Biotech, Agriculture , Engineering, Information Technology Industry etc., ownership and period of protection; 3.2 Trademarks- Boundaries between trade-mark, trade-dress and industrial design 3.4 Copyright: Strategic Issues Relating to Software and Artistic Works 3.5 Securing and Commercializing IPRs	4+1
4	IPRs Licensing & Strategic Alliances 4.1 IP appraisal, IP Valuation 4.2 Technology transfer through licensing, strategic alliances and other types of contractual arrangements. 4.3 Licensing of technologies, Material Transfer Agreements, Research Collaboration Agreement 4.4 IPRs and Licensing Strategies – Strategic impact on licensors & licensees of technology, 4.5 Key issues involved in the licensing process.	5+1

5	Management of IPR : Inter & Intra Firm Alliances 5.1 Role of Inter-firm Networks and Strategic Alliances 5.2 Organizational Incentive Mechanisms & Intra-organizational arrangements , 5.3 Internal Assessment of Technology and Intellectual Property& strategies to protect it., search for similar or related innovations/inventions, Exploring databases 5.4 Issues Relating to Commercialization of IPRs, Evaluating the commercial viability of IPRs 5.5 Overseas IP Operations	5+1
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Learning Resources:		
1	Text Books	Ganguli, P., 2001. intellectual Property Rights: Understanding Knowledge Economy. McGraw-Hill. David J. Teece, 2000. Managing Intellectual Capital: Organizational, Strategic, and Policy Dimensions, Oxford University Press
2	Reference Books	The Indian Acts – Patents Act, 1970 and amendments; Design Act, 2000; Trademarks Act, 1999; The Copyright Act, 1957 and amendments; Layout Design Act, 2000; PPV and FR Act 2001, and Rules 2003; National Biological Diversity Act, 2003. Saha, R. (Ed.). 2006, Intellectual Property Rights in NAM and Other Developing Countries: A Compendium on Law and Policies. Daya Publ. House. Watal, Jayashree, 2001. Intellectual Property Rights in the WTO and Developing Countries, Oxford University Press, Delhi Breeding Innovation and Intellectual Capital, Dr.Ajay Batra, SPD, 2nd Edition Intellectual Property-Copyrights, Trademarks and Patents, Richard Stim, Cengage Learning, India Edition Intellectual Property, A Power Tool for Economic Growth by Kamilldris, WIPO Pub. No. 888, January 2003.
3	Supplementary Reading Material	Erbisch, F.H. and Maredia, K., 1998, Intellectual Property Rights in Agricultural Biotechnology. CABI. Intellectual Property Rights: Key to New Wealth Generation. 2001. NRDC & Aesthetic Technologies. Patrick H. Sullivan, 2001. Profiting from Intellectual Capital : Extracting Value from Innovation, Wiley Robert P. Merges, Peter S. Menell, Mark A. Lemley, 2006. Intellectual Property in the Technological Age Alexander I. Poltorak, Paul J. Lerner, 2003. Essentials of Licensing Intellectual Property, Wiley Howard B. Rockman, 2004. Intellectual Property Law for Engineers and Scientists, IEEE Press, Wiley. (Textbook) H. Jackson Knight, 2002. Patent Strategy : For Researchers and Research Managers, Wiley.
4	Websites	http://www.managingip.com/ http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	International Journal of Intellectual Property Management Journal of Intellectual Capital

Semester	IV	Elective	Technology Management
Course Code	411TM	Type	Subject – Elective
Course Title	Change , Creativity & Innovation		

Course Objectives:

1	To emphasize the key aspects of managing change and the drivers of innovation and creativity in organizations.
2	To deconstruct and demystify the processes of change, creativity and innovation in organizational context.

Syllabus:

Unit Number	Contents	Number of Sessions
1	The Process of Change, Creativity & Innovation: Organizational Change – Definition & Key Dimensions, Factors that Promote Change, Creativity & Innovation, Theories of Innovation, Levels & Types of Innovation, The age of Creativity, Creativity & National prosperity, Creative Industries & potential for growth.	5 + 1
2	The Individual – Promoting Critical Thinking: Cognitive factors - Implications for HRM, Personality Traits - Implications for HRM, Knowledge – Explicit & Implicit, Informal and Tacit, Knowledge for creativity - Implications for HRM, Motivation – Types of Motivation. The Group – Nurturing Team Work: Difference between groups and teams, Why do people join teams? Team Development process, Why do teams fail? Blind conformity, Group Think, Social loafing. Team Inputs - size, longevity, task, Knowledge, Skills and Abilities (KSAs), Resourcing of the team, Team composition. Team processes – Action processes. Brainstorming. Electronic Brainstorming. Nominal Group Technique (NGT). Trust – Conflict – Team cohesiveness. Moderators of Team Performance – Task Type, Task Leadership. Team outcomes.	5 + 1
3	The Leader – Promoting New Ideas at Work: Defining Leadership, Difference between Managers and Leaders, Ingredients of Leadership, Trait approaches to Leadership, Behavioural approaches to Leadership, Managerial Grid, Contingency theories – Fiedler model, Hersey Blanchard situational theory, Leader participation model, Push-Goal Theory. Transformational and transactional leadership. Charismatic and Visionary Leadership. Leading change, creativity & Innovation – Leadership and change, Ingredients of leadership for creativity & Innovation. Challenges in leading for creativity & Innovation.	5 + 1
4	The Internal Environment – Orchestrating Structure, Systems and Resources; The Balanced Score Card – Value Creation and Performance management. Organizational Structure – work specifications, departmentalization, chain of command, span of control, centralization and decentralization, Formalization. Situational factors – Corporate Strategy, Organizational Size, Environmental uncertainty. Structural forms – Traditional and contemporary forms. Organizing for change, creativity and innovation - Goal Setting and reward Systems. Evaluation. Resources – Sufficient resourcing. Systems of Communication.	5 + 1

5	<p>Culture – Enabling & Constraining Creative Processes at Work: Organizational culture, Different Perspectives of Organizational culture, Can we manage Organizational culture? Culture as an important ingredient of Organizational Creativity. Norms that promote Creativity and Innovation, Norms that promote Implementation. Principles of creativity and innovation. Do strong, cohesive cultures hinder innovation?</p> <p>The Organization – Managing Process of Change: Change and Organizations, Change Drivers, People and Change, The problem of resistance, Organizational Development approach to change, Situational Approach to Change Management, Political process approach to change management, Processual perspective for understanding change. Studying change over time.</p>	5 + 1
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Learning Resources:		
1	Text Books	Managing Change, Creativity & Innovation, Constantine Andriopoulos and Patrick Dawson. Sage Publications.
2	Reference Books	Innovation Management , Allan Afuah, Oxford Indian Edition. Business Innovation in the 21 st Century, Praveen Gupta, S Chand. Innovation Management, ShlomoMaital and D V R Seshadri, Response Books, Sage Publications, New Delhi. Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books.
3	Supplementary Reading Material	Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition. Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press. The Innovator's ToolKit , Harvard Business Press. Fastrack to Success Innovation, Andy Bruce and David Birchall, Prentice Hall - Financial Times. Getting to Innovation, Arthur B Van Gundy, PHI – Eastern Economy Edition.
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Cattani, G. & Simone Ferriani. 2008. A Core/Periphery Perspective on Individual Creative Performance, in Organization Science , 19(6): 824-844.

Semester	IV	Elective	Technology Management
Course Code	412TM	Type	Subject – Elective
Course Title	Seminar on Managing Emerging Technologies		

Course Objectives:	
1	To define the concept and scope of emerging technologies
2	To catalog and describe emerging technologies
3	To enable students to develop a systematic framework for analyzing emerging technologies
4	To discuss the possible managerial applications of these technologies

Students will work in groups of 2 or 3 each. They shall identify emerging technologies and explore applications of emerging technologies and document the same. The participants will determine the issues, questions, and areas that they would like to examine. The choice of technologies shall be shaped by the interests of the group participants as well as the relevance of specific technologies to managerial aspects in specific contexts.

Each group will prepare two presentations for class. Before, between, and after the presentations the group will post relevant articles, etc. for the rest of the class on the class website.

The idea is that each group will be working on their topic each week, but only present twice. However, the intervening work will be on the site for others to examine and discuss. This work on the site is each group's opportunity to try out ideas. It is also the opportunity for the other groups to pose questions that will help direct the group's research.

Towards the end the group will present their "findings" providing hard copies for every class member. As a class, students will brainstorm/explore the potential applications of the information, possibly around a theme.

The purpose is to examine critically the thinking and direction of other groups.

Learning Resources:		
1	Text Books	NA
2	Reference Books	NA
3	Supplementary Reading Material	NA
4	Websites	NA
5	Journals	NA

Semester	IV	Elective	Technology Management
Course Code	413TM	Type	Subject – Elective
Course Title	Marketing of High Technology Products		

Course Objectives:	
1	To provide students with the concepts and tools necessary to effectively market a high technology product.
2	To help the students learn the marketing mix aspect of marketing high technology products.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to High Technology: Common Characteristics of High Technology, Continuum of Innovations -Radical/Breakthrough Innovations - Incremental Innovations - Implications of Different Types of Innovations - Contingency Model for High-Tech Marketing - Does Marketing Need to Be Different for High-Technology Products and Innovations? - Framework for Making High-Technology Marketing Decisions.	5 + 1
2	Product Development and Management Issues in High-Tech Markets: Market Orientation, R&D–Marketing Interaction, High-Tech Marketing Research Tools - Concept Testing - Conjoint Analysis - Customer Visit Programs - Empathic Design - Lead Users - Quality Function Deployment - Prototype Testing - Beta Version Testing, Technology Development - The “What to Sell” Decision, Product Architecture: Modularity, Platforms and Derivatives, New Product Development Teams - Developing Services as Part of the High-Technology Product Strategy, Implications for High-Tech Marketing - Protection of Intellectual Property - Understanding Gray Markets - Black Markets, Piracy, and Restricted Exports - Managing Intellectual Property. Categories of Adopters - Crossing the Chasm. The Choice of Customer, Customer Strategies to Avoid Obsolescence, Customer Migration Decisions, Marketers’ Migration Options.	8 + 1
3	Pricing Considerations in High-Tech Markets: The High-Tech Pricing Environment, Customer Oriented Pricing- Steps and Implications. Pricing of After-Sales Service - The Technology Paradox- Solutions to the Technology (Pricing) Paradox - From Free to Fee. The Effect of the Internet on Pricing Decisions - Additional Pricing Considerations - Outright Sale of Know-How versus Licensing Agreements - Licensing Restrictions - Pay-Per-Use versus Subscription Pricing - Price Bundling – Leasing.	4 + 1
4	Distribution Channels in High-Tech Markets: Channel Considerations in High-Tech Markets - Blurring of Distinctions Between Members in the Supply Chain - Need for Indirect Channels to Provide Value for Manufacturers - Evolution of High-Tech Channels.	4 + 1
5	Advertising and Promotion in High-Tech Markets: Tools to Build and Maintain Customer Relationships: The Importance of Branding in High-Tech Markets, Developing a Strong Brand - Ingredient Branding - Branding for Small Business. New-Product Pre-announcements - Advantages and Objectives of Pre-announcements -Disadvantages of Pre-announcements - Tactical Considerations in the Pre-announcement Decision.	4 + 1

Learning Resources:		
1	Text Books	Marketing of High-Technology Products and Innovations by Jakki Mohr, SanjitSengupta, Stanley Slater, 2 nd Edition
2	Reference Books	Marketing High Technology by William H. Davidow Product Marketing for Technology Companies by Mark Butje
3	Supplementary Reading Material	Crossing the chasm: Marketing and Selling High Tech Products to Mainstream Customers by Geoffrey Moore Product Strategy for High Technology Companies by Michael E. McGrath. Next Generation Product Development : How to Increase Productivity, Cut Costs, and Reduce Cycle Times by Michael E. McGrath The Innovator's Dilemma by Clayton M. Christensen
4	Websites	http://marketinghightech.net/ http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/
5	Journals	Drucker's Insights on Market Orientation and Innovation: Implications for Emerging Areas in High-technology Marketing by Mohr, Jakki J.; Sarin, Shikhar. Journal of the Academy of Marketing Science. Spring2009, Vol. 37 Issue 1, p85-96. High Technology Marketing: Conceptualization and Case Study by Yadav, Naveen; Swami, Sanjeev; Pal, Prosanto. Vikalpa: The Journal for Decision Makers. Apr-Jun2006, Vol. 31 Issue 2, p57-74. The Marketing of Innovations in High-technology Companies: A Network Approach by Borg, Erik A. European Journal of Marketing. 2009, Vol. 43 Issue 3/4, p364-370. Sales Forecasting in High-Technology Markets: A Utility-Based Approach by Decker, Reinhold; Gribba-Yukawa, Kumiko. Journal of Product Innovation Management, Jan2010, Vol. 27 Issue 1 Sales Forecasting of Products with Very Short Life Cycles by Pizzano, Rudolph. Journal of Business Forecasting, Summer2011, Vol. 30 Issue 2 Forecasting Organizational Adoption of High-technology Product Innovations separated by impact: Are traditional macro-level diffusion models appropriate? By McDade, Sean; Oliva, Terence A.; Thomas, Ellen. Industrial Marketing Management, Feb2010, Vol. 39 Issue 2, p298-307. What High-Tech Managers Need to Know About Brands by Ward, Scott; Light, Larry; Goldstine, Jonathan. Harvard Business Review. Jul/Aug1999, Vol. 77 Issue 4, p85-95. Innovation and the Management of Marketing in High Technology Small Firms by Oakley, Ray. Journal of Marketing Management. Oct91, Vol. 7 Issue 4, p343-356. Introduction to the Special Issue: Marketing Of High-Technology Products and Innovations by Mohr, Jakki J.; Shooshtari, Nader H. Journal of Marketing Theory & Practice. Summer2003, Vol. 11 Issue 3, p1-12. Success in High-Technology Markets: Is Marketing Capability Critical?byDutta, Shantanu; Narasimhan, Om; Rajiv, Surendra. Marketing Science. 1999, Vol. 18 Issue 4, p547-568. Sustaining Competitive Advantage in a High-Technology Environment: A Strategic Marketing Perspective by Rao, P. M. Advances in Competitiveness Research. 2005, Vol. 13 Issue 1, p33-47

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Time Table MBA AY 2019-20 Sem I

MBA I (Div-A)						
Time/Day	Mon	Tue	Wed	Thu	Fri	Sat
8:30-9:20	OB	MA	BRM	LAB	EABD	EADR
9:20-10:10	MA	BOM	EABD	MA	BRM	MS Excel
10:10-10:25	Short Recess					
10:25-11:15	BOM	BRM	MA	EABD	BOM	VCL
11:15-12:05	MF	DB	BOM	DB	OB	EADR
12:05-12:45	Long Recess					
12:45-01:35	LAB	MF	MS Excel	MF (SS)	DB	Activities
01:35-02:25	EOPFM (SS)	OB	LAB	OB	Training	Activities
02:25-03:15	EABD	EOPFM	DB	BRM	MS Excel	Library Session
03:15-04:05	EADR	Training	VCL	VCL	EOPFM	Library Session
04:05-5:00	ET Club Activit	ET Club Activity	ET Club Activity	ET Club Activity	ET Club Activity	ET Club Activity

[illegible]



MBA II - MARKETING SPECIALIZATION						
Time/Day	Mon	Tue	Wed	Thu	Fri	Sat
8:30-9:20	EPM	SNVM	SM	SNVM	EPM	CS-II
9:20-10:10	SM	EPM	SNVM	EPM	SM	HR-II
10:10-10:25	Short Recess					
10:25-11:15	Training	Training	EPM	SM	SNVM	Marketing Club Activity
11:15-12:05	CMR	CB	CMR	CMR	CMR	Marketing Club Activity
12:05-12:45	Long Recess					
12:45-01:35	CB	CMR	CB	CB	CB	Library Session
01:35-02:25	SBM	IMC	IMC	Case Studies/ Saksham	Case Studies/ Saksham	Saksham
02:25-03:15	B2B	B2B	SBM	IMC	CRM	Project/Activity
03:15-04:05	CRM	SBM	CRM	B2B	Project	Project/Activity

MBA II - FINANCE SPECIALIZATION						
Time/Day	Mon	Tue	Wed	Thu	Fri	Sat
8:30-9:20	EPM	SNVM	SM	SNVM	EPM	CS-II
9:20-10:10	SM	EPM	SNVM	EPM	SM	HR-II
10:10-10:25	Short Recess					
10:25-11:15	Training	Training	EPM	SM	SNVM	Finance Club Activity
11:15-12:05	DT	FSMS	FSMS	DT	DT	Finance Club Activity
12:05-12:45	Long Recess					
12:45-01:35	FSMS	DT	DT	FSMS	FSMS	Library Session
01:35-02:25	Eq. Res	CIFR	CIFR	Case Studies/ Saksham	Case Studies/ Saksham	Saksham
02:25-03:15	CF	FID	FID	Eq. Res	CF	Project/Activity
03:15-04:05	FID	CF	Eq. Res	CIFR	Project	Project/Activity

MBA II - HR SPECIALIZATION						
Time/Day	Mon	Tue	Wed	Thu	Fri	Sat
8:30-9:20	EPM	SNVM	SM	SNVM	EPM	CS-II
9:20-10:10	SM	EPM	SNVM	EPM	SM	HR-II
10:10-10:25	Short Recess					
10:25-11:15	Training	Training	EPM	SM	SNVM	HR Club Activity
11:15-12:05	LSSL	HRA	LSSL	HRA	LSSL	HR Club Activity
12:05-12:45	Long Recess					
12:45-01:35	HRA	LSSL	HRA	LSSL	HRA	Library Session
01:35-02:25	PRCC	PRCC	PRCC	Case Studies/ Saksham	Case Studies/ Saksham	Saksham
02:25-03:15	HRIS	HRIS	Lab in R&S	HRIS	Lab in LL	Project/Activity
03:15-04:05	Lab in R&S	Lab in LL	Lab in LL	Lab in R&S	Project	Project/Activity



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BRAHMA VALLEY INSTITUTE OF MANAGEMENT

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Date	Time	Course Name	Course Code
22-05-2023	9.30 am to 10.30 am	Marketing Management	201 GC – 07
22-05-2023	1.30 pm to 2:30 pm	Contemporary Frameworks in Management	GE-UL-07
23-05-2023	9.30 am to 10.30 am	Financial Management	202 GC –08
23-05-2023	1.30 pm to 2:30 pm	Geopolitics and World Economics Systems	GE-UL-08
24-05-2023	9.30 am to 10.30 am	Human Resources Management	203 GC –09
24-05-2023	1.30 pm to 2:30 pm	Start up and New Venture Management	GE-UL-09
25-05-2023	9.30 am to 10.30 am	Operations and Supply Chain Management	204 GC –10
25-05-2023	1.30 pm to 2:30 pm	Specialisation Subject Core	SC-Splzn-01
26-05-2023	9.30 am to 10.30 am	Specialisation Subject Core	SC-Splzn-02

Note: -

1. Each course Test will be of 30 Marks.
2. In case of any grievance, kindly email your application to exam.imcc@mespune.in duly stating the grievance in the subject line



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Online Time table (SEMESTER III) AY 2020-2021

Time Table, MBA Sem III						
Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10.00 to 11.00 am	310 GE UL 17 Corporate Governance	310 GE UL 17 Corporate Governance	305 MKT Sales & Distribution Management/ 304 Fin SC-FIN - 03 Advanced Financial Management/304 HR SC -HRM -03 Strategic Human Resource Management	305 MKT Sales & Distribution Management/ 304 Fin SC-FIN - 03 Advanced Financial Management/304 HR SC -HRM -03 Strategic Human Resource Management	310 GE UL 17 Corporate Governance	305 MKT Sales & Distribution Management/ 304 Fin SC-FIN - 03 Advanced Financial Management/304 HR SC -HRM -03 Strategic Human Resource Management
11.00 am to 12.00 pm	305 MKT Sales & Distribution Management/ 304 Fin SC-FIN - 03 Advanced Financial Management/304 HR SC -HRM -03 Strategic Human Resource Management	314 Mkt Digital Marketing II	310 GE UL 17 Corporate Governance	310 GE UL 17 Corporate Governance	305 MKT Sales & Distribution Management/ 304 Fin SC-FIN - 03 Advanced Financial Management/304 HR SC -HRM -03 Strategic Human Resource Management	307 GE UL 14 IBE
12.00 pm to 01.00 pm	312 HR SC - HRM -04 Talent Management	312 HR SC - HRM -04 Talent Management	312 HR SC -HRM - 04 Talent Management	312 HR SC -HRM - 04 Talent Management	312 HR SC -HRM - 04 Talent Management	301 GC 11 Strategic Management
02.00pm to 03.00pm	305 BA SC -BA-04 Machine Learning & Cognitive Intelligence Using Python/ 312 MKT Business to Business Marketing/ 318 FIN SE -FIN-15 Digital Banking/315 HR SE-IL-HRM	305 BA SC -BA-04 Machine Learning & Cognitive Intelligence Using Python/ 312 MKT Business to Business Marketing/ 318 FIN SE -FIN-15	314 Mkt Digital Marketing II	305 BA SC -BA-04 Machine Learning & Cognitive Intelligence Using Python/ 312 MKT Business to Business Marketing/ 318 FIN SE -FIN-15 Digital Banking/315 HR SE-IL-HRM International HR/ 304 OSCM SC-03	305 BA SC -BA-04 Machine Learning & Cognitive Intelligence Using Python/ 312 MKT Business to Business Marketing/ 318 FIN SE -FIN-15 Digital Banking/315 HR SE-IL-HRM International HR/ 304 OSCM SC-03	301 GC 11 Strategic Management

	International HR/ 304 OSCM SC-03 Services Operations Management II	Digital Banking/315 HR SE-IL- HRM International HR/ 304 OSCM SC-03 Services Operations Management II		Services Operations Management II	Services Operations Management II	
3.00 pm to 4.00 pm	302 - GC 12 Decision Science	302 - GC 12 Decision Science	302 - GC 12 Decision Science	308 GE UL Project Management	308 GE UL Project Management	308 GE UL Project Management



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MBA Sem III Time Table, 23/11/2020 Onwards

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
9.00 to 10.00	SSCM(OSCM)	SSCM(OSCM)	SSCM(OSCM)	SSCM(OSCM)	SSCM(OSCM)	SSCM(OSCM)
10.00 to 11.00 am	EXIM(IB)/314 MKT Digital Marketing - II	EXIM(IB)/314 MKT Digital Marketing - II	EXIM(IB)/314 MKT Digital Marketing - II	EXIM(IB)/314 MKT Digital Marketing - II	EXIM(IB)/314 MKT Digital Marketing - II	EXIM(IB)/314 MKT Digital Marketing - II
11.00 am to 12.00 pm	IOT	IOT	IOT	Service Operations (OSCM)	Service Operations (OSCM)	Service Operations (OSCM)
12.00 pm to 01.00 pm	IOT	IOT	IOT	Service Operations (OSCM)	Service Operations (OSCM)	Service Operations (OSCM)
02.00p m to 03.00p m	Logistics Mgt.(OSCM)/3 12 BA SE – IL - BA – 06 Social Media, Web & Text Analytics	Logistics Mgt.(OSCM)/3 12 BA SE – IL - BA – 06 Social Media, Web & Text Analytics	Logistics Mgt.(OSCM)/3 12 BA SE – IL - BA – 06 Social Media, Web & Text Analytics	Logistics Mgt.(OSCM)/3 12 BA SE – IL - BA – 06 Social Media, Web & Text Analytics	Logistics Mgt.(OSCM)/3 12 BA SE – IL - BA – 06 Social Media, Web & Text Analytics	Logistics Mgt.(OSCM)/3 12 BA SE – IL - BA – 06 Social Media, Web & Text Analytics
3.00 pm to 4.00 pm	Logistics Mgt.(OSCM)/3 12 BA SE – IL - BA – 06 Social Media, Web & Text Analytics	Logistics Mgt.(OSCM)/3 12 BA SE – IL - BA – 06 Social Media, Web & Text Analytics	Logistics Mgt.(OSCM)/3 12 BA SE – IL - BA – 06 Social Media, Web & Text Analytics	Logistics Mgt.(OSCM)/3 12 BA SE – IL - BA – 06 Social Media, Web & Text Analytics	Logistics Mgt.(OSCM)/3 12 BA SE – IL - BA – 06 Social Media, Web & Text Analytics	Logistics Mgt.(OSCM)/3 12 BA SE – IL - BA – 06 Social Media, Web & Text Analytics
4.00 pm to 5.00 pm	304 FIN SC – FIN - 03 Advanced Financial Management AFM/318 HR SE – IL - HRM - 13 Performance Management System	305 FIN SC – FIN - 03 Advanced Financial Management AFM/318 HR SE – IL - HRM - 13 Performance Management System	306 FIN SC – FIN - 03 Advanced Financial Management AFM/318 HR SE – IL - HRM - 13 Performance Management System	307 FIN SC – FIN - 03 Advanced Financial Management AFM/318 HR SE – IL - HRM - 13 Performance Management System	308 FIN SC – FIN - 03 Advanced Financial Management AFM/318 HR SE – IL - HRM - 13 Performance Management System	
5.00	DS revision	DS revision	DS revision	DS revision	DS revision	



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Time Table 2022-23

DAY / TIME	9:15 am - 10:15 am	10:15 am-11:15 am	11:15 am - 12:15 am	12:15 pm - 1:00 pm	1:00 pm - 2:00 pm	2:00 pm - 3:00 pm	3:00 pm - 4:00 pm
MON	GC-12	GE - UL - 13	GE - UL - 16	Lunch Break	SC - FIN - 03	SE - IL - FIN - 09	SIP
TUE	GC-12	GE - UL - 13	GE - UL - 16		SC - FIN - 03	SE - IL - FIN - 12	SIP
WED	GC-12	GE - UL - 13	GE - UL - 16		SC - FIN - 03	SE - IL - FIN - 15	SIP
THU	GC-11	GE - UL - 15	GE - UL - 15		SC - FIN - 04	SC - FIN - 04	SIP
FRI	GC-11	GE - UL - 15	SIP		SC - FIN - 04	Training	Training
SAT	GC-11	Training	Training		Training	Training	Training

Name of Subject	Subject Code
Strategic Management	GC - 11
Decision Science	GC - 12
Summer Internship	GC - 13
Advanced Financial Management	SC - FIN - 03
International Finance	SC - FIN - 04
International Business Economics	GE - UL - 13
International Business Environment	GE - UL - 15
Knowledge Management	GE - UL - 16
Behavioural Finance	SE - IL - FIN - 09
Indirect Taxation	SE - IL - FIN - 12
Digital Banking	SE - IL - FIN - 15



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Time Table 2022-23

MBA-II Semester-III - Marketing Management

DAY / TIME	9:15 am - 10:15 am	10:15 am-11:15 am	11:15 am - 12:15 am	12:15 pm - 1:00 pm	1:00 pm - 2:00 pm	2:00 pm - 3:00 pm	3:00 pm - 4:00 pm
MON	GC-12	GE - UL - 13	GE - UL - 16	Lunch Break	SC - MKT- 04	SE - IL - MKT- 07	SIP
TUE	GC-12	GE - UL - 13	GE - UL - 16		SC - MKT- 04	SE - IL - MKT- 08	SIP
WED	GC-12	GE - UL - 13	GE - UL - 16		SC - MKT- 04	SE - IL - MKT- 09	SIP
THU	GC-11	GE - UL - 15	GE - UL - 15		SC - MKT- 03	SC - MKT- 03	SIP
FRI	GC-11	GE - UL - 15	SIP		SC - MKT- 03	Training	Training
SAT	GC-11	Training	Training		Training	Training	Training

Name of Subject	Subject Code
Strategic Management	GC - 11
Decision Science	GC - 12
Summer Internship	GC - 13
Service Marketing	SC - MKT- 03
Sales & Distribution Management	SC - MKT- 04
International Business Economics	GE - UL - 13
International Business Environment	GE - UL - 15
Knowledge Management	GE - UL - 16
Business to Business Marketing	SE - IL - MKT- 07
International Marketing	SE - IL - MKT- 08
Digital Marketing - II	SE - IL - MKT- 09



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BRAHMA VALLEY INSTITUTE OF MANAGEMENT

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Time Table 2022-23

MBA-II Semester-III - HR Management

DAY / TIME	9:15 am - 10:15 am	10:15 am-11:15 am	11:15 am - 12:15 am	12:15 pm - 1:00 pm	1:00 pm - 2:00 pm	2:00 pm - 3:00 pm	3:00 pm - 4:00 pm
MON	GC-12	GE - UL - 13	GE - UL - 16	Lunch Break	SC - HRM - 03	SE - IL - HRM - 07	SIP
TUE	GC-12	GE - UL - 13	GE - UL - 16		SC - HRM - 03	SE - IL - HRM - 11	SIP
WED	GC-12	GE - UL - 13	GE - UL - 16		SC - HRM - 03	SE - IL - HRM - 12	SIP
THU	GC-11	GE - UL - 15	GE - UL - 15		SC - HRM - 04	SC - HRM - 04	SIP
FRI	GC-11	GE - UL - 15	SIP		SC - HRM - 04	Training	Training
SAT	GC-11	Training	Training		Training	Training	Training

Name of Subject	Subject Code
Strategic Management	GC - 11
Decision Science	GC - 12
Summer Internship	GC - 13
Strategic Human Resource Management	SC - HRM - 03
HR Operations	SC - HRM - 04
International Business Economics	GE - UL - 13
International Business Environment	GE - UL - 15
Knowledge Management	GE - UL - 16
Talent Management	SE - IL - HRM - 07
Mentoring and Coaching	SE - IL - HRM - 11
Compensation and Reward management	SE - IL - HRM - 12

N.G.S.P.M Brahma Valley Institute of Management Nashik							
Department of MBA							
Academic Year : 2021-22 (Semester-I)							
ReTest							
Subject: Basics of Marketing (105)							
Class : MBA-I					Marks : 10		
Instructions:							
	1	Answer any 5 questions					
Q. N.	Sub Q.	Questions	Marks	Unit No.	B.L. (1-6)	CO	Marking Scheme
1	c	Define Customer Value	2	1		105.1	2 marks for each question
	e	Define Marketing Environment	2	2		105.2	
	f	What is Niche Marketing?	2	3		105.3	
	i	What is Zero Moment of Truth (ZMOT)?	2	4		105.4	
	j	Define Marketing Mix	2	5		105.5	
	b	What is Brick & Click Model?	2	1		105.1	
	c	Define Customer Loyalty	2	1		105.1	
	h	Define Segmentation	2	3		105.3	
2	a	How would you summarise the concept of Marketing	5	2	2	105.2	Concept-1M, Micro & Macro
	b	Explain the need for analysing the Marketing Environment.	5	2		105.2	5 Needs - 1M each
	d	How would you contrast between Selling & Marketing?	5	1		105.2	5 Differentiating points- 1M each
3	a	How will you apply the concepts of target marketing &	10	3	3	105.3	Target marketing- 5 M,
	b	How would you organize the macro-environmental analysis for:	10	2		105.3	explanation of at least 5 macro
4	a	What are the parts / steps of consumer buying process for the	10	4	4	105.4	5 steps with explanation 2 marks
	b	Can you distinguish between Organizational Buying	10	4		105.4	10 Distinguishing points for
5	a	How could you determine the product life cycle for 'CNG Car' &	10	5	5	105.6	PLC - 4 marks, graph- 2 marks,
	b	How could you determine the product life cycle of 'microwave	10	5		105.6	PLC - 4 marks, graph- 2 marks,

N.G.S.P.M Brahma Valley Institute of Management Nashik**Department of MBA****Academic Year : 2021-22 (Semester-I)****Class Test-5: Feb 2022****Subject: Basics of Marketing (105)****Class : MBA-I****Marks : 10****Instructions:**

1 Answer any 1 question

Date: 06/02/2023

Q. N.	Sub Q.	Questions	Marks	Unit No.	B.L. (1-6)	CO	Marking Scheme
5	a	How could you determine the product life cycle for 'Robot Vacuum Cleaners' & relate it with a relevant type of PLC & justify.	10	5	5	105.5	PLC of Robot Vacuum Cleaners - 4 M, graph- 2 M, correlation- 2 M, justification - 2 M
	b	How could you determine the product life cycle of 'Diesel Car' & relate it with a relevant type of PLC & justify.	10	5		105.5	PLC of Diesel Car - 4 M, graph- 2 M, correlation- 2 M, justification - 2 M

N.G.S.P.M Brahma Valley Institute of Management Nashik

Department of MBA

Academic Year : 2021-22 (Semester-I)

Subject: Basics of Marketing (105)

Class : MBA-I

Marks : 25

Grp. No.	Sub Q.	Case Study	Marks	Unit No.	B.L. (1-6)	CO	Marking Scheme
1	a	How would you formulate the marketing mix for a Robot Vacuum Cleaner brand?	10	5	6	106	4 Marketing Mix with detailed explanation - 2.5 marks each,
	b	How would you design the marketing mix for starting a new Management Institute ?	15	5		106	About Management institute - 1 mark, 7 Marketing Mix - 2 marks each
2	a	How would you formulate the marketing mix for a new Laptop brand?	10	5	6	106	4 Marketing Mix with detailed explanation - 2.5 marks each,
	b	How would you design the marketing mix for a Retail Sportswear's Mall ?	15	5		106	About Retail Sportswear's Mall- 1 mark, 7 Marketing Mix - 2 marks each
3	a	How would you formulate the marketing mix for a new Cosmetics brand ?	10	5	6	106	4 Marketing Mix with detailed explanation - 2.5 marks each,
	b	How would you design the marketing mix for a Unisex Parlour ?	15	5		106	About Unisex Parlour- 1 mark, 7 Marketing Mix - 2 marks each
4	a	How would you formulate the marketing mix for a new Electric Bike ?	10	5	6	106	4 Marketing Mix with detailed explanation - 2.5 marks each,
	b	How would you design the marketing mix for a new Burger Brand ?	15	5		106	About Burger Brand- 1 mark, 7 Marketing Mix - 2 marks each
5	a	How would you formulate the marketing mix for a new Air Purifier brand?	10	5	6	106	4 Marketing Mix with detailed explanation - 2.5 marks each,
	b	How would you design the marketing mix for a 3 Star Hotel ?	15	5		106	About 3 Star Hotel - 1 mark, 7 Marketing Mix - 2 marks each
6	a	How would you formulate the marketing mix for a new Biscuit brand?	10	5	6	106	4 Marketing Mix with detailed explanation - 2.5 marks each,
	b	How would you design the marketing mix for a new Retail Mall Company ?	15	5		106	About Retail Mall Company- 1 mark, 7 Marketing Mix - 2 marks each
7	a	How would you formulate the marketing mix for a new Ladies Garments brand?	10	5	6	106	4 Marketing Mix with detailed explanation - 2.5 marks each,
	b	How would you design the marketing mix for a Footwear Store brand?	15	5		106	About footwear Store - 1 mark, 7 Marketing Mix - 2 marks each
8	a	How would you formulate the marketing mix for a new Personal Computer brand?	10	5	6	106	4 Marketing Mix with detailed explanation - 2.5 marks each,
	b	How would you design the marketing mix for a Chain Pharmacy Store brand?	15	5		106	About Chain Pharmacy Store- 1 mark, 7 Marketing Mix - 2 marks each
9	a	How would you formulate the marketing mix for a new Dishwasher brand?	10	5	6	106	4 Marketing Mix with detailed explanation - 2.5 marks each,
	b	How would you design the marketing mix for a Fast food Restaurant ?	15	5		106	About Fast Food Restaurant- 1 mark, 7 Marketing Mix - 2 marks each

N.G.S.P.M Brahma Valley Institute of Management Nashik**Department of MBA****Academic Year : 2021-22 (Semester-I)****Class Test-4: Jan 2022****Subject: Basics of Marketing (105)****Class : MBA-I****Marks : 10****Instructions:**

1 Answer any 1 question

Date: 01/02/2023

Q. N.	Sub Q.	Questions	Marks	Unit No.	B.L. (1-6)	CO	Marking Scheme
	b	Can you distinguish between Organizational Buying behavior and Consumer buying behavior for the Laptops?	10	4		105	10 Distinguishing points for Laptops - 1M each
	c	What are the parts / steps of consumer buying process for the	10	4		105	Applying 5 steps with

N.G.S.P.M Brahma Valley Institute of Management Nashik**Department of MBA****Academic Year : 2021-22 (Semester-I)****Class Test-3: Jan 2022****Subject: Basics of Marketing (105)****Class : MBA-I****Marks : 10****Instructions:**

1 Answer any 1 question

Date: 23/01/2023

Q. N.	Sub Q.	Questions	Marks	Unit No.	B.L. (1-6)	CO	Marking Scheme
3	b	How would you organize the macro-environmental analysis for an Online Pharmacy Brand	10	2	3	105.3	explanation of at least 5 macro elements - 2 M each
	c	How will you segment Indian market for a recently launched	10	3	3	105.3	Segmentation bases- 2 M,

N.G.S.P.M Brahma Valley Institute of Management Nashik**Department of MBA****Academic Year : 2021-22 (Semester-I)****Class Test-2: Jan 2022****Subject: Basics of Marketing (105)****Class : MBA-I****Marks : 10****Instructions:**

1 Answer any 2 questions

Date: 02/01/2023

Q. N.	Sub Q.	Questions	Marks	Unit No.	B.L. (1-6)	CO	Marking Scheme
2	a	How would you summarise the concept of Marketing Environment along with its components	5	2	2	105.2	Concept-1M, Micro & Macro Elements- 2M each
	b	Explain the need for analysing the Marketing Environment.	5	2		105.2	5 Needs - 1M each
	c	What can you say about "Evolution of Marketing"?	5	1		105.2	5 Stages of Evolution in brief
	d	How would you contrast between Selling & Marketing?	5	1		105.2	5 Differentiating points- 1M

N.G.S.P.M Brahma Valley Institute of Management Nashik**Department of MBA****Academic Year : 2021-22 (Semester-I)****Class Test-I: Dec-2021****Subject: Basics of Marketing (105)****Class : MBA-I****Marks : 10****Instructions:**

1 Answer any 5 questions

Date: 23/12/2022

Q. N.	Sub Q.	Questions	Marks	Unit No.	B.L. (1-6)	CO	Marking Scheme
1	a	Define Marketing	2	1	1	105.1	2 Marks for each Question
	b	What is Customer Satisfaction & Delight?	2	1		105.1	
	c	Define Customer Value	2	1		105.1	
	d	Define Marketing Myopia	2	1		105.1	
	e	Define Needs & Wants	2	1		105.1	
	f	What is Brick & Click Model?	2	1		105.1	
	g	Define Customer Loyalty	2	1		105.1	
	h	Define Meta Markets	2	1		105.1	
	i	Define Marketing Environment	2	1		105.1	
	j	Define Marketing Mix	2	1		105.1	

N.G.S.P.M Brahma Valley Institute of Management Nashik							
Department of MBA							
Academic Year : 2021-22 (Semester-I)							
Class Test-I: Dec-2021							
Subject: Basics of Marketing (105)							
Class : MBA-I					Marks : 20		
Instructions:							
	I	Answer any 5 questions					
Q. N.	Sub Q.	Questions	Marks	Unit No.	B.L. (1-6)	CO	Marking Scheme
S E T - 1	a	Define Marketing	2	1	1	105.1	2 Marks for each Question
	b	What is Customer Satisfaction & Delight?	2	1		105.1	
	c	Define Customer Value	2	1		105.1	
	d	Define Marketing Myopia	2	1		105.1	
	e	Define Marketing Environment	2	2		105.2	
	f	What is Niche Marketing?	2	3		105.3	
	g	Define Differentiation	2	3		105.3	
	h	Define Value Proposition & USP	2	3		105.3	
	i	What is Zero Moment of Truth (ZMOT)?	2	4		105.4	
	j	Define Marketing Mix	2	5		105.5	
S E T - 2	a	Define Needs & Wants	2	1		105.1	2 Marks for each Question
	b	What is Brick & Click Model?	2	1		105.1	
	c	Define Customer Loyalty	2	1		105.1	
	d	Define Meta Markets	2	1		105.1	
	e	Define Micro & Macro environments.	2	2		105.2	
	f	What is Long Tail Marketing?	2	3		105.3	
	g	Define Positioning	2	3		105.3	
	h	Define Segmentation	2	3		105.3	
	i	What is Product Life Cycle?	2	5		105.4	
	j	Define Market Share & Market Potential	2	3		105.5	
		Explain the concept of Marketers & Prospects					
		What are Market Spaces?					
2	a	How would you summarise the concept of Marketing	5	2	2	105.2	Concept-1M, Micro & Macro
	b	Explain the need for analysing the Marketing Environment.	5	2		105.2	5 Needs - 1M each
	c	What can you say about "Evolution of Marketing"?	5	1		105.2	5 Stages of Evolution in brief -1M
	d	How would you contrast between Selling & Marketing?	5	1		105.2	5 Differentiating points- 1M each
3	a	How will you apply the concepts of target marketing &	10	3	3	105.3	Target marketing- 5 M,
	b	How would you organize the macro-environmental analysis for:	10	2		105.3	explanation of at least 5 macro
	c	How will you segment Indian market for a recently launched	10	3		105.3	Segmentation bases- 2 M,
4	a	What are the parts / steps of consumer buying process for the	10	4	4	105.4	5 steps with explanation 2 marks
	b	Can you distinguish between Organizational Buying	10	4		105.4	10 Distinguishing points for
	c	What are the parts / steps of consumer buying process for	10	4		105.4	Applying 5 steps with
5	a	How could you determine the product life cycle for 'CNG Car' &	10	5	5	105.6	PLC of CNG car - 4 marks, graph-
	b	How could you determine the product life cycle of 'microwave	10	5		105.6	PLC - 4 marks, graph- 2 marks,
	c	How could you determine the product life cycle for 'Robot	10	5	5	105.5	PLC of Robot Vacuum Cleaners -
	d	How could you determine the product life cycle of 'Diesel Car'	10	5		105.5	PLC of Diesel Car - 4 M, graph- 2
	e	How could you determine the product life cycle for 'Air Fryer' &	10	5		105.5	PLC of Air Fryer - 4 M, graph- 2



NASHIK GRAMIN SHIKSHAN PRASARAK MANDAL'S

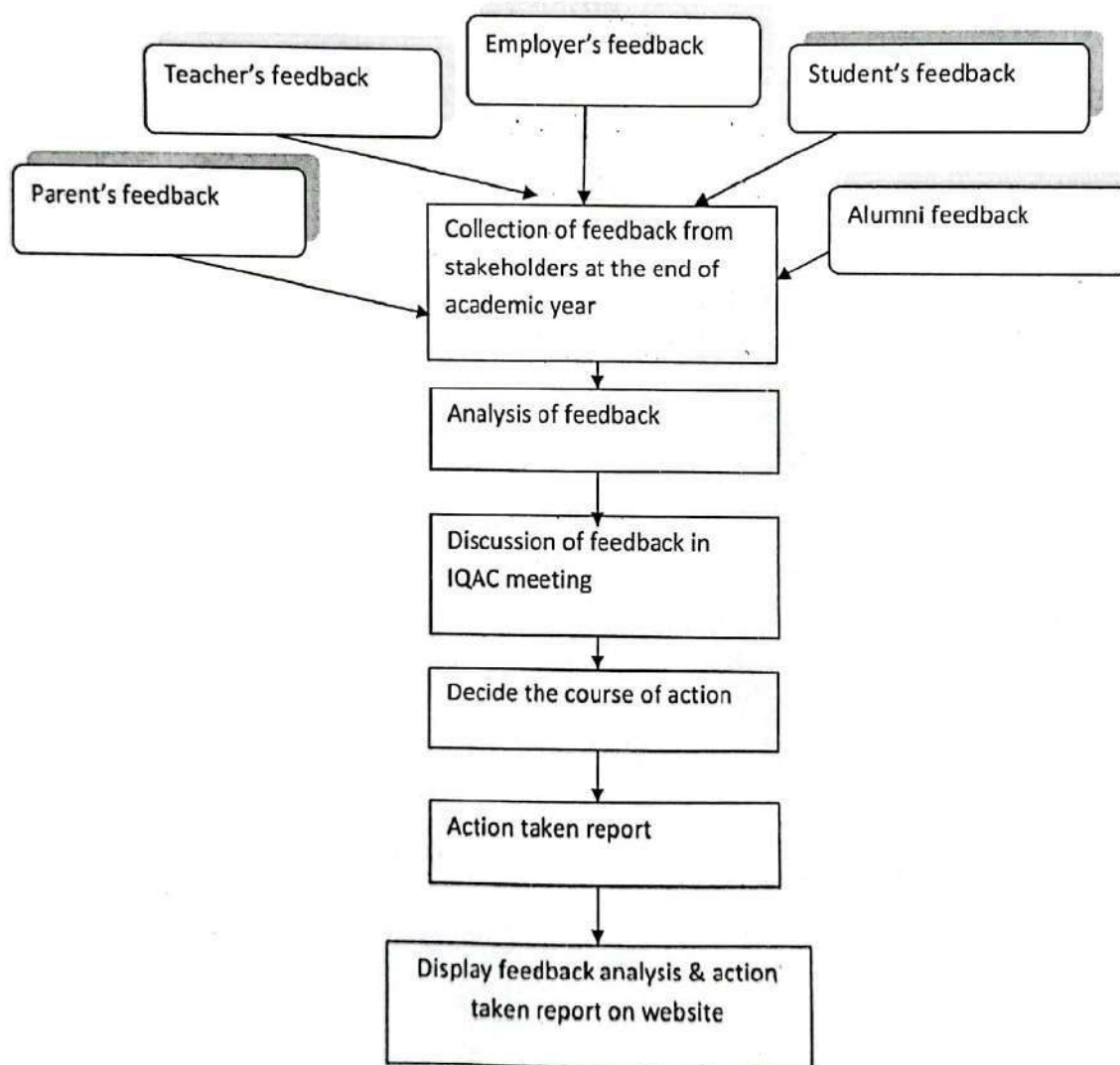
BRAHMA VALLEY INSTITUTE OF MANAGEMENT

Approved by All India Council for Technical Education(AICTE),
Directorate of Technical Education Government of Maharashtra & Affiliated to University of Pune



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Phule Pune University

FEEDBACK ANALYSIS SYSTEM





Course File Index

Sr. No.	Content
1.	Academic Calendars
2.	Time Table
3.	Vision – Mission
4.	Course Objectives & Course Outcomes
5.	Course Syllabus
6.	Content beyond the syllabus to bridge the Gap
7.	University Question Papers and Model Solution
8.	Question Bank
9.	Teaching Plan(Theory)
10.	Teaching Plan (Practical)
11.	Student Attendance Record
12.	Continuous Assessment Record
13.	Notes (Handwritten)

Alumni Action Taken Report

Sr.No.	Suggestions given by Alumni	Action Taken Plan
1	Prepare some additional course as per the industry expectation.	Honor subjects are introduced by SPPU
2	Visit to various industry that helps to know what recent technology/trends.	Conducted some virtual industrial visit
3	Interview skills	T & P officer already conducting sessions.
4	Focus on resume and how to present yourself.	Soft skill experts will be invited regularly.
5	Along with technical knowledge management skill are important.	T & P department taking expert sessions

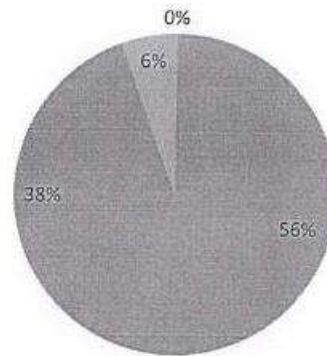
**Parents Suggestion And Action taken Report**

Sr.No	Suggestions	Action taken
1	Parents meeting should be conduct in Marathi or Hindi	It was decided to use Marathi,Hindi and English languages in the parents meeting.
2	The academic schedules should be shared to the parent mentor group	All CC has started sharing an academic Timetable on respective parents group.
3	Additional Parking Facility	Separate parking allotted for the students.
4	Share the academic performance of students	In parents what's app group attendance of students were shared
5	Please provide recorded lectures	All subjects In-charge are informed that share their recorded videos of regular lectures.
6	Share students attendance and unit test marks	Students unit test makes and attendance for online lectures is shared with parents on parents group.



Teacher Feedback Analysis(2017-18)

■ Excellent ■ Very Good ■ Good ■ Average





Teacher Feedback Analysis
(2017-18)

1. No. of teachers submitted feedback form = 77
2. Analysis of feedback

Sr No.	Feedback questions	Excellent	Very Good	Good	Average
1.	How would you rate the teaching learning process of the institute?	41	29	7	Nil
2.	How would you rate the institute on support provided for organization of and participation in professional developments activities ?	43	29	5	Nil
3.	How would you rate the institute on usage of innovative teaching method?	40	34	3	Nil
4.	How would you rate the institute on result of the institute?	44	32	1	Nil
5.	How would you rate the institute on support provided for organization of & participation in co-curricular activities for students?	42	30	5	Nil
6.	How would you rate the institute on support provided for organization of & participation in extra-curricular activities for students?	45	25	7	Nil
7.	How would you rate the institute on conducting value added programs for students?	47	27	3	Nil
8.	How would you rate the institute on interaction with industry by faculty?	41	35	1	Nil
9.	How would you rate the institute on extension activities carried out for social development?	45	25	7	Nil
10.	How would you rate working condition & service rules of the institute?	42	30	5	Nil

Observation:

1. Less response to Research development as compare to other aspects.