

ASSAM UNIVERSITY: SILCHAR

COURSE STRUCTURE OF MASTER OF BUSINESS ADMINISTRATION (MBA)

FIRST YEAR:

Paper Code	Name of the Paper	Credit	Remarks
Semester-I			
CP-101	Management Process and Principles	4	40% weight to Case Studies
CP-102	Managerial Economics	4	
CP-103	Accounting & Financial Analysis	4	
CP-104	Organizational Behaviour	4	40% weight to Case Studies
CP-105	Environment Management & Corporate Social Responsibility	3	40% weight to Case Studies
CP-106	Statistical Methods for Decision Making	4	
CP-107	Business Communication & Soft Skills	4	50% Practical
CP-108	Indian Cultural Heritage & Business History	3	
Semester-I Total		30	
Semester-II			
CP-201	Management Information System	4	
CP-202 (A)	Management Accounting & Control	4	
	OR		
CP-202 (B)	Hospitality & Tourism Management	4	
CP-203	Internet Technology	6	
CP-204	Information Technology Management	6	
CP-205	Human Resource Management	4	40% weight to Case Studies
CP-206	Operations Management	4	do
CP-207	Research methods in Management	3	
CP-208	Financial Management	4	
CP-209	Marketing Management	4	
Semester-II Total		39	
MBA-CBCS-I	Industrial Engineering and Management (to be offered by the Department for students of other Departments within the framework of the CBCS scheme)	6	
MBA-CBCS-II	Information Systems Management (to be offered by the Department for students of other Departments within the framework of the CBCS scheme)	6	

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SECOND YEAR:

Paper Code	Name of the Paper	Credit	Remarks
<u>Semester-III</u>			
CP-301	Analysis of Business Environment - Indian & Global	3	40% weight to Case Studies
CP-302	Legal Environment of Business	3	do
CP-303 (A)	Entrepreneurship & Small Business Management	3	do
	or		
CP-303 (B)	International Tourism	3	do
CP-304	Summer Internship & Report	4	Internship based
Elective: A-I	Two Core Elective Papers of any one group of the student's choice (1 st Group)	4	**
Elective: A-II		4	**
Elective: B-I	Two Core Elective Papers of another group of the student's choice (2 nd Group)	4	**
Elective: B-II		4	**
Semester-III Total		29	
<u>Semester-IV</u>			
CP-401	Strategic Management	4	40% weight to Case Studies
CP-402	Dissertation & Viva-voce	4	Project-study based
Elective: A-III	Third Core Elective Papers of the 1 st group	4	**
Elective: B-III	Third Core Elective Papers of the 2 nd group	4	**
Elective: A-IV	Two paper from among the set of Open Electives of the 1 st group	3	**
Elective: A-V		3	**
Semester-IV Total		22	
GRAND TOTAL		120	

** 33% of total weight in elective papers will have to be assigned to practical contents/ case studies.

Elective papers in the 3rd and the 4th semesters

During 3rd semester, in addition to the compulsory papers, a student shall have to choose four elective courses (pertaining to two functional areas of management taking two Elective Core Courses pertaining to each functional area) from the list of optional papers announced at the beginning of the Semester.

Likewise, during the 4th semester, in addition to the compulsory papers, a student shall have to choose four elective courses (taking one Elective Core Course and two Elective Optional Courses pertaining to one of the two chosen functional areas and one Elective Core Course only from the other chosen functional area) from the list of optional papers announced at the beginning of the Semester.

LIST OF ELECTIVE COURSES

FINANCE

Paper Code	Paper Category & Name
	<u>Core Elective</u>
FM-3101	Corporate Financial Decisions
FM-3102	Security Analysis And Portfolio Management
FM-3103	International Financial Management
	<u>Open Elective</u>
FM-3104	Capital Markets and Derivatives
FM-3105	Insurance and Risk Management
FM-3106	Banking and Financial Services
FM-3107	Corporate Tax Planning and Management
FM-3108	Working Capital Management
FM-3109	Financial Reporting

MARKETING MANAGEMENT

Paper Code	Paper Category & Name
	<u>Core Elective</u>
MM-3201	Sales and Distribution Management
MM-3202	Consumer Behaviour
MM-3203	Services Marketing
	<u>Open Elective</u>
MM-3204	Customer Relationship Management
MM-3205	Retail Marketing
MM-3206	Advanced Marketing Research
MM-3207	Rural Marketing
MM-3208	Strategic Marketing
MM-3209	Product and Brand Management
MM-3210	Competitive Marketing
MM-3211	Integrated Marketing Communication
MM-3212	International Marketing

HUMAN RESOURCE MANAGEMENT

Paper Code	Paper Category & Name
	<u>Core Elective</u>
HR-3301	Human Resource Development
HR -3302	Management of Industrial Relations
HR -3303	Legal Framework Governing HRM
	<u>Open Elective</u>
HR -3304	Training and Management Development
HR -3305	Cross Cultural Management
HR -3306	Learning Organisation & HR Analytics
HR -3307	Employee Welfare and Compensation Management
HR -3308	Organization Development & Change Management
HR -3309	Performance Management

OPERATIONS MANAGEMENT

Paper Code	Paper Category & Name
	Core Elective
OM-3401	Production Planning and Control
OM-3402	Materials Management
OM-3403	Logistics and Supply Chain Management
	Open Elective
OM-3404	Total Quality Management
OM-3405	Decision Models and Optimization
OM-3406	Business Process Reengineering
OM-3407	Enterprise Resource Planning
OM-3408	Managing Technology and Innovation
OM-3409	Maintenance Management

INFORMATION TECHNOLOGY MANAGEMENT

Paper Code	Paper Category & Name
	Core Elective
IT-3501	Database Management System
IT-3502	Business Intelligence and Data Mining
IT-3503	Software Project Management
	Open Elective
IT-3504	e-Governance
IT-3505	Digital Inclusion for Development
IT-3506	Information Security and Cyber Laws in Business
IT-3507	Artificial Intelligence for Business Applications
IT-3508	e-Business
IT-3509	Information Systems Analysis and Design

1. Distribution of credits between the Compulsory & the Elective papers:

I.	Credits (in 4 Semesters) to Compulsory (Foundation & Core) papers	65%	78*
II.	Credits assigned to Summer Internship & Project (Dissertation)	10%	12*
	Total of I & II	75%	90*
III.	Credits assigned to Elective Papers	25%	30**
TOTAL CREDITS (in 4 Semesters)		100%	120

*Weights to be assigned to Practical/Field/ Case Study elements in I & II (combined):

33%

**The same weight (33%) to practical elements is maintained in Elective Papers as well.

The ratio between the weights of the Theoretical & those of the Practical components:

2:1

2. CBCS Courses:

Within the framework of the Assam University Regulations, MBA students will have to compulsorily pursue one course to be offered by other Department (s) under the CBCS Scheme.

The Department of Business Administration will offer the following courses under the CBCS scheme which can be pursued by 2nd Semester students of other Departments in the University:

- (i) **Industrial Engineering and Management** (6 Credits)
- (ii) **Information Systems Management** (6 Credits)

3. Summer Internship:

All MBA students, after their 2nd End-Semester Examination is over and before the commencement of the third semester in the second year, will have to undergo summer internship of preferably of eight weeks duration. On completion of his/her internship, every MBA student will submit to the department an Internship-completion certificate issued by the organization where he/she underwent the internship. A report highlighting his/her activities/findings/experience during the internship shall be submitted by the concerned student within four weeks from the date of commencement of the third semester. The Internship Project will carry a total of 4 credits. 70% of the total weight in of it will be assigned to satisfactory completion of the Summer Internship as evidenced from the Project report and 30% on due completion of all formalities, timely submission and presentation of the Report. The submitted report and the presentation will be evaluated by an Expert Committee consisting normally of One Professor of the School, One Associate professor, Two External Experts and the Dean/HOD as Chairperson.

4. Dissertation:

Within six weeks of commencement of the 3rd Semester classes, the Department will notify the names of the Faculty assigning thereby the supervision-responsibility for students' project-study. Every student within 30 days of the said notification will finalise in consultation with his/her supervisor his/her topic for the Project Work and shall submit a brief research proposal in writing. The department immediately thereafter will arrange a Seminar where every student will have to specify his/her objectives of enquiry and the methodology of investigation. Necessary improvements in proposals will have to be made as per opinions of the Experts/Faculty present during the presentation.

Project Work/Field study pertaining to the approved project-proposal will have to be completed during the six weeks immediately following the completion of the 3rd Semester Examination. These six weeks will be reserved exclusively for students' Project Work/Field study when no teaching session for other papers will be provided in the Departmental Routine. On completion of the Field Study, every student will

have to submit to the department a Field-Study Completion certificate from his/her respective Supervisor, based on which the name of the student will be enlisted for presentation. Non-submission of the Field-study Completion certificate in due time will be treated as a breach of discipline and will disqualify a student for submission of his/her dissertation.

The schedule for submission of dissertation and presentation will be notified by the Department. The process will have to be completed preferably within 10 weeks from the date of completion of the 3rd semester Examination, i.e., well before the commencement of the process of Mid-term review in the 4th semester.

The Project Study and Dissertation will carry a total of 4 credits. 70% of the total weight of it will be assigned to satisfactory completion of the Study as evidenced from the Dissertation and 30% of it on due completion of all formalities and on presentation.

Evaluation of the submitted Dissertation and the viva-voce (forming a part of the evaluation process) will be conducted by an Expert Committee consisting normally of One Professor of the School, One Associate Professor, Two External Experts and the Dean/HOD as Chairperson.

5. Evaluation Scheme:

The distribution of marks in each of the Compulsory and Elective Papers between Sessional Evaluation and End-Semester Examination will be as follows:

Element of Evaluation	Marks
<u>I. Sessional Assessment:</u>	
A. Mid-Semester Evaluation:	
(a) Mid-semester Test (one)	10
(b) Assignment-paper& Viva-Voce (one time in mid-semester)	10
B. Overall Assessment (to be done by the concerned teacher as per framework to be notified by the School based on Classroom Attendance [5 marks] and Participation in case studies/ discussion, seminars, group activities/events and MLQ [5 marks])	10
Sessional Assessment: Total	30
<u>II. End-Semester Examination</u>	70
Grand Total	100

CP 101: Management Process and Principles (4 credits)

The objective of this course is to develop an understanding of the Principles and processes of management covering the basic management functions and challenges in the emerging perspective.

Course Contents:

Introduction: Concept, Nature, Process and Significance of Management; Managerial Roles (Mintzberg); An Overview of Functional areas of Management- Marketing, Finance, Production, HRM, IT, R&D; Development of Management Thought- Classical, Neo -classical, Behavioural and Management Science Approach, System and Contingency Approaches.

Planning and Control: Concept, Process and Types; Planning Tools- Forecasting and Scheduling; Decision -making concept and process; Bounded rationality; Management by objectives; Corporate Planning- Environment analysis and Diagnosis, Strategy Formulations; Managerial Control- Concept and process; Designing an Effective Control System; Techniques - Traditional and Modern (PERT and CPM). Organising: Concept, nature, process and significance; Authority and Responsibility relationships Delegation, Decentralisation; Departmentation basis and formats (Project and Matrix); Formal and Informal Organisation; Changing patterns in Organisation structures in the Knowledge economy. Directing- Motivating and Leading People at work- basic concepts; Communication- nature, process, networks and barriers; Effective Communication. International Management Practices: Managing in Global Arena- Multinational Corporation, Complexities of managing multinational corporation, workforce in multinational corporation, management functions in multinational corporations, organising multinational corporations, influencing people in multinational corporation, Transnational corporation; Comparative management A comparative study of management practices in India, Japan, USA and China with particular reference to Planning, Organising, Directing, Staffing and Controlling; Recent developments in the field of Management in a global perspective.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Joseph L. Massie :*Essentials of Management* .PHI, New Delhi; 2009.
2. James F.Stoner :*Management*. Pearsons Education, Delhi ; 2010.
3. Harold Koontz, Heinz Weihrich: *Management*. Tata McGraw Hill Pub. Co., Delhi;2011.
4. AmitaiEtzioni :*Modern Organizations*. PHI, New Delhi; 2012.
5. Jones, Gareth R. and Jennifer M. George: *Contemporary Management*. Tata McGraw Hill.
6. Charles Hill, W.L. and Steven L.McShane: *Principles of Management*. Tata McGraw Hill.
7. Samuel C. Certo: *Modern Management*. Prentice Hall, New Jersey.
8. Ivancevich, John M., J. H, Donnelly (Jr.), and J. L. Gibson: *Management: Principles and Functions*. AITBS, Delhi.

CP 102: Managerial Economics

(4 credits)

The course designed to equip the students with knowledge of business and managerial economics. The content of the course will enable the students to apply knowledge of Economics to business decisions.

Course Contents:

Introduction to economics- The Schools of Thoughts on Economics- Thoughts on Macro Economics, Thoughts on Micro-Economics; Various Applied Economics- Business and Managerial Economics, Development Economics, Economics of Human Resources, Industrial Economics, Competitive Economics, International Economics, Social and Relational Economics, Economics of Information and Network Economics. Introduction to Managerial Economics- Role of Firm and House Holds (Circular Flow of Economics); Decision Making in the Household- Consumer Choice, Indifference Curve; Demand Determinants, Estimation, Forecasting; Decision Making in Firm- Production Decision through Production Functions at Long and Short Term, Cost Analysis and Cost Decision- Through Cost Function in Short and Long Runs, ISO Cost and Cost Engineering: Budget Analysis; Supply Functions, Supply Analysis. Equilibrium in Different Market Structure- Competitive Market, Monopoly and Monopolistic, Oligopoly-Strategic Interaction and Game Theory; Markets for Factors Inputs, Market Failure and Externalities; Structure of Markets- Measurement & Determinant; Firm Boundaries- Horizontal Verticals; Concentration in Markets- Buyers and Sellers; Product Differentiation, Condition of Entry and Price Leadership; Conduct- Competition- Via Commitment, Dynamic Pricing, Entry and Exit Strategies, Strategic Positioning; Market Structure and Performance of Market, Overall Appraisal. Macro-Economics: Keynesian Multiplier, IS-LM Model; Monetary and Fiscal Policy in Closed and Open Economy; Aggregate Demand and Aggregate Supply-Long Average Supply and Growth, Indian Experience with overall and Sectoral Growth; Inter-sectorallinakage; FDI in Indian Economy; Balance of Payment; Exchange Rate Determination; India's Experience with exchange rate; Impact of fluctuation of exchange Rate on export and import, and growth of domestic Industries; Inflation, Unemployment and the Labour Market.

Suggested Readings:

1. Dominick, S.: *Managerial Economics a Global Economy*. McGraw Hill Inc., Princeton.
2. Dornbusch, R., and Stanley Fisher: *Macroeconomics*. McGraw Hill, New York.
3. Koutsoyiannis, A: *Modem Micro Economics*. Macmillian Press Ltd.
4. Paul A Samuelson: William D Nordhaus. *Economics*, (Indian adaptation by SudipChaudhuri and AnindyaSen). Tata McGraw Hill.
5. P. L Mehta: *Managerial Economics*. S Chand and Sons, Delhi

CP 103: Accounting and Financial Analysis

(4 credits)

The objective of the Course is to impart the students the fundamental concepts and process of accounting along with techniques of financial analysis.

Course Contents:

Financial accounting-Concept, importance and scope, accounting principles, accounting standards, Preparation of Financial Statements.Measurement of Business Income, Preparation and analysis of Balance Sheet. Problems in measurement of business income ; Inventory valuation and depreciation .

Financial statement analysis: Ratio Analysis and Cash and Fund Flow Analysis.Pricing decision including transfer pricing. Inflation Accounting.Responsibility Accounting and Segmental Reporting.

Suggested Readings:

1. Horngren,Charles :*Principles of Financial and Management Accounting* . Englewood Cliffs, New Jersey , Prentice hall , Inc. (Latest Edition).
2. Heitger , L . E and Matulich, Serge: *Financial Accounting*. New York, McGrawHill , (Latest Edition).
3. Ambrish Gupta: *Financial Accounting for Management-An Analytical Perspective*. Pearson Education, New Delhi.
4. Bhattacharya S K and Dearden J: *Accounting for Management: Text and Cases*. New Delhi, Vikas, (Latest Edition).
5. NarayanaSwamy: *FinancialAccounting:A Managerial Perspective*. Prentice Hall,India, (Latest Edition).
6. Asish K. Bhattacharyya: *Financial Accounting for Business Managers*. Prentice Hall of India, New Delhi. New Edition.
7. D. Mukhopadhyay: *Financial Accounting: A Managerial Perspective*. Asian Books Pvt. Ltd. Delhi; 2009.
8. S. Vasudeva: *Accounting for Business Managers*. Himalaya Publishing House, Indore; 2009.
9. The Chartered Accountant (Journal)
10. The Management Accountant (Journal)

CP 104: Organizational Behaviour

(4 credits)

The Objective of the Course is to acquaint the student with the intricacies of intra - individual, inter-personnel and inter-group behaviour in organisational setting and to equip them with behavioural skills in managing people at work.

Course Contents:

Organisational Behaviour- Concept and Emergence of OB Concept; Nature and Theoretical frameworks; Disciplines contributing to the field of OB; Historical Background- Hawthorne Studies, Psychological foundations; Models of Organisational Behaviour, Challenges and Opportunities for Organisational Behavior; Ethics and Organisational Behaviour. Individual Behaviour: Personality, Learning, Values and Attitudes, Perception, Learning Behaviourist, cognitive and social learning; Stress at work. Management's assumptions about people- McGregor's Theory X and Theory Y; Chris Argyris Behaviour Patterns. Motivation - Maslow's Need Hierarchy, Herzberg's Two Factors Theory, Vroom's Expectancy Theory; Theory of Intrinsic Motivation by Ken Thomas; Work –Designing for creating motivating Jobs; OB Mod. Inter-personal Behaviour: Interpersonal communication and Feedback, Feedback utilisation; Transactional Analysis (TA); Johari Window. Managing misbehaviour and incivility at work- Sexual abuse, Substance abuse, cyber slacking, Aggression, and Violence. Group Behaviour: Group Dynamics, Cohesiveness and Productivity; Management of Dysfunctional groups; Group Decision Making; Organisational Politics. Leadership- Concept and Styles; Fielder's Contingency Model; House's Path -Goal Theory; Leadership Effectiveness; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional conflicts; Resolution of conflict. Organisational Processes: Organisational Climate- Concept, Determinants, and OCTAPACE model; Organisation Culture- Concept, Forming, Sustaining, and Changing a Culture, Organisational effectiveness- concept and measurement; Organisational change- resistance and management.

Note: 40% of the total weight in the Course will be devoted to Case

Studies.

Suggested Readings:

1. Robbins, Stephen P. and Timothy A. Judge: *Organisational Behaviour*. Prentice - Hall, New Delhi.
2. Aswathappa, K: *Organisation Behaviour*. Himalaya Publishing House, New Delhi.
3. Singh, K: *Organizational Behaviour: Text and Cases*. Pearson.
4. Pareek, U. and Khanna, S: *Understanding Organizational Behaviour*. Oxford University Press.
5. Sharma, R. A: *Organisational Theory and Behaviour*. Tata McGraw -Hill Publishing Co. Ltd.
6. Sekaran, Uma: *Organisational Behaviour: Text and Cases*. Tata McGraw-Hill Publishing Co. Ltd.
7. Singh, B. P. and T. N. Chhabra: *Organisation Theory and Behaviour*. Dhanpat Rai and Co. P. Ltd., New Delhi; 2000.

CP 105: Environmental Management & Corporate Social Responsibility

(3 credits)

The objective of the Course is to help students develop as sensible managers with a strong environmental and social commitment.

Course Contents:

Ecosystem: Concept; Eco system interdependencies and chain reaction; Implications of population growth & resource-intensive development, Carrying capacity, Climate Change and related environmental threats; Major issues & challenges at micro/corporate level; Environment Protection Act 1986; Global environmental initiatives; Environmental activism; Environmental Management System (EMS); EMS Standards, ISO 14000 series; Environmental Auditing; Green Marketing; Environmental Reporting practices in India; Triple Bottom Line. Pollution & Waste management: Air, Water & Land Pollution: Causes, Magnitude & Effects ; Ozone Depletion; Greenhouse gas; Clean Development Mechanism & Carbon trading; Solid waste management; sustainable consumption of energy, water & other natural resources; Water conservation; Recycling of wastes; Classical Indian values concerning ecological balance.

Disaster management: Environmental Disasters. Principles, priorities and steps in disaster management; Disaster-preparedness.

Corporate Social Responsibility (CSR) - meaning, relevance, and evolution; Corporations as a social platforms: the different stakeholders of a firm; Corporate Social Responsibility as means for balancing of stakeholders' claims; Gandhiji's Trusteeship model: concept & relevance; CSR practices in India; Beyond Corporate Social Responsibility to Corporate Social Engagement.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Robert Staib: *Environmental Management and Decision Making for Business*. Palgrave Macmillan, 2005
2. **Michael V. Russo**: *Environmental Management - Readings and Cases*. SAGE Publications: 2008
3. **Bhaskar Nath**: *Environmental Management in Practice: Instruments for Environmental Management*. Routledge 1998
4. Robert Audi: *Business Ethics and Ethical Business*. Oxford University Press, 2008
5. Andrew Crane: *Marketing, Morality and the Natural Environment*. Routledge: 2007
6. Shaw William H: *Ethics at Work: Basic Readings in Business Ethics*. Oxford University Press, 2008
7. Elizabeth Vallance: *Business Ethics at Work*. Cambridge University Press: 1995.
8. **Jon Burchell**: *The Corporate Social Responsibility Reader*. Routledge: 2008
9. David Crowther & Guler Aras: *Introduction to Corporate Social Responsibility*. Ventus publishing; 2008.
10. Philip Kotler & Nancy Lee: *Corporate Social Responsibility*. Wiley India; 2004.

CP 106: Statistical Methods for Decision Making

(4 credits)

The objective of the Course is to make the students familiar with the basic statistical and operations research techniques. The paper will enable the students to apply relevant quantitative tools in business decision making and to develop suitable business models.

Course Contents:

Introduction to Quantitative Methods in Business, Descriptive Statistics, Measure of Central Tendency, Measure of Dispersion, Fundamentals of Probability, Probability Distributions, Correlation and Regression Analysis, Test of Significance and its Designing, Tests of Variables and Proportions, Analysis of Time Series, Importance of Index Numbers in business studies, Decision Theory, Introduction to Operation Research, Introduction to Linear Programming, Transportation problems, Assignment Problem, Construction of a Network Diagram, Game Theory, Markov Chains, Waiting Line, Replacement, Recent developments.

Suggested Readings:

1. Levin R I & Rubin D.S :*Statistics for Management*. PHI, New Delhi; 2013.
2. Sharma J.K :*Business Statistics*. Pearson Education, New Delhi ;2014.
3. Beri G.C :*Statistics for Management*. McGraw Hill Education (India) Private Limited;2013.
4. Gupta S.P. & Gupta M.P: *Business Statistics*. S Chand & Sons, New Delhi:2014.
5. Taha H. A.:*Operations Research an Introduction*. Pearson Education,New Delhi;2014.
6. Rajagopal:*Operations Research*. Prentice Hall of India Pvt. Lts., New Delhi;2013.
7. Pai:*Operations Research*. OXFORD UNIVERSITY PRESS, New Delhi ; 2014.
8. Sharma J.K: *Operations Research*. PHI, New Delhi ;2013.

CP 107: Business Communication & Soft Skills (4 credits)

The objective of the Course is to help students develop Manager-like Qualities (MLQ) in terms of self-development and acquisition of effective communication skill.

Course Contents:

The Primacy and priority of managing 'self'; Indian classical thought-currents on "knowing and managing oneself". Self-Awareness; Self-Assessment; Self Development, Perception, Attitudes and Values; Image-building & image management; the significance of Etiquette and Ethics in image-management; Personality; How to impress others; impact of attires, voice, body language. Self-Esteem, Building Self-Confidence.

Components of communication, Communication barriers, Listening and observation skills; Effective verbal Communication, Organizing talking points in advance, Delivery, Feedback; Essentials of Public speaking, Group Discussion, Oral Presentation, Interview. Written Communication, Writing–Technical Reports, Brochures, Newsletters; Official/Business Correspondence, letters, Memos, Progress report, Minutes of meeting, Event reporting, Use of style, Grammar and Vocabulary for effective written communication. Presentation Excellence; Use of Presentation graphics, Presentation aids. Email etiquettes, Telephone Etiquettes; maintaining etiquette to women; Sensible reponse; Civic Sense.

Other Skills: Managing time; Meditation, Improving Personal Memory, Rapid reading, Note-taking, the importance and ways of maintaining one's steadiness and composure in turbulent situations.

Note: 50 % of the total weight in the subject will be assigned to training sessions and practicals.

Suggested Readings:

1. Elizabeth B. Hurlock: *Personality Development*. Tata McGraw-Hill Education; 1976
2. R. C. Sharma, Krishna Mohan: *Business Correspondence & Report Writing*. Tata McGraw-Hill Education; 2002
3. Lee LeFever: *The Art of Explanation*. John Wiley & Sons; 2013.
4. M.K. Gandhi: *The Story of My Experiments with Truth*. Beacon Press; 1957

CP 108: India's Cultural Heritage & Business History

(3 credits)

The objective of the Course is to help students develop an understanding of his/her cultural past and the legacy of trade and business in this country. Students will also be given an idea of how the mutually supportive roles of trade and culture could generate for this country in the past an unique dynamics paving the way for globalization of Indian businesses.

Course Contents:

Culture : Definition and Characteristics; Indian Culture through the Ages; Synthesis of Cultures; Salient features of today's Indian Culture; Unity in Diversity; Languages and Literature; Indian Philosophical Thought; Visual & Performing Arts; Architecture; Science and Technology; Education; Important centres of learning in ancient India; Social Structure; Indian value system- concepts of 'Purushartha' and 'Rin' – the 4 Ashramas- Classical Indian Thought Currents on ecological balance; Ayurveda and Yoga; Spread of Indian Culture Abroad – Indian Culture in South-East Asia.

History of trade and business in ancient & medieval India – Overland and maritime trade in the ancient period; trade routes & trading partners – Indo-Roman trade: Rise and decline; major trade items; the silk route; trade with East and South-east Asia – The mutually supportive roles of trade, religion and State power; Asokan period to the period of Palas in Bengal; Indian Colonies abroad. The merchants' guild in ancient and medieval India; Ports and the major trading centres; East India Company & thereafter; rise of Indian entrepreneurs; the case of Sir Jamshetji Tata.

Suggested Readings:

1. R.S. Sharma: *India's Ancient Past*. Oxford; 2006
2. Upinder Singh: *A History of Ancient and Early Medieval India*. Pearson Longman; 2009.
3. R.C. Majumdar: *Ancient India*. Motilal Banarsidass Publications, 1987.
4. Amiya Kumar Bagchi: *Money and Credit in Indian History: From Early Medieval Times*. Tulika Book; 3/e 2012.
5. Kabir, H, *The Indian Heritage*. 3rd Edn. Asia Publishing House, Bombay, 1955
6. A.L. Basham: *Studies in Indian History and Culture*. Sambodhi Publications Pvt. Ltd., Calcutta, 1964
7. Romila Thapar: *Cultural Pasts: Essays in Early Indian History*. Oxford; 2003.
8. Tapan Raychaudhuri and Irfan Habib: *The Cambridge Economic History of India; Volume 1: c.1200-c.1750*. Cambridge University Press; 1982.

CP 201: Management Information System (4 credits)

The objective of the Course is to help the students to understand the concepts of Management Information System, designing decision support system and appropriate applications of information management, strategic advantages, and effective decision making with data and people in global and complex business organizations.

Course Contents:

Introduction to MIS, MIS and Information System Concepts, Decision and Management, MIS and Decision Support Systems, MIS and Information Resource Management, Role of MIS - Strategic advantage with MIS; Systems approach to problem solving; Business Process Reengineering (BPR); Internet worked enterprise in MIS; Internet, Intranet, Extranet; Enterprise communication and Collaboration. Decision Support Systems, MIS support for decision making; Decision Support Systems; Components of DSS ; Tools of business support systems; what if analysis, sensitivity analysis; goal seek analysis, optimization analysis, data mining for decision support, DBMS. Developing MIS Systems-System Development Life Cycle;Investigation Phase; System Analysis; System Design, (DFD and ER diagrams); System Implementation. Applications-Cross-functional MIS; ERP; CRM; SCM; Transaction processing; Artificial intelligent technologies in business; Neural Network; Fuzzy logic, Genetic algorithm, Virtual reality; Executive Information System; Expert Support Systems; Security and Ethical Challenges.

Suggested Readings:

1. Laudon K C &Laudon J P :*Management Information Systems: Managing the Digital Firm*. PHI, New Delhi;2014.
2. O'Brien J :*Management Information Systems*. McGraw Hill Education (India) Private Limited;2013.
3. Oz E :*Management Information Systems*. VikasPub ; 2014.
4. Jawedkar W S :*Management Information Systems*. McGraw Hill Education (India) Private Limited ; 2014.
5. Mudrick R G :*An information system for modern management*. PearsonEducation,New Delhi ; 2013.
6. C.S.V Murthy :*Management Information Systems*. Himalaya Publishing House, New Delhi; 2012.

CP 202 (A): Management Accounting and Control (4 credits)

The objective of the course is to enable the students to develop an insight into the ways and means for utilizing the management and cost accounting information and techniques for planning, control and decision making.

Course Contents:

Management Accounting : Concepts, scope, objective , importance , limitations of management accounting. Cost Accounting : Introduction to Basic Cost Concepts , Cost Classification , Cost Centre, Cost Unit , overhead , types of overhead , preparation of Cost Sheet. Cost ledger and control accounts. Reconciliation and Integration between financial and cost accounts. Managerial cost and control, labour cost and control, overhead cost and control. Job, Batch and Contract costing. Process costing. By Products and joint product cost.

Budget and Budgetary Control, flexible budget, cash budget ,sales budget, Performance Budgeting, Zero- Base Budgeting. Costing for Decision-making: Standard Costing and Variance Analysis, Concept, need, importance and limitations of standard costing. Calculation of variances. Absorption Costing, Marginal Costing: contribution, P/V Ratio, Break even analysis, margin of safety, make or buy decisions, repair or replacement decisions, own or lease decisions.

Suggested Readings:

1. Bhattacharya S K and Dearden J: *Accounting for Management: Text and Cases*. New Delhi, Vikas; (Latest Edition).
2. Horngren, Charles T, and Sundem: *Introduction to Management Accounting* . Englewood Cliffs, New Jersey , Prentice hall , Inc; (Latest Edition).
3. Horngren, Charles, T , and Foster: *Cost Accounting A Managerial Emphasis*. Englewood Cliffs, New Jersey , Prentice hall , Inc; (Latest Edition).
4. Khan , MY and Jain, PK: *Management Accounting*. New Delhi. Tata McGraw Hill ; (Latest Edition).
5. J.G Louderback & J. S Halmen: *Managerial Accounting*, Thomson Publication, (South Western).
6. The Management Accountant (Journal).

CP 203: Internet Technology

(6 credits)

The paper will be offered by the Department of Computer Science, Assam University under CBCS structure

CP 204: Information Technology Management

(6 credits)

The objective of the Course is to help the students to understand the concepts of Information Technology and its use in management with the emphasis on effective decision making with data and people in global and complex business organizations.

Course Contents:

Information technology, IT infrastructure, Computing Infrastructure-Hardware & software, Networking Infrastructure, Cabling Infrastructure, Wireless Infrastructure, Storage, Security Infrastructure, Office tools, MS EXCEL Programming Techniques-C Programming Basics, Data Management Tools, DBMS, MS ACCESS, Web tools, Internet and Network Protocols, E Business, IT applications- Business System, Connected world and E Commerce, Knowledge Management and Intelligent System, Decision Support System, ERP, Latest Development.

Suggested Readings:

7. O'Brien J :*Management Information Systems*. McGraw Hill Education (India) Private Limited;2013.
8. Jawedkar W S :*Management Information Systems*. McGraw Hill Education (India) Private Limited ; 2014.
9. Mudrick R G :*An information system for modern management*. Pearson Education, New Delhi ; 2013.
10. C.S.V Murthy :*Management Information Systems*. Himalaya Publishing House, New Delhi; 2012.
11. Leon, E : *Information Technology*, Pearson Education, New Delhi ; 2013.
12. ITL-ESL: *Information Technology*, Pearson Education, New Delhi ; 2013.

CP 205: Human Resource Management (4 credits)

The objective of the course is to enable the students acquire understandings of the principles, processes and practices of managing people at workplaces. This understanding is considered essential for all managers regardless of the actual functional area of his operation.

Course Contents:

Concept of HRM, Challenges of HRM, HRM environment; Strategic HRM, characteristics of good HR Manager; Human Resource Policy- characteristics of good HR Policy, HR Procedures and Systems; Human Resource Planning- HR Demand Analysis, People Resourcing Practice, Retention Management, and Flexibility Planning; Job Analysis, Job Description, Specification, And Design; Human Resource Acquisition- Placement- Problems in placement, Orientation; Promotions, transfers and separations, Lay-off, resignation, dismissal or discharge, retrenchment and VRS; Training and Development; Performance Appraisal- Meaning and Definition & Objectives, Performance Appraisal and Competitive Advantage; Job Evaluation- Methods of Job Evaluation, Pitfalls of Job Evaluation; Employee remuneration, ideal remuneration system, Remuneration plans, grade and pay structure, contingent pay and business strategy; Wage policy in India, Incentive payments: Types of Incentives System; significance, administration and future of employee benefits and services, Innovation of Incentives, rewarding special groups- reward for sales people, paying manual workers; Managing reward systems- Employee Welfare and Wellbeing- Meaning and Definition, Welfare Measures Inside and Outside the Work Place, Welfare Facilities by the Government and Trade Unions, Statutory Provisions, Non-statutory Benefits; Ethical issues in HRM, HR Audit; nature, benefit, scope and approaches to HR Audit, HR Accounting; Balance Scorecard –Factors that led to thinking about scorecard approach, idea underling BSC, Research by Kaplan and Norton Introducing BSC- step By- Step, case studies project work Innovations in HRM-Case Studies and Brain storming for HR Innovation; Human Resource Information System (HRIS); Practical Contents of HRM: HR Manual-Contents and Design, Practice on Job Design, Payroll accounting, Selection Environment; Training Manual, Performance Management, Template of HRIS

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. K Aswathapa: *Human Resource Management*. Himalaya Publishing House.
2. Michael Armstrong: *Armstrong's Handbook of Human Resource Management*. Kogan Page, UK/USA.
3. John W. Boudreau, and Peter M. Ramstad: *BEYOND HR: THE NEW SCIENCE OF HUMAN CAPITAL*. Harvard Business School Press, USA.

CP 206: Operations Management (4 credits)

This course intends to develop linkages with the concepts of production systems, their constraints and links with the overall strategic perspectives. The main focus is on designing the process, analysis and improvement, operating the system and making product and preparing for success and sustainability.

Course Contents:

Nature, evolution and scope of Production and Operations management, Operations as a competitive strategy, Productivity, Process Configuration Strategies, Factors Governing the Location of a Plant, Materials Management in the Supply Chain, Operations Planning and Control, Management of quality, statistical process control, process capability analysis and six sigma approach, Concept and Framework of a TQM System, Maintenance Management, Inventory Management, Lean processing and operations, Cellular manufacturing, (Re-) design of work systems, work measurement, Arrow Diagramming and Network Analysis, Environment, Ethics, Technology and Contingency Planning. Recent trends in Operations Management.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Buffa Elwood S & Sarin Rakesh K : *Modern Production / Operations Management*. John Wiley & Sons, Singapore; 2013.
2. Krajewski, L. J., Ritzman, L. P., & Malhotra, M. K : *Operations management*. Pearson Education, New Delhi; 2013.
3. Martinich, J. S: *Production and Operations Management*. John Wiley & Sons, India; 2012.
4. Russell, R. S., & Taylor III, B. W: *Operations management*. Pearson Education, New Delhi; 2013.
5. Mahadevan B : *Operations Management; Theory and Practices*. Pearson Education, New Delhi; 2012.
6. Heizer, J. & Render, B: *Operations management*. PHI, New Delhi; 2014.
7. Stevenson, W. J: *Operations management*. McGraw Hill Education (India) Private Limited; 2013.

CP 207: Research Methods in Management (3 credits)

The objective of this course is to impart research skills to the students for investigating the business problems with a view to arrive at objective, findings, interpretation of data and conclusions of their investigation in the form of systematic reports.

Course Contents:

Introduction to Business Research, Different Approaches to Research, Types of Business Research; the Research Process, Ethics in Business Research, Research Problem and Design-Formulation and Definition of Business Research Problem; Formulation of Research Hypotheses, Business Research Design, Sampling Design and Measurement Techniques, Size of Sample; Sampling Errors; Concept of Measurement and Scaling, Data Collection Tools and Data Processing, Questionnaire Design Process; Collecting Primary Data through – Observations, Semi-structured Interviews, In-depth Interviews and Questionnaire; Processing of Research Data – Editing, Coding, Classification and Tabulation, Analysis of Data-Exploring, Displaying and Examining Data; Basic Data Analysis – Descriptive Statistics; Univariate Statistics Hypotheses Testing; Bivariate Analysis – Test of Differences and Measures of Association; Multivariate Analysis. Business Research Report-Importance of the Report & Presentation; Business Report Format; Report Writing; Oral Presentation; Research Follow-up.

Suggested Readings:

1. Tull&Hawkins :*Marketing Research*. PHI, New Delhi;2010.
2. Beri G.C :*Marketing Research*. McGraw Hill Education (India) Private Limited;2013.
3. Saunders, Lewis &Thornhill: *Research Methods for Business Students*. Pearson Education, New Delhi;2014.
4. Cooper and Schindler: *Business Research Methods*. McGraw Hill Education (India) Private Limited;2010.
5. Saunders, Lewis &Thornhill :*Research Methods for Business Students*. Pearson Education, New Delhi; 2012.
6. PanneerSelvam :*Research Methodology*. PHI, New Delhi; 2012.

CP 208: Financial Management (4 credits)

The purpose of the course is to familiarize the students with the broad framework of financial decision making in business.

Course Contents:

Introduction: Financial Management and financial accounting. Nature & Scope, Role and function of Financial Management, , Financial decision of the firm, Financial objectives of firm, concept of EVA, Agency cost, corporate governance, Financial objectives and organizational strategy. Basis of time value, Finding future value, Discounting & present value, Equated monthly installments (EMI), Financial modeling, Financial control : C.V. P analysis. Working Capital Management: Meaning; Concept, scope, need; liquidity & profitability, Factors affecting, Estimation, Cash Management :Concept, objective and Motives of Holding cash, Factors determining cash needs, Cash collection and disbursement, Determining cash needs- Bowmol Model , Miller-orr Model, Orgler's model, Ratios and Implications-solvency and liquidity ratio. Receivables Management : Meaning, Objective , Credit Policies and implications , Credit terms, Collection policies, Ratio analysis and implications – receivables turnover ratio. Inventory Management : Concept , objective ; Techniques of inventory management – ABC analysis, EOQ , VED Analysis. Ratio analysis and implications- Inventory Ratios Short term financing investment; Investment of surplus cash marketable securities, Financing of WC; trade creditor, Over draft etc.

Investment decision : Features of capital. budgeting decisions; Techniques: Cash flow & discount rate, Capital rationing, Sensitivity analysis, Risk analysis methods. Merger & acquisition: Concept, terminology and synergy, Types & rationale, Accounting, M & A deal, M & A in India; Leasing and Hire purchase. Financing decision: Cost of Capital: Calculating Cost of Specific Funds, Calculating Weighted Average Cost of Capital, Capital Structure Decision: Modigliani-Miller proposition I and II, Capital structure theories, Donaldson's pecking order , Signalling ; Designing capital structure: EBIT-ROE-EPS analysis, Leverage, optimal capital Structure and Interface with cost of capital. Dividend decision: Dividend Decision; Relevance-Model: MM theory of irrelevance; Dividend policy; passive and residual. Factors affecting Dividend policy bonus share, stock split, buyback; Internal financing.

Suggested Readings:

1. Jain, P K, Khan M Y :*Financial Management*. Tata McGraw Hill.
2. Chandra P: *Financial Management*. Tata McGraw Hill.
3. Pandey I M: *Financial Management*. Vikash.
4. Kishore R M: *Financial Management*. Taxmann.
5. Van Horne, J: *Essentials of Financial Management*. PHI ,New Delhi.

CP 209: Marketing Management

(4 credits)

The course has been designed to enable the students to learn basic knowledge of marketing and its practical application.

Course Contents:

Conceptual framework of marketing, definition, nature, scope, importance and evolution, Core concepts of marketing, Marketing Philosophies, Marketing Myopia, Recent changes in marketing practices. Analysis of marketing environment: macro and micro components and their impact on marketing decisions, macro environment – PEST Analysis, micro environment – industry & competitor analysis, developing strategies.

Identifying and selecting markets: consumer buying process, market segmentation, targeting and positioning, market and marketing research and marketing information system. Product mix strategies: product, planning and development, product life cycle, new product development, brands, packaging and labelling. Developing pricing strategies: setting price, price determination. Channels of distribution: types, designing distribution channels, managing conflicts and controls in Channels, retailing, and wholesaling. Marketing communication mix: Role of promotion in marketing, integrated marketing communication, promotional mix components- advertising, sales promotion, public relations, personal selling and direct marketing, online marketing. Emerging issues in marketing, ethical issues, green marketing, consumerism, CSR in marketing.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Kotler, P., Keller, K., Koshy, L., & Jha, M: *Marketing Management: a south Asian perspective*. Pearson Education, New Delhi ; 2009.
2. Ramaswamy, V. S., & Namakumari, S: *Marketing Management: global perspective Indian context*. Laxmi Narayan Publication, New Delhi; 2009.
3. Saxena, R : *Marketing Management*. Tata McGrawHill, New Delhi; 2009.
4. Stanton : *Fundamentals of Marketing*, McGraw Hill; 2010.
5. S. Jayachandran : *Marketing Management*, Tata McGraw Hill; 2011.

MBA CBCS-I: Industrial Engineering and Management

(6 credits)

The basic objective of the course is to familiarize the Engineering Students with the concepts of Industrial Management.

Course Contents:

Introduction to Industrial Engineering, Management Concept, Productivity, Organization, Supervisory-Leadership, Work-Study, Method Study, Work Measurement, Value Engineering, Plant Location, Plant Layout, Material Handling, Job Evaluation and Merit Rating, Wages and Incentives, Ergonomics, Production System, New Product Design, Demand Forecasting, Production Planning and Control, Capacity Planning, Material Requirement Planning (MRP) Process Planning, Project Scheduling with CPM and PERT, Production Control, Inventory Control, Production Cost Concepts and Break-even Analysis, Maintenance Management, Make or Buy Decisions, Planning and Control of Batch Production, Introduction to Operations Research, Management Information System, Business Process engineering, Group Technology, Just in Time (JIT) Manufacturing, Operations Strategy, Materials Management, Project Management, Service Management, Product and Service Reliability, Theory of Constraints (Toc), Advanced Manufacturing Technologies and Systems.

Suggested Readings:

1. Taha H. A: Operations Research an Introduction. Prentice Hall of India Pvt. Lts., New Delhi; 2014.
2. Russell, R. S., & Taylor III, B. W: *Operations management*. New Delhi: Pearson Education;2013.
3. Mertand. T Telsang: *Industrial Engineering and Production Management*.S. Chand, New Delhi;2014.

MBA CBCS-II: Information Systems Management

(6 credits)

The basic objective of the course is to familiarize the MSc Computer Science Students with the concepts of Information System Management.

Course Contents:

Introduction to IS, Decision and Management, IS and Decision Support Systems, IS and Information Resource Management, Role of IS - Strategic advantage with IS; Systems approach to problem solving; Business Process Reengineering (BPR); Internet worked enterprise in IS; Internet, Intranet, Extranet; Enterprise communication and Collaboration. Decision Support Systems, IS support for decision making; Decision Support Systems; Components of DSS ; Tools of business support systems; what if analysis, sensitivity analysis; goal seek analysis, optimization analysis, data mining for decision support, DBMS. Developing IS Systems-System Development Life Cycle;Investigation Phase; System Analysis; System Design, (DFD and ER diagrams); System Implementation. Applications- Cross-functional IS; ERP; CRM; SCM; Transaction processing; Artificial intelligent technologies in business; Neural Network; Fuzzy logic, Genetic algorithm, Virtual reality; Executive Information System; Expert Support Systems; Security and Ethical Challenges.

Suggested Readings:

1. Laudon K C & Laudon J P : *Management Information Systems: Managing the Digital Firm*. PHI, New Delhi; 2014.
2. O'Brien J : *Management Information Systems*. McGraw Hill Education (India) Private Limited; 2013.
3. Oz E : *Management Information Systems*. VikasPub ; 2014.
4. Jawedkar W S : *Management Information Systems*. McGraw Hill Education (India) Private Limited ; 2014.
5. Mudrick R G : *An information system for modern management*. Pearson Education, New Delhi ; 2013.
6. C.S.V Murthy : *Management Information Systems*. Himalaya Publishing House, New Delhi; 2012.

CP 301: Analysis of Business Environment – Indian & Global (3 credits)

The objective of the Course is to help students understand the environment-business interface and equip them with skills of analyzing business environment for strategic business decision making

Course Contents:

Significance of Environment Analysis for strategic business decisions; Elements of Business Environment; the PEST Frame-work; Relevant Variables & Crucial Variables in PEST Analysis; Application of PEST framework for identification of Opportunities and Threats and the most viable option; Sources of information and data for PEST Analysis – sources within the nation & global sources – WEB sources -International Rating Agencies – Case Studies for illustrating the PEST Framework.

Economic Environment in India; the Macro Fundamentals; Trends and Sectoral Composition of Growth; Trends, Composition and Direction of India's Foreign Trade; Globalisation and Trade Openness; Regulatory Framework; Liberalisation; Current Monetary & Fiscal Policies; Latest Economic Survey & Union Budget; Savings & Investment Trends; Foreign Direct and portfolio Investment; FDI to and from India; Constraints of doing business in India; Social landscape – Human development & Urbanisation; Cultural specificities; Status of Governance and Corruption.

Globalisation of Indian Businesses; Indian MNCs; Decision to go global – Why, when, where & How? Application of PEST Framework in the global context; Process and sources of data for estimation of market-size in a specific country for company's product/service; Global economic growth scenario; Dealing with Volatility, Shocks, Cultural Diversity, Political Risks & Technological obsolescence; Trends of global trade in goods and Services - Modes of investing abroad –FDI, Equity Mode and Non-equity Mode of Investment (NEM); Mergers and Acquisitions; International Outsourcing & BPO; Rating of Countries in terms Ease of Doing Business, Development Status, HDI, Governance, Corruption & Political Risk; Select Country Studies.

Note: 40% of the total weight in the Course will be devoted to Case Studies for illustration of the impact of environment on business decisions.

Suggested Readings

1. Porter, Michael P.: *Competitive Strategy: Techniques for Analysing Industries and Competitions*; The Free Press 1980.
2. Steiner, George A. & John F. Steiner: B001HD0RNO *Business, Government and Society: A Managerial Perspective*; McGraw-Hill Education; 13th ed 2011
3. Hill, Charles W.L.: *International Business: Competing in the Global Marketplace*. Tata McGraw-Hill; 2014.
4. Govt. of India: *Economic Survey* (relevant issues).
5. Reserve Bank of India: *Report on Currency and Finance* (relevant issues).

6. World Bank: *World Development Report* (relevant/ latest issues)
7. IMF: *World Economic Outlook*(relevant/ latest issues)
8. World Trade Organisation: International Trade Statistics (relevant/ latest issues)
9. UNCTAD: *World Investment Reports* (relevant/ latest issues)
10. UNDP: *Human Development Report* (relevant/ latest issues)

CP 302: Legal Environment of Business

(3 credits)

The basic objective of the course aims at familiarizing the students with various legal aspects of business.

Course Contents:

Law of Contract-The Indian Contract Act, 1872; Nature and kinds of contracts, Essential elements of a valid contract, offer and acceptance, consideration, capacity to contract, free consent, legality and object, Types of Contracts, contingent contracts, performance of contract, discharge of contract, quasi contract, remedies for breach of contract, indemnity and guarantee, bailment and pledge, law of agency. Law of sales of goods, Law of Partnership, Company Law, Law of Negotiable Instrument, Laws of Insurance, Insolvency, Carriage of Goods and Arbitration, Miscellaneous Laws-The essential Commodities Act, 1955, The Consumer Protection Act, 1986, The Co-operative Societies Act, 1912, The Multi-State Co-operative Societies Act, 1984, The Foreign Exchange Management Act, 1999, The MRTP Act, The Information Technology Act, 2000.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Kumar , A: *Industrial Law*. Atlantic Publishers & Dist
2. Robert W : *Business Law* . Emersion, Barron's Educational Series
3. Jeffrey F. Beatty, Susan S. Samuelson : *Introduction to business law*. Cengage Learning
4. Adams , A: *Law for Business Students*. Pearson Education, Limited.

CP 303 (A): Entrepreneurship & Small Business Management (3 credits)

The objective of the course is to develop among the students a conceptual understanding of the topics and the environment of making of an Entrepreneur.

Course Contents:

Meaning, Definitions and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Evolution of Entrepreneurship in India, Role of Entrepreneurship in Indian economy and developing economies with reference to Self-Employment, Characteristics and Skills of Entrepreneurship in India, Problems in Entrepreneurship Development, Entrepreneurial Culture, Entrepreneurial Competencies, Entrepreneurial Motivation, Entrepreneurial Mobility, Factors affecting Entrepreneurship in India, Concepts of Intrapreneurship, Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, Social Enterprise and Entrepreneurship, Entrepreneurial Failures. Role of Government, Agencies for Policy Formulation and Implementation, Agencies for Financial Support, Agencies for Marketing Support, Agencies for Consultancy, Training and Technological Support, Current Issues in Entrepreneurial Development.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Kaplan, J : *Patterns of entrepreneurship*. India: Wiley; 2004.
2. Hisrich R. D., Peters, M. P., & Shepherd, D. A: *Entrepreneurship*. New York: McGraw-Hill / Irwin; 2005.
3. Kuratko, D. F., & Hodgetts, R. M: *Entrepreneurship*. USA, Thompson-South Western; 2007.
4. Roy, R: *Entrepreneurship*. Oxford University Press, New Delhi; 2008.

CP 304: Summer Internship and Report (6 credits)

All MBA students, after their 2nd End-Semester Examination is over and before the commencement of the third semester in the second year, will have to undergo summer internship of preferably of eight weeks duration. On completion of his/her internship, every MBA student will submit to the department a Internship-completion certificate issued by the organization where he/she underwent the internship. A report highlighting his/her activities/findings/experience during the internship shall be submitted by the concerned student within four weeks from the date of commencement of the third semester. The

Internship Project will carry a total of 6 credits. 70% of the total weight in of it will be assigned to satisfactory completion of the Summer Internship as evidenced from the Project report and 30% on due completion of all formalities, timely submission and presentation of the Report. The submitted report and the presentation will be evaluated by an Expert Committee consisting normally of One Professor of the School, One Associate professor, Two External Experts and the Dean/HOD as Chairperson.

CP 401: Strategic Management

(4 credits)

The objective of the Course is to acquaint the students with the process, techniques and practices of strategic management.

Course Contents:

Strategic Management: Concept & Significance; Strategy vs. Plan; Strategies at Different levels; the Stakeholders of a firm & the need for balancing of stakeholders' claims; Vision, Mission & organisational Objectives, Impact of values and culture; Analysis of external environment of a firm; PEST Analysis & the identification of opportunities & threats; Industry Life Cycle Analysis; Competition & market-share analysis; Porters' 5-Forces model; Analysis of a firm's Internal Strength and Weaknesses; SWOT framework; Value Chain Analysis;

Setting strategic goals; Core Competency dimension; Achieving superior efficiency – Economies of Scale, Experience Curve, Just-in-Time, Six-Sigma; Business Level & Cost Leadership; developing strategy-alternatives; Integration, Diversification, Acquisition, Mergers; strategic alliance; Joint Venture; Differentiation & Focus Strategies, Growth Strategies; Short Term Corporate Strategies – Dealing with shocks & volatility of markets; Retrenchment, & Turnaround. Portfolio and other Analytical Models-BCG Matrix, GE/McKinsy Matrix, Corporate Parenting, CIT & CASCADE; Strategy Implementation & Evaluation; Management of change; Overcoming resistance to change; Role of leadership, organizational architecture & culture in change-management.

Note: 40 % of the total weight in the Course will be assigned to Case Studies.

Suggested Readings:

1. Adrian Haberberg & Alison Rieple: *Strategic Management: Theory and Application*. Oxford University Press; 2008 .
2. Anthony Henry: *Understanding Strategic Management*. OUP; 2011.
3. David & David: *Strategic Management: A Competitive Advantage Approach, Concepts & Cases*. Prentice Hall; 2014.
4. Gregory Dess et al: *Strategic Management: Text and Cases*. McGraw-Hill/Irwin; 2013
5. Michael E. Porter: *Competitive Advantage: Creating and Sustaining Superior Performance*. NY: Free Press, 1985.
6. Fred R. David: *Strategic Management: Concept & Cases*. Pearson Education; 2009.

CP 402: Dissertation and Viva-voce

(6 credits)

Within six weeks of commencement of the 3rd Semester classes, the Department will notify the names of the Faculty assigning thereby the supervision-responsibility for students' project-study. Every student within 30 days of the said notification will finalise in consultation with his/her supervisor his/her topic for the Project Work and shall submit a brief research proposal in writing. The department immediately thereafter will arrange a Seminar where every student will have to specify his/her objectives of enquiry and the methodology of investigation. Necessary improvements in proposals will have to be made as per opinions of the Experts/Faculty present during the presentation.

Project Work/Field study pertaining to the approved project-proposal will have to be completed during the six weeks immediately following the completion of the 3rd Semester Examination. These six weeks will be reserved exclusively for students' Project Work/Field

study when no teaching session for other papers will be provided in the Departmental Routine. On completion of the Field Study, every student will have to submit to the department a Field-Study Completion certificate from his/her respective Supervisor, based on which the name of the student will be enlisted for presentation. Non-submission of the Field-study Completion certificate in due time will be treated as a breach of discipline and will disqualify a student for submission of his/her dissertation.

The schedule for submission of dissertation and presentation will be notified by the Department. The process will have to be completed preferably within 10 weeks from the date of completion of the 3rd semester Examination, i.e., well before the commencement of the process of Mid-term review in the 4th semester.

The Project Study and Dissertation will carry a total of 6 credits. 70% of the total weight of it will be assigned to satisfactory completion of the Study as evidenced from the Dissertation and 30% of it on due completion of all formalities and on presentation.

Evaluation of the submitted Dissertation and the viva-voce (forming a part of the evaluation process) will be conducted by an Expert Committee consisting normally of One Professor of the School, One Associate Professor, Two External Experts and the Dean/HOD as Chairperson.

FM 3101: Corporate Financial Decisions

(4 credits)

The objective of the course is to equip the students with the knowledge and skills needed by the finance professionals in addressing practical problems in corporate finance. From a finance professional's point of view, a good understanding of Corporate Finance is crucial to assist a company.

Course Contents:

The objectives of the firm, Corporate financing meaning, patterns and sources, Linking Corporate and Financial Strategies, Assessing business risk, Financial risk, Correlation between business risk and financial risk, Role of Financial Markets and Financial Intermediation, Corporate governance, Financial engineering. Long-Term Investment Decision- Definition and Classification of investments, Stages in the analysis of investments, *Evaluation of investments (Fundamental evaluation)* role of taxes, amount of investment, Net Cash Flows, Investment's Terminal Value; *Economic Evaluation of a Investments* Net Present Value and Internal Rate of Return, Relevant Cash Flows, Risk analysis in investment. Long Term Financing Decision- External Financing: Equity capital equity markets, rights issues and private equity; Long Term Debt Bank Financing, the capital markets, private placements, medium term notes, commercial paper, and corporate bonds; Internal Financing: Retained Earnings, Amortization, Provisions; Other Financing Sources: Intercompany funding, Trade finance, Project finance, Asset backed finance, Leasing, Islamic financing.

Financial Distress and Bankruptcy Cost Financial distress: Meaning, Causes, and Evaluation of financial distress with help of various model (Beaver Model, Wilcox Model, Blum Marc's Failing Company Model, Altman's Z score Model, L.C. Gupta Model); Bankruptcy cost direct and indirect cost, bankruptcy process, liquidation and reorganization. Value Based Management Shareholder value, Earnings based management, Creating value, Value Strategy, Measuring the value creation: Accounting indicators EPS, ROE, ROCE, Economic indicators cash flow, Shareholder value analysis, Economic profit and Economic Value Added, Cash Flow Return on Investment, Market indicators or Entire firm value measurement Total share holder return, Wealth added index, Market Value Added, market to book ratio, Tobin Q. Financing Decision and Market Efficiency: Efficient Markets Hypothesis, Evidence for and against Market Efficiency, Joint Hypothesis problem, Market Anomalies and the Financial Manager, Implications to Corporate finance-Firm size & liquidity, book-to-market effects, reaction to corporate financial policy.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Breale, Myers, Marcus: *Fundamentals of Corporate Finance*. McGraw-Hill.
2. Bodie, Zvi, Kane, Alex, Marcus Alan J. : *Essentials of Investments*. McGrawHill/Irwin
4. Ross, Westerfield and Jordon: *Fundamentals of Corporate Finance*. Tata McGraw-Hill Education
5. Robert Parrino, David S. Kidwell: *Fundamentals of Corporate Finance*. John Wiley and Sons.

FM 3102: Security Analysis and Portfolio Management (4 credits)

The objective of this course is to expose the students to the theoretical and practical concepts, tools and techniques applicable in the field of investment decision making, investment avenues, Risk Return Relationships, Derivatives as a tool of investment and Derivative analysis.

Course Contents:

Introduction to Investment and Securities, Meaning of investment, Investment and speculation, Investment and gambling. Investment objectives. The investment process, investment alternative Negotiable securities, equity shares preference shares, debenture, bond, government securities, money market securities Treasury bills, commercial paper, certificate of deposits. Nonnegotiable securities Bank deposits, post office deposits, NBFC deposit, Tax sheltered schemes, PPF, NSS, NSC, LIC, UTI, Mutual fund, real estate, art and antiques. Primary Market and Secondary Market, Relationship between primary and secondary market. Function of primary market, Parties involved in new issues Managers, Registrars, under writers. Bankers, statutory agencies. Private placement bought out deals. Book building. Function of stock exchanges. Share groups group A, B and B. Settlement cycle. Carry forward system. Over the counter exchange of India (OITCEI). Listing of securities.

Valuation of Securities Types systematic market risk, interest rate risk, purchasing power risk, unsystematic risk Business risk, financial risk. Measurement of risk. The three steps process of valuation economic analysis, industry analysis, and

company analysis. General frame work of valuation. Value price relationship. Valuation of fixed income securities. Valuation of preference share and valuation of equity shares. Efficiency of Market-Fundamental Analysis-Economic analysis ,industry analysis, company analysis financial analysis. Earning of company, Growth in earnings. Technical analysis. Tools of technical analysis. Dow Theory, trend primary intermediate and short term trends. Indicators volume of trade, breadth of market, short sales. Odd lot trading. Moving average. Oscillators. Relative strength index(RSI). ROC, Charts- Point and figure charting, Bar charting, efficient market theory. Random walk theory, Weak form of EMH. Semi strong form and strong forms of EMH. Market inefficiencies. Portfolio Analysis and Selection: Traditional portfolio analysis. Effects of combining securities. Markowitz Risk- returns optimization. Risk and investor preference, constructing the best portfolio. Sharpe's simple portfolio optimization. Significance of 'Beta' in portfolio, traditional portfolio selection. Capital Market Theory-Capital market theory(CAPM). CAPM and the real world. Arbitrage pricing theory. Portfolio Revision: Meaning of portfolio revision. Need of portfolio revision. Portfolio revision strategies. Portfolio revision practices. Constraints in portfolio revision.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Fischer Donald E and & Jordan R: *Security Analysis and Portfolio Management*. PHI, New Delhi.
2. Van Horne: *Financial Management & Policy*. PHI, New Delhi.
3. Weston J F & Brigham E.F: *Essential of Managerial Finance*. Hinsdale IL The Dryden Press.
4. Gitman & Joehuk: *Fundamental of Investing*. Pearson Addison Wesley.

FM 3103: International Financial Management

(4 credits)

The Objective of the course is to make the students acquainted with the international financial system along with international financial market operation , international financial instruments, international money transfer and transaction mechanism. Endeavour of the course is to make the students confident in international monetary operation.

Course Contents:

Evolution of International Financial System, Why to study international finance, reasons behind international trade, international financial system and developing countries, International financial market, recent changes in international financial market, Capital account convertibility. International money transfer mechanism, international syndicated lending arrangement, international money market instruments, foreign exchange market, and determination of foreign exchange rates, currency risk management, currency derivatives, exchange rate and interest rate volatility, currency option and future. Management of exposure and risk, management of transaction, translation and economic exposure, management of short term assets and liabilities and working capital, surplus cash management by international firms, centralized Vs. decentralized cash management, long term investment decision.

Foreign collaboration and foreign investment decisions, assessment of political risk , management of political risk, multinational capital budgeting decision, traditional methods, discounted cash flow methods, discounted payback method, cost of capital of the multinational firms, cost of equity, cost of debt, cost of retained earning, cost of capital to the parent company and to the subsidiary. Capital structure of MNCs, Foreign subsidiary capital structure, dividend policy of multinational firm, international tax aspects and operation of the multinational organisations, country risk analysis and management, double taxation avoidance treaty, minimum alternative tax.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Apte, P. G: *International Financial Management*. Tata McGraw Hill Publishing com. Ltd.
2. MadhuVij: *International Financial Management*. Excel books.
3. O'brien T J: *International Finance*.Oxford University Press.
4. Madura, J:*International Financial Management*.Thomson, South-Western.
5. Kothari, R ,Dutta,B: *Contemporary Financial Management*. Macmilian India Ltd:2005.
6. Sharan,V:*International Financial Management*. PHI, New Delhi
7. Jain, P K, Khan M Y :*Financial Management*. Tata McGraw Hill.

FM 3104: Capital Market and Derivatives (3 credits)

The course aims to familiarize the students about the working and regulation of Indian capital market. It also aims to make the students aware about the role of capital market in the economic growth of the country.

Course Contents:

Indian Financial System –Components of Indian Financial System, Institutions, Instruments, Market and Services, Nature and role of Financial system and Economic Development, Financial Sector Reforms.CapitalMarket -Constituents, Functions, Capital Market Instruments, New Issue Market, Private Placements.NewIssue Market Meaning, Evolution of Primary Market in India, mode of issuing Securities, IPO Grading, Employee Stock option plan, Green shoe option, Online IPO's, steps to improve Primary Market Infrastructure. Secondary Market: Introduction, Post reforms stock market scenario, Organization, Management and Memberships of stock exchanges, Market Mechanisms, Margin Systems, and Drawbacks of Indian Stock Markets.

Indian Stock Exchanges-Meaning of Stock exchange, Organization of Stock exchanges in India, Functions of Stock exchange, BSE, NSEI, OTCEI, National and Regional Exchanges, Reasons for failure of OTCEI, Barometer of Stock markets, Market indices. Bond Market- Meaning, Classification of debt securities, Concepts and Types of Risks, Concepts and types of Return or Yield, Bond Valuation, Bond Value Theorem, Yield curve, Risk return Tradeoff. Financial Derivatives Market-Derivatives meaning, Types Future, Forward vs Future, options General features, Types of Options, Factors affecting Price of Option contract, Derivatives trading at NSE, Eligibility criteria for individual stock at F&O, currency Derivatives (Future) Market, Valuation or Pricing of Derivatives, Critique of Derivatives.Derivative pricing methodologies: Objective of risk management, spectrum of risk management strategies, risk in credit derivatives, credit market, credit derivative, characteristic and its types, uses of pricing derivatives disasters. The black scholes analysis: options on stock indexes; currencies and future contracts: general approach to pricingderivative, market risk management. Depositories and Custodians ,Introduction to Depository System, NSDL, CDSL, Custodians, SHCIL, Working of Depository, Critical Appraisal for the need of Depository, Benefits of Depository system, The Depository Act1996.Regulation of the Market- Genesis of Regulation, Principles of Regulation,

Governing Laws, The Securities Contract (Regulation) ACT1956, Forms of Regulation, Selfregulationby Stock Exchanges and Supervision by SEBI, SEBI Act1992, Risk Management, Effectiveness of the Regulatory mechanism. Highlights of SEBI's Performance and appraisal of its working.Primary Securities.Secondary Market and Intermediaries.Investors ProtectionMeasures.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Kanuk, A:*Capital Markets of India : An Investor's Guide*. JohnWileyandSons.
- 2.Chakrabarti, R ,De.S:*Capital Markets in India*. SAGEPublicationsLtd.
- 3.Gomez:*Financial Markets Institutions and Financial Services*,PHI, New Delhi.
- 4.Vinayakam,N:A *Profile of Indian Capital Market*. KanishkaPublishersDistributors.

FM 3105: Insurance and Risk Management

(3 credits)

The objective of the course is to make the budding finance professionals understand the fundamentals of Insurance and Risk Management in order to enhance their knowledge and decisionmaking skills required for this specialty sector.

Course Contents:

Risk–Conceptual FrameworkMeaning of risk, Risk versus Uncertainty. Risk distinguished from peril and hazards. Classification of Risk Financial and Nonfinancial Risks & Static and Dynamic Risk.Scope of Risk management, Process, Identification and Risk Control.Risk Retention and Transfer, Alternatives to buying commercial Insurance.Insurance AnIntroduction- Meaning and significance of Insurance. Cost and Benefits of Insurance.Basic Principles of Insurance utmost good faith, Insurable Interest, Indemnity, Corollaries of Indemnity, Proximate Cause.

Classification of Insurance Business-Life and General Insurance Business, Personal and Commercial (Business) Insurances, Voluntary (Private) and Compulsory Insurance.Types of Life Insurance–Whole Life, Endowment, Assurance for children, Term Assurance, Participating and nonparticipating policies.Termination of Life Insurance policies surrender, lapses and paidup. Classification of General Insurance Business–Fire, Marine, Motor, Miscellaneous etc.,Re-insurance, Group-InsuranceInsurance Devices-Probability theory and its usage in Insurance. Dual application of the law of Large Numbers.Pooling in Insurance–forms, cost, benefits and advantages.Financial Aspects ofInsurance-Share Capital– Authorized, Issued &subscribed and Called-up&Paid-up.Reserves-GeneralandSpecialized.SolvencyofanInsurancecompany.Insurance Regulator and policy Holder's Protection-IRDA, Ombudsman, Insurance Council, Consumer Protection under IRDA.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Reichmann,J. Hoyt,R :*Risk Management and Insurance*. South Western, & David SommerCollege Pub.
2. Palande,P S :*Insurance in India*, Sage Publications India.
3. Tripathy,P, Pal,P :*Insurance–Theory and Practice*. PHI, New Delhi
4. Gupta,P.K: *Insurance and Risk Management*. Himalaya Publications.

FM 3106: Banking and Financial Services

(3 credits)

The present course aims to familiarize the students about banking and financial services and strengthen their analytical understanding about Indian financial environment and ingredients of Indian Financial System.

Course Contents:

Introduction- Changing role of Banking in India. Reserve Bank of India: Objectives, Traditional and Development functions and Instruments of Monetary Policy used by RBI. Commercial Banks- Objectives, functions of commercial banks and recent developments and challenges of commercial banks in India. Management of Deposits – Relevance of marketing approach to deposit mobilization in a bank, formulating marketing strategies for deposits mobilization by a bank in India. Development Banks- Objectives, functions, financing policies and practices of development banks in India and promotional roles of Development Banks and their financial services.

Credit Management-Principles of lending, new credit policies of commercial banks in India and their implementation, contents of credit policy of a bank, credit appraisal by a commercial bank, Assets Classification and Management of NPA's, Concept and advantages of assets securitization. Mutual funds-Concepts, objectives and functions of mutual funds in India, policies and practices of Indian mutual funds in regard to mobilization of resources and their deployment. Insurance services and products-Introduction, policies and practices of LIC and GIC, evaluation of insurance in India, new trends in insurance sector and development of micro-insurance and its prospects. Venture Capital Funds-Objective, policies and operations of venture capital in India. Management of Capital Fund: Function, adequacy of capital its concepts and norms, present state of capital funds in Indian commercial banks. Credit Rating-Objective, functions of credit rating agencies and evaluation of credit rating agencies in India. Bank Products –Commercial credit products, retail credit product, deposit products and fee based products. Overview of Housing Finance-Housing and economic development, evolution of housing finance in India, leading financier in housing finance sector and equity support to housing finance system.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Hejela, T.N.: *Money Banking and International Trade*. Ane Book Pvt Ltd.
2. Tripathi, N P: *Financial Instruments and Services*. PHI , New Delhi.
3. Dangwal, B: *Financial Services*. Deep and Deep Publications.
4. Khan M Y: *Financial Services*. Tata McGraw-Hill Education.
5. Hershman D: *Book of Home Finance*. Hershman Group.

FM 3107: Corporate Tax Planning and Management (3 credits)

This Course aims to provide concept of Direct Tax including Rules pertaining there to and application to different business situation.

Course Contents:

Assessment of Various Entities-Assessment of firms and their partners, Assessment of Companies, Assessment of Co-operative Societies, Assessment of Local Authority, Assessment of Mutual Concerns, Assessment of Charitable Trusts(Theory & Problems). Income Tax authorities, Return of Income, Procedure for Assessment –Types of assessment, Appeals and Revision, Deduction of Tax at Source – Advance payment of Tax – Deduction and Collection of Tax At Source-Interest and penalties, Offences and Prosecutions – Refund of Tax.

Tax Planning-Meaning of tax planning and management, tax evasion and tax avoidance-Nature and scope of tax planning and management in the corporate sector-Justification of corporate tax planning and management. Tax Planning considerations in relation to Business. Wealth Tax-Scheme of Wealth Tax-Incidence of Wealth Tax-Assets to be included in Net Wealth-Exempted, Assets-Valuation of Assets and Wealth Tax Liability -Assessment and Penalties. (Theory& Problems). Service Tax-Service Tax: Applicability and Services covered – Valuation of taxable services for service tax, Payment of Service Tax – Registration – Furnishing of Return – Maintenance of Record – Other obligations (Theory only). VAT-The Basic concept of VAT-how VAT operates-merits& demerits of VAT-a brief overview of state level VAT in India.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Singhania, V: *Direct Taxes, Law and Practice*. Taxmann Publications.
2. Prasad, B :*Direct Taxes*. New Age International Pub.
3. Ahuja,G ,Gupta, R : *Direct Taxes*. Bharat Law House.
4. Manoharan T N :*Hand Book of Income Tax Laws*, Institute of Chartered Accountants of India.
5. LalB B&VashishtN :*Direct Taxes*. Pearson
6. Gupta, S S :*Service Tax*. Taxmann.
7. LavisR :*Service Tax*. Bharat Publishers, New Delhi

FM 3108: Working Capital Management

(3 credits)

The Objective of the course is to acquaint the students with the importance of the working capital and techniques used for effective working capital management.

Course Contents:

Concept of Working Capital Management, Importance, Types, Factors, Requirements. Management of Cash, Cash Systems, Managing Cash flows, Collection Systems, Cash Concentration Strategies, Disbursement tools, Investment in marketable securities, Forecasting Cash Flows, Managing Corporate Liquidity and Financial Flexibility, Optimum Level of Cash Balance, Models- Baumol, Beaneke, Miller-orr, Stone. Receivable Management, Receivable Policy, Marginal Analysis, Credit Analysis, Heuristic Approach, Discriminant Analysis, Sequential Decision Analysis, Inventory Management, Inventory Control, Short term financing, Programming Working Capital Management, Integrating Working Capital and Capital Investment Processes, Monetary System, Money Market in India, Banking System in India-Recent trends, the restructuring process, Working capital control, Recent Banking Policy, Instruments of the International Money Market, Managing short term International Transactions.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Bhalla, V.K. : *Working Capital Management: Text and Cases*. Anmol Publications, New Delhi; 2001.
2. Hampton J J and C L Wagner : *Working Capital Management*. John Wiley & Sons; 1989.
3. Mannes T S and J T Zietlow : *Short Term Financial Management*. West Pub Co; 1993.

FM 3109: Financial Reporting

(3 credits)

The objective of the course is designed to allow student to gain ability to analyze financial statements including consolidated financial statements of group companies and financial reports of various types of entities.

Course Contents:

Overview of international Accounting Standards (IAS)/International Financial Reporting Standards (IFRS), Interpretations by International Financial Reporting Interpretation Committee (IFRIC), significant difference vis-à-vis Indian Accounting Standards. Understanding of US GAAP, Applications of IFRS and US GAAP.

Corporate Financial Reporting – Issues and problems with special reference to published financial statements. Accounting for Corporate Restructuring (including inter-company holdings). Consolidated Financial Statements of Group Companies Concept of a Group, purposes of consolidated financial statements minority interest, Goodwill, Consolidation procedures – Minority interests, Goodwill, Treatment of pre-acquisition and post-acquisition profit. Consolidation with two or more subsidiaries, consolidation with foreign subsidiaries. Consolidated profit and loss account, balance sheet and cash flow statement. Treatment of investment in associates in consolidated financial statements. Treatment of investments in joint ventures in consolidated financial statements. Financial Reporting by Mutual funds, Non-banking finance companies, Merchant bankers, Stock and commodity market intermediaries. Developments in Financial Reporting - Value Added Statement, Economic Value Added, Market Value Added, Shareholders' Value Added, Human Resource Reporting, Hedge accounting and Inflation Accounting.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Damodaran, A: *Damodaran on valuation: Security analysis for investment and corporate finance* . New York: Wiley and Sons; 2006.
2. Frederick D. S. Choi & Gary K. Meek: *International accounting*. New Delhi, Pearson Education; 2005
3. Palepu, K. G., Healy, P. M., & Bernard, V. L: *Business analysis and valuation using financial statements*. USA: South Western Publishing; 2007.
4. Radebaugh, L. H. & Gray, S. J: *International accounting and multinational enterprises*. John Wiley & Sons; 2002.

MM 3201: Sales and Distribution Management

(4 credits)

The purpose of the course is to develop an understanding of concepts, which are helpful in designing sound programs for organizing and managing the sales force. The objective of this course is also to provide an understanding about the company's route to the market. The course would enable the students to understand and manage downstream part of value chain.

Course Contents:

Introduction to Sales Management, Challenges in Sales Management, personal selling and salesmanship, the sales role in the marketing mix, determining sales related marketing policies, nature and scope of personal selling, formulating personal selling objectives, recruiting and selecting sales personnel, developing and conducting sales training programme, designing and administering compensation plan, supervision of salesmen, motivating sales force, sales meetings and sales contests, designing territories and allocating sales efforts, Sales Organization- concepts and structures, objectives and quotes for sales personnel, developing and managing sales evaluation programme, sales cost and cost analysis, ethical and Legal Issues in Sales Management.

Marketing Channel: Structure and Function, Design of marketing channel, Selecting the marketing channel, Behavioural process in marketing channel, Channel Conflicts- managing Channel Conflicts, Motivating the channel member, Product issues in Channel management, Pricing issues in Channel management, Promotion through Channel management, Logistics and Channel management, Evaluating Channel member performance, Marketing Channel for service, International Channel perspective, Strategic Alliances in marketing channel, Legal constraints on marketing channel policies.

Ethical issues in sales and distribution management, contemporary issues in sales and distribution management.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. H. Havaladar; Krishna K. and Vasant. M. Cavle :*Sales and Distribution Management*. Tata Mcgraw Hill; 2011.
2. Gupta S. L: *Sales and Distribution Management: text and cases in Indian perspectives*. Excel Book, New Delhi.
3. Panda T. and Sachdev S: *Sales and Distribution Management*. Oxford University Press.
4. Kapoor: *Fundamentals of sales management*. New Delhi: Macmillan;2004.
5. Venugopal, P :*Marketing channel management: A customer centric approach*. New Delhi: Response;2001.

MM 3202: Consumer Behaviour

(4 credits)

This course is designed to provide insight into consumer behaviour /psychology with special focus on how consumers think, feel and act about marketing stimuli that marketers develop.

The objective of this paper is also to present a comprehensive coverage of the subject with examples from the Indian Scenario. The course will be based on real life case-studies from Indian industries.

Course Contents:

Understanding Consumer Behavior-Introduction to Consumer Behavior; Consumer Behavior and the Marketing Concepts; Factors influencing Consumer Behavior.Consumer Decision making process-Concept of Consumer Decision; Levels of Consumer Decision Making; A Model of Consumer Decision Making.Consumer Motivation-The concepts of motivation; Maslow's Theory of Motivation; Role of Motives in Guiding Behavior; Involvement of Consumer.Consumer Learning and Experience-Introductions to Consumer Learning; Learning Theories; Brand Equity and Brand Loyalty.

Group Influence on Consumption-Role of reference groups; Effect of reference groups on consumer decision making; Examples of endorsement by celebrities Influence of Culture on Consumer Behavior-Concept of Culture; The measurement of Culture; Indian Core Values; Cultural aspects of emerging markets Values, Lifestyles, and Psychographics-Impact of Values, Lifestyles and Psychographics on buying behaviour; Demographics, Lifestyles and Psychographics; Values and Value Systems.Organizational Buying Behavior-Difference between Consumer and organizational buying; Characteristics of Organizational Buying; Factors affecting Organizational Buying.e-Consumer Behavior- e-Business; Applications to Consumer Behavior; The Computer Age. Changing Indian Consumer Behavior-Drivers of Change; Changing Consumer Trends; Rural Consumer Behavior; New Consumption Patrons.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Schiffman, L. G., & Kanuk, L. L.: *Consumer behaviour*. New Delhi: Prentice Hall; 2007.
2. R. Majumdar: *Consumer Behavior: Insights from Indian Market*, PHI Learning Private Limited.
3. Sheth, J. N., & Mittal, B: *Consumer behaviour: A managerial perspective*. Singapore: Thomson Asia; 2003.
4. Hawkins, Del. I., Best, R. J., Coney, K. A., & Mookerjee, A: *Consumer behaviour: building marketing strategy*. New Delhi: McGraw Hill; 2006.

MM 3203: Services Marketing

(4 credits)

The objective of this course is to develop insights into emerging trends in the service sector in a developing economy like India. Further, the course in Services Marketing is intended to broaden students' view of marketing to give an understanding of how marketing practices in service organizations.

Course Contents:

Introduction to Services Marketing-Emergence of Services Economy; Nature and Definitions of Services; Classification of Different, Types of Services; Differences in Goods versus Services Marketing; Services Marketing Mix; Trends in Services Marketing
Understanding Consumers' Behavior for Services-Consumer Purchase Behavior in services; Consumer Decision Making Process; Meaning and Types of Service Expectations; Services Encounters and Consumer Satisfaction; Segmenting, Targeting and Positioning of Services. Services Marketing Mix-New Service Development and Blueprint; Services Product Strategies; Approaches to Pricing Services and Pricing Strategies; Designing the Service Communication Mix; Branding of Services; Distributing Services – Context and Options; Physical Evidence of a Service.
Effective Service Delivery Process-Understanding Capacity Constraints and Demand Patterns; Strategies for Matching Capacity and Demand; Waiting Line Strategies; Designing and Managing Service Processes; Employees' and Customers' Role in Service Delivery. Implementing Service Marketing-Service Quality Measurement and Improvement of Service Quality; Consumer Complaint Behavior; Consumer Response to Effective Service Recovery; Principles of Service Recovery; CRM in Services. Contemporary Issues in Services Marketing.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Zeithaml, V., Gremler, D., Bitner, M. J., & Pandit, A : *Services marketing: integrating customer focus across the firm*. New Delhi: McGraw Hill; 2009.
2. Lovelock, C., & Chatterjee, J : *Service marketing: people technology and strategy*. New Delhi: Pearson Education; 2006.
3. Shanker, R: *Services marketing: The Indian perspective*. New Delhi: Excel Books; 2002.
4. Verma, H. V: *Services marketing: text and cases*. New Delhi: Pearson Education; 2007.

MM 3204: Customer Relationship Management
(3 credits)

The paper is designed to impart the skill based knowledge of Customer Relationship Management. The purpose of the syllabus is to make the students aware of the concepts and practices of CRM in modern businesses and also enable them to design suitable practices and programs for the company they would be working.

Course Contents:

Customer Relationship Management Fundamentals-Theoretical perspectives of relationship, Evolution of relationship marketing, Purpose of relationship marketing, Approach towards marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice:, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, CRM Implementation, People factor in CRM.

Dimensions of Customer Relationship Management, Customer Satisfaction: Meaning, Definition, Significance, Components of Customer Satisfaction, Customer Satisfaction Models, Rationale of Customer Satisfaction, Customer Loyalty: Meaning, Definition, Significance, Customer Loyalty, Customer Loyalty Ladder, Loyalty Principles, Benefits of Customer Loyalty, Dimensions of Customer Loyalty, Determinants of Customer Loyalty, Drivers of Customer Loyalty. Service Quality: Meaning and Definition of Service Quality, Types of Service Quality, Service Quality Dimensions, Service Quality Gaps.

Customer Relationship Management: Technology Dimensions-E- CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, Functional Components of CRM, Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM softwares. Emerging Concepts and Perspectives in Customer Relationship Management.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Kristin Anderson, Carol Kerr :*Customer relationship management*. McGraw-Hill Professional.
2. Rajendra Kumar Sugandhi :*Customer Relationship Management*. New Age International.
3. Jagdish N. Sheth :*Customer relationship management: , Emerging Concepts, Tools, & Applications*. Tata McGraw-Hill Education.
4. Ed Peelen:*Customer Relationship Management*. Pearson Education India.
5. LakshmanJha :*Customer Relationship Management: A Strategic Approach*. Global India Publications.
6. Alok Kr. Rai :*Customer Relationship Management : Concepts and Cases*. PHI.

MM 3205: Retail Marketing
(3 credits)

The objective of the paper is to introduce the student to the field of retailing management and enable them to understand the problems and issues faced by retailers and develop winning strategies for retailing business.

Course Contents:

Introduction to the world of retailing – functions, economic significance of retailing, retail mix, retailing environment in India, types of retailers – retail formats, theories of retail development, retail life cycle.

Retail strategy: retail market strategy, financial strategy, retail locations, human resource management, information systems and supply chain management, customer relationship management.

Merchandise management: managing merchandise assortments, merchandise planning systems, buying merchandise, national brands or private labels, retail pricing store management: store layout and design, visual merchandising, retail communication mix, customer service.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Berman, B., & Evans, Jr: *Retail Management*. New Delhi: Prentice Hall India; 2006.
2. Michael, L. M., Weitz, B. W., & Pandit, A: *Retailing Management*. New Delhi: Tata McGraw Hill; 2008.
3. Newman, A. J., & Cullen, P: *Retailing Environment & Operations*. London: Cengage Learning; 2002.

MM 3206: Advanced Marketing Research
(3 credits)

The objective of the paper is to provide fundamental concepts in the field of marketing research also to equip the students with research tools to conduct research and analysis for effective decision making.

Course Contents:

Introduction to Marketing Research, Marketing Research Process, Formulation of research problem, Research Design, Exploratory, descriptive and Conclusive research Design, Qualitative and quantitative research, Scaling techniques, Reliability and Validity of Scales;

Data Collection Methods, primary and Secondary Data, Sources of Data, Conducting review of literature, Survey and Questionnaire Design, Pilot testing, Sampling Techniques, Probability and Non Probability Sampling Techniques, Sample Size determination, Data Coding and Data Preparation, Tabulation Graphical presentation and frequency distribution.

Hypothesis Testing, Use of Statistical Software, Correlation and Regression, Analysis of Variance, Factor Analysis: Introduction and Application in Marketing Research, Introduction to Multivariate Analysis, Ethical issues in Marketing Research, Project report writing, Types of report, Format of writing the report.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Malhotra, N. and Satyabhusan Dash: *Marketing research: An applied orientation*. Pearson Education, New Delhi ; 2010.
2. Majumdar, R : *Marketing research: text, applications and case studies*. New Age International (P) Limited, New Delhi; 2005.
3. Tull, D. S., & Hawkins, D. I : *Marketing research: measurement and method*. Collier MacMillan, New York; 1993.
4. Bradley, N : *Marketing research: Tools and techniques*. Oxford University Press, New Delhi; 2008.
5. Burns, A. C., & Bush, R. F: *Marketing research*. Prentice Hall, New Delhi; 2007.

MM 3207: Rural Marketing (3 credits)

The objective of the course is to familiarize with conceptual understanding of Rural Marketing practices particularly in Indian context.

Course Contents:

Introduction: Rural Marketing – Concept & Scope, Attractiveness & Challenges of Rural Markets, Rural vs. Urban Markets. Rural Marketing Environment-Rural Market in India, Size and Scope, Environment and Emerging Profile of Rural Markets in India. Rural Consumer Behaviour-Rural Consumers Dimensions - Buying Decision Process, Marketing Mix for Rural Marketing, Researching Rural Market-Research approach, Rural Marketing Information System, Diffusion of Innovation.

Rural Marketing Strategies: Rural Market Segmentation-Basis and Strategies, Positioning Strategies for Rural Market. Product Strategy-Product Planning & Strategies for Rural Markets, New Product Development: Consumer Adoption Process, Product Mix. Pricing Strategies for Rural Markets-Pricing Policies, Innovation in Pricing of the Products. Communication Strategy-Challenges in Rural Communication, Advertising and Sales Promotion for Rural Markets, Setting Communication Objectives, Rural Media: Media Innovation, Branding in Rural India, Brand Loyalty Vs Stickiness, Fake Brands - Strategies to Counter Fake Brands.

Distribution Strategy-Issues in Rural Distribution Channels, Tapping the Rural Markets, Rural Distribution Strategies, Rural Retailing, Haats/Shandies, Vans & Mobile Stores, Innovation in Rural Distribution System.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. B. Dogra & K. Ghuman : *Rural Marketing*. TMH.
2. C G Krishnamacharyulu, L. Ramakrishnan: *Rural Marketing*. Pearson Education.
3. Minoti Kamat & R. Krishnamoorthy : *Rural Marketing*. HPH, Agricultural.
4. S. K. Velayudhan : *Rural Marketing*. SAGE Publication.
5. Sukhpal Singh : *Rural Marketing*. Vikas Publishers.
6. T.P. Gopal Swamy : *Rural Marketing*. Vikas Publishing House.
7. U.C. Mathur : *Rural Marketing*. Excel Books.

MM 3208: Strategic Marketing (3 credits)

The objective of the present course is to develop analytical skills for the formulation and implementation of market driven strategies. It also aims at managing change by focusing on

higher-level strategic issues and decision making to deliver superior value to customers in competitive situations.

Course Contents:

Introduction-An Introduction to Strategic Marketing: The Changing Role of Marketing – Marketing in 21st century, Factors responsible for the change and their impact, Dimensions of Strategic Marketing, Challenges of Strategic Marketing. Market Driven Strategy – Identifying Distinctive Capabilities, Creating Value for Customer, Establishing Strategic Focus, Setting Marketing Objectives. Relationship Strategy-Market Segmentation Strategy – Creating New Market Space, Matching Value Opportunities and Capabilities, Target Market Strategies, Positioning Strategy. Product Strategy-Product Strategies - Product Strategy Issues & Challenges, Product Life-Cycle Strategies, Strategies New Product, Branding Strategies, Packaging Strategies.

Pricing Strategies – Analyzing Customer Price Sensitivity and Competitors' Response, Legal & Ethical Issues in Pricing, Price Positioning, Pricing Strategies & Pricing models. Product Strategy-Integrated Marketing Communication Strategies – Setting IMC Objectives, Deciding Role of Promotion, Pull vs. Push Strategies, Advertising Strategy, Creative Strategy, Media Strategy, Strategies for Sales Promotion, Publicity & Direct Marketing. Distribution Strategy-Channel Objectives, Role Performed by Distribution System, Strategies at different Channel Levels, Implementation Strategies.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Carol H. Anderson :*Strategic Marketing*. Houghton Mifflin Harcourt.
2. D. W. Cravens & N. F. Piercy :*Strategic Marketing*. McGraw Hill/Irwin.
3. O.C. Ferrell, Michael D. Hartline :*Strategic Marketing*. South-Western Cengage.
4. BoyodWilker, Mullins Larrech :*Marketing Strategy*. McGraw Hill.
5. Aaker, David :*Strategic Marketing*. Wiley-India.

MM 3209: Product and Brand Management
(3 credits)

The course aims to make the learner familiar with the management of product and brands in the context of marketing. It orients the learner to carefully understand the pivotal role a product manager and the significance of product and brand related decisions.

Course Contents:

Product Management: Product Development, Product focused organization; Market focused organization, Factors influencing design of the product, Changes affecting product management. Developing Product Strategy: Setting objectives & alternatives, Product

strategy over the life- cycle, Customer analysis, Competitor analysis, Design of manufacture, New Product Development.

Market Potential & Sales Forecasting: Forecasting target market potential and sales, Methods of estimating markets and sales potential, Sales forecasting, planning for involvement in international Market. Brand & Brand Management: Commodities Vs Brands, The role of Brands, The brand equity concept, Brand Equity Models- Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Building Brand Equity, Brand Identity and Brand Image. Brand Leveraging & Brand Performance: Establishing brand equity management system, measuring sources of brand equity and consumer mind-set, Co-branding, celebrity endorsement. Brand Positioning & Brand Building: Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values. Designing & Sustaining Branding Strategies: Brand Hierarchy, Branding Strategy, Brand extension and brand transfer, Managing brand over time. Managing & Measuring Brand Equity: Brand Reinforcement, Brand Revitalization, Brand Crisis, Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Keller, Kevin Lane: *Strategic Brand Management*. Pearson education, New Delhi.
2. Verma, Harsha: *Brand Management*. Excel Books, New Delhi.
3. Kumar, S. Ramesh: *Marketing and Branding – The Indian Scenario*. Pearson Education, New Delhi.
4. Sengupta Subroto: *Brand Positioning: Strategies for competitive advantage*. Tata McGraw Hill, New Delhi.

MM 3210: Competitive Marketing (3 credits)

The objective of the paper is to develop skills for analyzing market competition and design competitive marketing strategies to be a winner at the market place.

Course Contents:

Introduction to the competitive marketing strategies: Understanding the competitor, Outwitting, outmaneuvering and outsmarting the competition; Competitor learning; Competitor analysis: Marketplace strategy – Scope, posture and goals; Competitive strategic analysis: Activity/value chain, Alliances, Networks, Capabilities and competencies, Assets and Assumptions.

Growth Strategies: Competitive market strategies for emerging industries, strategies for mature and declining brands and fragmented industries; projecting the Competitor's Future Marketplace strategies; Marketing warfare strategies: Market leader strategies, market challenger strategies, market niches strategies.

Portfolio Analysis – PLC, Portfolio Matrix, Porter's Strategies Framework. Designing and Managing value networks and marketing channels – channel design decisions, channel management decisions, channel dynamics; Managing Integrated marketing communication; Managing Advertising, sales promotion, public relations and Direct marketing.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Aaker, D. A: *Strategic market management*. Wiley, India;2008.
2. Craven, D. W., & Nigel, F. P: *Strategic marketin*. McGraw-Hill Higher Education;2008.
3. Etzel, M. J., Walker, B. J., Stanton, W. J., & Pandit, A :*Marketing*. Tata McGraw Hill, New Delhi; 2010.
4. Fahey, L :*Outwitting, outmanoeuvring and outperforming competitors*. John Wiley & Sons, New York;1999.
5. Kotler, P., Keller, K., Koshy, A., & Jha, M :*Marketing management: A South Asian perspective*. Pearson Education, New Delhi ;2009.
6. Rao, V. R., & Steckel, J. H :*Analysis for strategic marketing*. Pearson Education, New Delhi ;1998.

MM 3211: Integrated Marketing Communication (3 credits)

The primary objective of this subject is to gain in-depth knowledge of various ingredients of integrated marketing communications in a holistic approach with special emphasis on Advertising.

Course Contents:

Introduction: Concept of Integrated Marketing Communications (IMC), Process and Role of IMC in Marketing, Promotion mix - Advertising (Classification of advertising, types, advertising appropriation, advertising campaigns), Sales Promotion (Different types of Sales Promotion, relationship between Sales promotion and advertising), Publicity (Types of Publicity, relationship between advertising and publicity), Personal Selling, Direct marketing and direct response methods, Interactive / Internet Marketing.

Objectives for IMC Programs: Determining Promotional Objectives, DAGMAR approach, establishing and allocating promotional budget. IMC Message Design-The Creative concept development; the creative processes of the different forms of IMC; AIDA model

Considerations for creative idea Visualization. (Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Advertorials and Infomercials, Client Evaluation and approval of Creative Strategy/work. Media Management-Media Types and their characteristics; Setting Media objectives; Considering key media concepts; Media planning; Media Strategy; Media buying; Cross media concept; and media research. Facilitators in IMC-Advertising Agencies – their role, functions, organisation, Remuneration, client agency relationship, account Planning; Hoarding Contractors; Printers, etc., Ethics and social responsibility in IMC campaigns, Emerging Concepts and Issues Marketing Communications.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Batra, R., Myers, J. G., & Aaker, D. A : *Advertising management*. Pearson Education, New Delhi; 2006.
2. G. Belch; M. Belch and K. Purani: *Advertising and Promotion: an integrated marketing communication perspective*. McGraw Hill Education India Pvt. Ltd.
3. K. Shah and A. Dsouza: *Advertising and Promotion: an IMC perspective*. McGraw Hill Education India Pvt. Ltd.
4. Chunawala & Sethia : *Foundations of Advertising Theory & Practice*. Himalaya Publishing House.
5. Shimp, T. A: *Advertising and promotion: An IMC approach*. New Delhi: Cengage Learning; 2007.
6. Rao, V. R., & Steckel, J. H : *Analysis for strategic marketing*. Pearson Education, New Delhi ; 1998.

MM 3212: International Marketing

(3 credits)

The objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of International Marketing.

Course Contents:

Importance and Challenge of International Marketing-Definition of International Marketing: Domestic Marketing Vs. International Marketing; Categories of International marketing Involvements; International Marketing Task; Nature of International Marketing Management; Analysis of International Marketing Environment and Identifying Foreign Markets - Political Considerations and Governmental Influences; Cultural and Social Dynamics; Economic Development and Geographical Conditions; Competitive Conditions; Legal and Financial Influences. International Marketing Intelligence and Research - Analysis of World Market; Market analysis; Purposes and Methods; Marketing Intelligence; International Marketing Research. Planning Entry and Operations Strategies-Export; Franchise, Joint Ventures; Direct Investment; Multinational Operations.

International Product Policies - Strategic Considerations in Making Multinational Product Decisions; Alternative Strategies in Multi-national Product Planning; Methodology in Making Multinational product Decisions. International Pricing Decisions-Price Escalation;

International Transfer Pricing; Pricing Strategy; Factors influencing the Establishment of International Prices; Export Pricing; Differential Pricing. International Distribution System and Logistics-International Marketing Channel Decisions; Importance and Scope of Channel Decisions; Channels between Nations; International Physical Distribution Decisions; Nature of Physical Distribution; The Systems Concept; Trade Terms; Structure of International Physical Distribution. International Marketing Communication-Communication with Foreign Buyers; Planning and Preparing International Promotional Programmes; Media Structure; Planning Media Strategy; Cooperative Advertising. Emerging Issues and Developments in International Marketing.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Suhash C Jain :*International Marketing*. Asian Books Pvt. Ltd.
2. Onkvisit, Sak & Shaw: *International Marketing Analysis and Strategy*. Prentice Hall of India/Pearson Education.
3. Warren Keegan: *Global Marketing Management*. Prentice Hall of India/Pearson Education.
4. Rakesh Joshi :*International Business*. Oxford Publication.

HR 3301: Human Resource Development (4 credits)

The objective of this course is to facilitate greater understanding of the importance of systematic planning for optimal deployment and utilisation of human resources.

Course Contents:

Introduction to Human Resource Development: Concept; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD matrix; HRD interventions; Roles and competencies of HRD professionals; Challenges in HRD. HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD culture and climate. HRD Activities: Employee development activities, Approaches, leadership development, action learning, assessment and development centres; Intellectual capital and HRD; HRD mechanisms for workers; for trade unions, for Industrial relations; Influence of motivation on development activities. HRD Applications and Trends: Coaching, Mentoring; Career management, Employee counselling; Competency mapping; PCMM, Balanced Score Card, Appreciative inquiry; Integrating HRD with technology, Employer branding and other emerging trends. HRD in Organisations: Selected cases covering HRD practices in government organisations, manufacturing and service industries and MNCs; International experiences of human resource development. Advances in HRD in Globe- Specially Asia, USA, UK, Africa.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Mankin, D: *Human Resource Development*. Oxford University Press India.
2. Haldar, U. K: *Human Resource Development*. Oxford University Press India.
3. Rao, T.V: *Future of HRD*. Macmillan Publishers India.
4. Rao, T.V: *HRD Score Card 2500: Based on HRD audit*. Response Books, SAGE Publications.
5. Rao, T.V.: *HURconomics for talent management: Making the HRD missionary business-driven*, Pearson Education.
6. Curtis, B., Hefley, W. E., Miller, S. A: *The people capability maturity model: Guidelines for improving workforce*. Pearson Education.

HR 3302: Management of Industrial relations (4 credits)

This course deals with both the traditional pluralistic perspectives of industrial relations (IR) as they have evolved over the years and the transformation that the subject has undergone at the global level.

Course Contents:

Structure and Evolution of Industrial Relations- Concept, Nature and models of IR- Structure and its evolution; Major contemporary developments in global economy and polity and their impact on industrial relations scenario in India. Dynamics of conflict and collaboration, Trend in industrial conflict; Statutory and Non-statutory. Industrial Conflict and Disputes Resolution: Industrial Relations Machinery in India; Provisions under the Industrial Disputes Act, 1947; Trade Unionism, Negotiations and Collective bargaining concepts and applications, Provisions of Trade Union Act, 1926- Concept, Nature, functions and Types of Industrial Relations; Discipline and HRM performance- Union, industrial relations climate, conciliation, arbitration system, and performance; labour market and economic performance; Nature of grievances and grievance procedures; Industrial indiscipline; Salient features of Industrial Employment (Standing Orders) Act, 1946; Industrial Democracy-workers' participation- Strategy, practices, behavioural science; Linking IR Strategy and HRM strategy Emerging trends in Union-Management relations; Technology and industrial relations; Principles and variables of comparative analysis of IR and Experiences in UK, Yugoslavia, West Germany, Scandinavian countries and Japan.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Venkataratnam, C. S: *Industrial Relations: Text and Cases*. Oxford University Press, Delhi
2. Dwivedi, R.S: *Managing Human Resources: Industrial Relations in Indian Enterprises*. Galgotia Publishing Company, New Delhi.
3. Singh, P., & Kumar, N: *Employee Relations Management*. Pearson Education India, New Delhi.
4. Ramaswamy, E.A. : *The Rayon Spinners Strategic Management of Industrial Relations*. Oxford University Press, New Delhi.
5. Mamoria C.B. & S. Mamoria: *Dynamics of Industrial Relations in India*. Himalaya Publishing House, Mumbai.
6. Niland R. et. al : *The Future of Industrial Relations*. Sage, New Delhi.
7. Sen, R: *Industrial relations: text and cases*. Macmillan Publishers, New Delhi.

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HR 3303: Legal Framework Governing HRM (4 credits)

The purpose of the Course is to familiarize the students with the understanding with the various laws and provisions that govern human resource management in the Indian context.

Course Contents:

History and emergence of Indian Labour legislation, Structure of Indian Labour Legislation, linking constitutions to labour legislation; Scope of Social security and Social Security Laws; The Employees Provident Fund & Miscellaneous Provisions Act, 1952 and relevant Case laws; Employees State Insurance Act, 1948, and related case laws; Factories Act, 1948 and related case laws; Payment of Gratuity Act, 1972 its updated case laws; Employee's Compensation Act, 1923 and related case laws; Payment of Bonus Act-1965, calculating bonus, modalities of application of laws and related case laws.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Malik, K.L: *Industrial Laws and Labour Laws*. Eastern Book Company, Lucknow.
2. Kumar, H.L: *Digest of Labour Cases*. Universal Law Publishing Co P Ltd, New Delhi
3. Sharma, J.P: *Simplified Approach to Labour Laws*. Bharat Law House (P) Ltd., New Delhi.
4. Sharma, J.P: *Industrial Laws*. Ane Books Pvt. Ltd, New Delhi.

HR 3304: Training and Management Development (3 credits)

The course aims at exposing the learners to the concept, modes and practices of training and development in the modern organisational setting. The pedagogy would include case discussions and recent experiences.

Course Contents:

Concepts and Rationale of Training and Development (T&D); T&D as system, organisation, Requisites of Effective Training ; Training and Development; TNA (TNA) methodologies and components; T&D Methodologies, Designing Training and Development Programs, Evaluation of Training and Development, Reasons, Theories of evaluation, problems in evaluation; Evaluation planning and data collection, different evaluation frameworks, problems of measurement and evaluation; Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Methods of evaluating effectiveness of Training Efforts Emerging Trends in Training and Development: Gamification, team training and six sigma training; Electronic Enabled Training Systems (EETS)-Concept and types, benefits and challenges in using EETS; concerns in implementation of EETS – availability, incorporation, extension, and learning renewals for EETS; use of EETS and its up scalability; follow up activities; Training and development initiatives of some selected companies from private and public sectors and MNCs.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Abrol. Sunil. And Narendran. Rajeshwari: *Innovative Best Practices in HRD & Training –Award Winning Case Studies*. 2014-ISTD, New Delhi.
2. Virmani. B. R: *Management Training & Development-An Evaluation Approach*. ISTD, New Delhi
3. Singh. P. N: *Training for Management Development*. ISTD, New Delhi

HR 3305: Cross Cultural Management (3 credits)

The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organizations.

Course Contents:

International Cultural Environment: The Concept of Culture, Comparison of Cross-cultural Behaviour, Self-reference Criterion and Ethnocentrism: Major Obstacles in International Business Decisions, Cultural Orientation in International Business, Emic vs. Etic Dilemma: Cultural Uniqueness vs. Pan-culturalism. Global Business, Growth and Evolution: Environmental Variables in Global Business; Human and Cultural Variables in Global Organizations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study; Structural Evolution of Global Organizations. Cross Cultural Leadership and Decision Making: Cross Cultural Communication and Negotiation; Process and International Negotiation hurdles; Human Resource Management in Global Organizations; Ethics in International Business; Western and Eastern Management Thoughts in the Indian Context. Diversity at Work: Managing diversity: Causes of diversity, the paradox of diversity, diversity with special reference to handicapped, women and aging people, intra company cultural difference in employee motivation. International Business Intelligence: Information Requirements, Sources of Information, Types of Research, Phases of a Research Project, Methods of Data Collection, Sampling, Research Agencies, Problems in International Research.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Barlett, Christopher and Sumantra Ghoshal: *Managing Across Borders: The Transnational Solution*. Harvard Business School Press; 1998.
2. Leaptrott, Nan: *Rules of the Games: Global Business Protocol*. Thomson Executive Press; 1996.
3. Mary O'Hara-Deveraux and Robert Johnson, *Global Work: Bridging Distance, Culture and Time*. Jossey Bass Publishers, San Francisco, USA; 1994.
4. Adler, N J: *International Dimensions of Organisational Behaviour*. Boston, Kent; 1991.

HR 3306: Learning Organization and HR Analytics

This paper aims at enabling the learners to develop insight over learning organisation and HR analytics techniques. Students with specialisation of HR must know KM Knowledge architecture and techniques of knowledge production.

Course Contents:

Learning Organisation- Basic Concepts, Emerging Business Realities, Why Organisations Need to Learn; Organisational Learning- Process of Organisational Learning, Outcomes of Organisational Learning; Enquiry Based Learning in Organisation, A Capabilities-Based View ; Learning Tools and Techniques- Systems Thinking; Benchmarking and Process Mapping; Knowledge-based Competition Knowledge-Creation and Acquisition Processes; Measuring Learning: The Intellectual Capital, Management of intellectual , Architecting a Learning Organisation. Training for Building Learning Organisation. Knowledge Management- concept of Knowledge Management, KM in Knowledge Economy Knowledge Process, Steps for knowledge Management; Knowledge Management Strategies, Systems Requirement for KM. Basics of HR Analytics- Concept and Evolution of HR Analytics & data sources. HCM- Model; Use of workforce analytics to improve decision making; Analytics and Prediction; Introduction to HR Metrics and predictive analytics. Importance of HR analytics, Data in HR analytic, data analytic techniques using software packages; future of human resource (HR) analytics; Big-Data- Concept, Big Data Structure, Big Data for HR analytics.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Applegate, L. M., et. Al: *Corporate Information System Management*. McGraw Hill, New Delhi.
2. Jac Fitz-Enz :*The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments*. Amazon.com.
3. Gene Pease, Boyce Byerly and Jac Fitz-enz: *Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset*. John Wiley & Sons.

HR 3307: Employee Welfare and Compensation Management

The course is designed to promote understanding of issues related to compensation management in corporate sector.

Course Contents:

Compensation Management-Compensation management process, Basis of compensation management, motivation and financial and non-financial compensation, compensation philosophies of compensation process, Assessing job values & relativities; Pay structures; Paying for performance, skills and competence. Employee benefits and total remuneration, Special aspects of compensation mergers and acquisitions and compensation policies for new and start up organization, Provisions governing different components of compensation and working of different institutions. Legal Aspects of Compensation, the minimum wages Act, 1948, the Payment of wages Act, 1936: The Payment of Bonus Act, 1976. Determination of wages D.A. and other monetary benefits through Industrial Tribunals, Case law, recent trends, and working of these laws, Recent Developments in Compensation Management.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Madhavan Pillai : *Labour and Industrial Laws*. Jain Book Agency.
2. V. V Giri : *Labour problems in Indian Industry*. India Asia Publishing House.
3. N. D. Kapoor : *Elements of Mercantile Law*. Sultan Chand and Sons.

HR 3308: Organization Development and Change Management

The objective is to gain familiarity with the concept and skills to manage and improve organizational culture collaboratively. The course also intends to develop an orientation towards the change.

Course Contents:

Nature, scope and definition of Organizational Development; achieving organizational improvement with Organizational Development; Organizational Development vs. the traditional interventions; brief overview of Laboratory –training and survey research & feedback methodology, Underlying Assumptions about People as Individuals, Operational Components of Organizational Development, OD Interventions-overview, team building interventions and their rationales; Intergroup team building and the organization mirror intervention; personal, interpersonal and group process interventions; nature of comprehensive, OD interventions; structural interventions & OD, conditions important for successful OD efforts

Overview of change, Importance and impact of change, Origins of change- Institutional & Structural, Technological, Social, Behavioural. Development of strategy, role of human resource strategies in implementing Change, Organizational Structure, Culture and Change, HR Processes & Change, Evaluating and Promoting Change-approaches to evaluate change; from evaluating to promoting change; clarity of purpose and strategies; data collection for analysis; analysis and feedback.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Wendell L.Freanch& Cecil H. Bell Jr :*Organizational Development*. PHI, New Delhi
2. K. Harigopal :*Management of Organizational Change: Leveraging Transformation*. Response Books
3. V.Nilakant& S. Ramnarayan :*Change Management*, Response Books.

The course has been designed for presenting giving Human Resource practitioners an idea of Performance Appraisal, Demands of the organization and how the Environmental factors affect performance.

Course Contents:

Understanding Performance Management, Nature and scope of Performance Management System, Process and elements of Performance Management, Effectiveness in Performance Management, Relationship between Organizational Structure and Performance; Importance of documenting employee performance, Performance Management Vs Performance Appraisal, Need for Performance Appraisal, Realistic appraisal, Steps and Methods of Performance Appraisal: Graphic Rating Scale, Alternative Ranking, Paired, Comparison, Forced Distribution, Critical Incident, Narrative Forms, Computerized and Web-based, Problems in appraisal, Supervisor's role in appraisal. Organizational Demands and Performance Management-Organizational Strategy and Performance Management, Organizational Culture & Performance Management, Employee concerns-perceptions of procedural and distributive justice, employees' responsiveness to performance feedback, achieving work/life balance. Environmental Influences and Performance management-Influence of Labour force trends, Technology, Globalization and Ethics on performance management, Employee perceptions of the Performance Management.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Bhattacharyya, D: *Performance Management System & Strategies*. Pearson Education, New Delhi.
2. Basal, R :*Performance Management* : McGrawHill, New Delhi.
3. Aguinis , H :*Performance Management* : Pretince Hall New Delhi.

OM 3401: Production Planning and Control

(4 credits)

This course would help students develop an insight into the operational aspects Production and Operations Management, acquaint them with various concepts and decision making tools and also enable them to apply the same in real-life situation with a view to effectively utilizing the available capacity and improving the efficiency of the production system.

Course Contents:

Forecasting for production planning, Time-series forecasting method, Aggregate production planning, Aggregate planning strategies and methods, Master Scheduling, Job shop scheduling, Forward and backward scheduling, Sequencing of jobs through more than one work station, Line Balancing, Theory of Constraints, bottleneck, non-bottleneck and capacity constrained resource; drum, buffer and rope; process batch and transfer batch, Just-in-time (JIT) philosophy, building blocks/organizational elements of JIT, framework for implementation of JIT, Material Requirements Planning (MRP), Manufacturing Resources Planning (MRP II), Capacity Planning, Rough-cut capacity planning using overall factors, capacity bills, resource profiles; capacity requirements planning, Distribution Requirements Planning. Modular Design Concepts, Facility layout in manufacturing, Layout design procedures, CRAFT, ALDEP, CORELAP, Recent developments.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Heizer, J. & Render, B: *Operations Management*. PHI, New Delhi; 2014.
2. Mukhopadhyaya : *Production Planning and Control* . PHI, New Delhi; 2014.
3. Evans, J. R., & Collier, D. A: *Operations management: An integrated goods and services approach*. CengageLearning, New Delhi; 2014.
4. Krajewski, L. J., Ritzman, L. P., & Malhotra, M. K: *Operations management*. Pearson Education, New Delhi; 2013.
5. Martinich, J. S: *Production and Operations Management*. John Wiley & Sons, India; 2012.
6. Russell, R. S., & Taylor III, B. W: *Operations management*. Pearson Education, New Delhi; 2013.
7. Vollmann T, Lee Berry W & Whybark D. *Manufacturing Planning and Control systems for Supply Chain Management: The Definitive Guide for Professionals*. McGraw Hill Education (India) Private Limited; 2013.

OM 3402: Materials Management (4 credits)

The aim of this is to make students opting for Operation as specialization proficient in various aspects of material management.

Course Contents:

Dynamics of Materials Management, Materials Management at Micro-level. Materials Management at macro-level, Inventories of Materials, Inventory Classification, Inventory models, Material Requirement Planning Systems (MRP), Forecasting and objectives,

Planning, Purchasing and Procurement, Mapping the materials plan work. The materials cycle and flow control system. Materials Budget. Purchasing principle, procedure and practices. Fundamental objective of purchasing. Responsibilities and limitation, source of supply and supplier selection, supplier quality assurance program. Buyer has supplier relationships. Store Management and Operations, Computerization of Material Management. Recent updates in Materials Management.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Dutta A.K: *Material Management; Procedure Text and Case*. PHI, New Delhi; 2014.
2. GopalKrishnan P & Sunderason N : *Material Management : An Integrated Approach* .PHI, New Delhi; 2014.
3. Chatterji S : *Applied Material Management*. Sage Publication, India; 2013.
4. McDonald Stan C : *Material Management : An Executive Supply chain Guide*. John Wiley & Sons, Singapore; 2012.
5. Sukla M : *SAP Materials Management* .McGraw Hill Education (India) Private Limited; 2012.
6. Bhat S K : *Production and Materials Management*. Himalaya Publishing House Pvt. Ltd, India; 2014.
7. Chaitale A K: *Materials Management in a Supply Chain Perspective: Text and Cases*. PHI, New Delhi; 2014.

OM 3403: Logistics and Supply Chain Management (4 credits)

The objective of this course is to develop the understanding of various components of integrated supply chain. The learning is focused on developing the supply chain to suit not only the domestic operations but also the global operations.

Course Contents:

The Foundation of Supply Chain Management, Overview and Evolution of Supply Chain Management; Supply Chain Concepts and Models; Strategic Fit Concept of SCM; SCM- An Organization Spanning Activity; SCM as a Tool to Gain Competitive Advantage, Key Processes of Supply Chain Management-Supply Chain Planning; Purchasing in Supply Chain; Supply Chain Network Design & Manufacturing; Inventory and Warehousing in SCM; Supply Chain Transportation Decisions. SCM Enablers-Tools and Techniques of Information

& Communication Technology (ICT) in Supply Chain; Supply Chain Forecasting; Buyer-Supplier Partnership; Customer Relationship Issues in SCM, SCM Administration-Supply Chain Cost Analysis & Pricing; Supply Chain Risk Management; Supply Chain Performance Measurement, Contemporary Issues in SCM, Introduction to Logistics Management, Logistical Operations Integration, Integrated Logistics, Operating Objectives, Barriers to internal integration, Logistical Performance Cycle, Customer Service & Value added services in Logistics, Global Logistics & Risk Management, Storage functionality and Principles. Material Handling, Packaging, Reverse Logistics, Logistics Administration, Recent developments.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Chopra Sunil & Meindell P: *Supply Chain Management*. Pearson Education, New Delhi; 2013.
2. Shah J: *Supply Chain Management*. Pearson Education, New Delhi; 2014.
3. Ballou R.H: *Business Logistics / SCM*. Pearson Education, New Delhi; 2014.
4. David Simchi-Levi : *Designing and Managing the Supply Chain: Concepts, Strategies, and Test Studies*. McGraw Hill Education (India) Private Limited; 2014.
5. Altekarr : *Supply Chain Management-Concept and Cases*. PHI, New Delhi; 2013.
6. Srinivasan G: *Quantitative Models in Operations and Supply Chain Management*. PHI, New Delhi; 2013.
7. Bowersox D: *Supply Chain Logistics Management*. McGraw Hill Education (India) Private Limited; 2012.

OM 3404: Total Quality Management (3 credits)

The key objective of this course is to acquaint the students with the conceptualization of Total Quality (TQ) from design assurance to processes assurance to service assurance. Additional objective is to give focus on Quality Management Systems (QMS) like ISO-9001. The course would also aim to closely link management of quality with that of reliability and maintainability for total product assurance. The dimensions of quality in services in the contemporary environment are also to be emphasized.

Course Contents:

Concept of Total Quality and its evolution, Components of a Total Quality Loop., Models and Frameworks for Total Quality Management, Performance Measurement Framework, Benchmarking, Process Management, Process Redesign/ Engineering, Quality of Design; Taguchi's Loss Function, Quality of Purchasing; Supplier qualification, Critical-to-Quality Characteristics: Attributes and Variables, Theory of Acceptance Sampling, Statistical

Process Control, Process Capability Studies, Concept of Six Sigma, Organisation of Quality improvement efforts, Quality improvement tools, Quality Function Deployment (QFD), TPM, FMEA/FTA, Quality Costs and Audit, Lead Assessment, Marketing aspects of TQ, Total Quality of Services, Total Quality and Environment and Safety: Introduction to relevant standards, Implementing TQM, Recent development in TQM.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Besterfield, D. H., Besterfield-Michna, C., Besterfield, G. H., & Besterfield-Sacre, M: *Total Quality Management*. Pearson Education, New Delhi; 2013.
2. De Feo, J. A., & Barnard, W. W: *Juran's institute: six sigma breakthrough and beyond: Quality performance breakthrough methods*. McGraw Hill Education (India) Private Limited; 2012.
3. Evans J R: *Management and Control of Quality*. Cengage Learning India Pvt Ltd, New Delhi; 2013.
4. Fryman M: *Quality Management: A Process Improvement Approach*. Delmar; 2013
5. Charantimath P: *Total Quality Management*. Pearson Education, New Delhi; 2011.
6. Suganthi L, Anand A: *Total Quality Management*. PHI, New Delhi; 2012.
7. Mukharjee P N: *Total Quality Management*; PHI, New Delhi; 2010.
8. Janakiraman B, Gopal R K: *Total Quality Management-Text and Cases*. PHI, New Delhi; 2012.

OM 3405: Decision Models and Optimization (3 credits)

The objective of the course is to introduce advanced Operations Research tools for modeling and optimization of complex systems. These methods provide a holistic approach towards decision making. Students would be able to use the models and solution methods in different functional areas of management.

Course Contents:

Integer Programming, Goal Programming, Dynamic Programming, Applied Queuing Models, Simulation Modeling, Forecasting Models, Specific Inventory Models under uncertainty, Linear Programming-Sensitivity Analysis, Large scale linear programming, discrete optimization models, Network models and Optimization, Non-Linear Programming, Analytical Hierarchy Process, Yield Management and Revenue Optimization, Recent Developments.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Bertsimas, D., & Freund, R. M: *Data models and decisions: The fundamentals of management science*. Dynamic Ideas USA; 2004.
2. Taha H. A: *Operations Research an Introduction*. Pearson Education, New Delhi; 2014.
3. Srinivasan G: *Quantitative Models in Operations and Supply Chain Management*. PHI, New Delhi; 2013.
4. Rajagopal: *Operations Research*. Prentice Hall of India Pvt. Ltd., New Delhi; 2013.
5. Pai : *Operations Research*. OXFORD UNIVERSITY PRESS, New Delhi; 2014.
6. Sharma J.K: *Operations Research* .PHI, New Delhi; 2014.
7. Bertsimas, D., & Tsitsiklis, J. N: *Linear Optimization*. Athena Scientific; 2010.
8. Powel, S. G., & Baker, K. R : *Management Science: The art of modeling with spreadsheets*. Wiley US; 2009.

OM 3406: Business Process Reengineering (3 credits)

Business Process Reengineering (BPR) is a systematic approach to helping an organization analyze and improve its processes. All systems are designed, developed and engineered to support business processes. Therefore, an understanding of the business processes is crucial to choosing how to build and manage systems.

Course Contents:

Introduction to Business Processes, Business Process Excellence, Steps for Business Process Reengineering, BPR in Information Technology and Systems, Research Opportunities in Business Process Technology, BPR Implementation Methodology, Semantics of Business Process Models, When Should a Process be Started, Steps to Progress BPR from Project to Program Success Factors in BPR, Decomposing Business Processes, Structured Business Process Specification, Managing Barriers to BPR Success, Software Reengineering, the Process Audit, Functional Information System, Workflow Technology and Human Computer Interaction, Lean Manufacturing and the Environment, Functional Information System, Service Oriented Architecture.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Draheim, D: *Business Process Technology: A Unified View on Business Processes, Workflows & Applications*. Springer Verlag; 2012.
2. H., Michael & C, James :*Reengineering the Corporation: A Manifesto for Business Revolution*. HarperCollins Publishers New York; 2011.
3. C. James :*Reengineering Management: The Mandate for New Leadership*. HarperCollins Publishers New York ; 2014.
4. Darnton, G and Darnton,M: *Business Process Analysis*. Cengage Learning India Pvt Ltd, New Delhi; 2014.
5. Radhakrishnan R. and Balasubramanian S: *Business Process Reengineering-Text and Cases*. PHI, New Delhi; 2014.
6. Dumas , Marcello, Mendling and Reijers: *Fundamentals of Business Process Management*. Springer; 2014

OM 3407: Enterprise Resource Planning (3 credits)

The objective of the course is to introduce students the concept of enterprise resource planning, enterprise system applications, strategic resource allocation process, involving transactions, interactions and relationships among data and people with global, complex business organizations.

Course Contents:

Introduction to ERP, Overview and Evolution of ERP-II through MRP, MRP-II & ERP; Opportunities and Problems of ERP; Conceptual Model of ERP; ERP and the Competitive Advantage, Concept of Business Process; Emergence of Reengineering Concept; Identification of Re-engineering Needs; Preparing and Conducting Business Process Reengineering, ERP Implementation Lifecycle; Implementation Methodology; Pre & Post ERP Implementation Issues, Introduction to Basic Modules of ERP System: HRD - Personnel Management; Training and Development; Skill Inventory; Material Planning and Control - Inventory; Forecasting; Manufacturing – Production Planning; Production Scheduling; Production Control; Sales and Distribution; Finance; Resource Management in global scenario; Add-on Modules – SCM, CRM, TMS etc. The ERP Market-Issue of Standard Vs. Customized ERP Solution; ERP Packages at; A Comparative Assessment and Selection of ERP Packages and Modules. Recent trends in ERP.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Leon Alexis :*ERP Demystified* .McGraw Hill Education (India) Private Limited; 2010.
2. Garg V.K. & Venkitakrishnan N K: *Enterprise Resource Planning – Concepts and Practice*. PHI, New Delhi; 2011.
3. Altekarr R: *Enterprise Resource Planning, Theory and Practice*. PHI, New Delhi; 2012.
4. Monk, E. & Wagner, B :*Concepts in Enterprise Resource Planning* .Cengage Learning India Pvt Ltd, New Delhi; 2012.
5. Olson, D.L: *Managerial Issues of Enterprise Resource Planning Systems*. McGraw Hill Education (India) Private Limited; 2010.
6. Sandoe, K., Corbitt, G. & Boykin, R: *Enterprise Integration*. John Wiley & Sons, Singapore; 2012.

OM 3408: Management of Technology and Innovation (3 credits)

This course intends to introduce the innovation process and its management; to provide insights into the process to be followed in order to manage technological change; to explore the effects of technology on the work force and the quality of work life. Technology and innovation are value drivers and that management decisions should be anchored in the fundamental objective of the creating competitive advantage.

Course Contents:

Technology: Definition and Characteristics, Management of Technology, Two contemporary perspectives in Management, Key concepts, Technological Environment, Process of Technologies Change, Process of Technologies Change, Technology and Competition, Process Innovation, Value chains and Organization, Technology Intelligence, Technology Strategy, Appropriation of Technology, Organizing for Innovation, Recent developments.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Burgelman R. A., Christensen C. M., & Wheelwright S. C: *Strategic Management of Technology and Innovation*. McGraw Hill Education (India) Private Limited; 2012.
2. Steele, L.W: *Managing technology- The Strategic View*. McGraw Hill Education (India) Private Limited; 2012.
3. Porter M.E: *Competitive Advantage* .Free Press, Washington; 2013.
4. Afuah A: *Innovation Management*. OXFORD UNIVERSITY PRESS, New Delhi; 2011.
5. Phillips N :*The Oxford Handbook of Innovation Management*. OXFORD UNIVERSITY PRESS, New Delhi; 2013.
6. Khalil :*Management of Technology*. McGraw Hill Education (India) Private Limited; 2009.

OM 3409: Maintenance Management

(3 credits)

This course intends to develop familiarity with the role of maintenance management for competitive advantage, structuring the maintenance function, preventive, predictive and productive maintenance strategies and policies for managing operation, productivity, quality and growth.

Course Contents:

Asset Management, Failures: Their Consequences, Role of Maintenance in Failures, Maintenance: An overview, Maintenance: An Important Tool of Planned Productivity, The Extended role of Maintenance. Maintenance objectives and Functions, Maintenance Organization, Maintenance Systems, Design Of Maintenance Systems, Total Planned Maintenance System & Documentation, Calibration and Quality-Calibration System, Maintenance Quality, Maintenance Training, Incentives and Safety Management, Computers in Maintenance and Maintenance Budget-Computer Systems, Areas of Computer Application, Maintenance Budget, Energy Saving Through Planned Maintenance-Energy Saving, Cleaning & Cycling Replacement, Economizing on Light, Facility Investment Decision(FID) and Life Cycle Costing, Evaluation of Maintenance Management.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Terry W: *Computerized Maintenance Management Systems*. Industrial Press New York; 2011.
2. Corder, A. A :*Maintenance management Techniques*. McGraw Hill Education (India) Private Limited; 2012.
3. Higgins, L.R. and Morrow, L.C: *Maintenance Engineering Handbook*. McGraw Hill Education (India) Private Limited; 2013.
4. Terry W :*Computerized Maintenance Management Systems*. Industrial Press New York; 2011.
5. Mann, L., Jr: *Maintenance Management, Health and Company*.Lexington D.C., UK; 2013.

IT 3501: Database Management System

(4 credits)

The content will introduce the students with the concepts of Database Management Systems, applications of systems designed to manage the data resources of organizations. It provides the students an opportunity to study the hands-on implementation of a database in corporate environment. The SQL server software will be used to discuss the DBMS.

Course Contents:

The concept of Database Management System-Data Processing Concepts; Data Structures; File Processing and Access Methods; Taxonomy of Data Management Systems; Various Data Base Management Models; Evaluation of Commercially Available Software, Systems with Managerial Emphasis on Tradeoffs among Cost, Capacity and Responsiveness. Functions of Transaction Processes and Their Communications Interface with Database Management Systems; Distributed Data Processing Systems and a Need for Database Environment for Such a System; Normalization and Logical Design. Physical Database Structures; Structured Query Language; Relational Database Management Systems for Successful Implementation of Distributed Systems; Distributed Database Systems; On-line Data Bases; Object-oriented Data Bases. DBMS Administration, Managerial Issues Related to DBMS; Evaluation Criteria; Performance Analysis; Recovery, Issues; Re-organization Problems; Implementation and Maintenance Issues. Cloud Computing.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Coad, Peter & Edward Y :*Object Oriented Analysis*. Englewood Cliffs; 2012.
2. Kroenke, David M :*Database Processing: Fundamental Design Implementation*. MacMillan Press; 2014
3. McFaden, Fred R. & Hoffer J.A: *Database Management*. Benjamin/Cummings Pub. Co; 2014.
4. Hansen & Hansen: *Database Management*. PHI, New Delhi; 2014.
5. Korth :*Database Management*. McGraw Hill Education (India) Private Limited; 2014.

IT 3502: Business Intelligence and Data Mining (4 credits)

The course will provide a theoretical and practical understanding of core data mining concepts and techniques; and to provide with hands-on experience in applying these techniques to practical real-world business problems using commercial data mining software.

Course Contents:

Introduction to Data Mining-Overview, goals of data mining, Myths about data mining, The Data Mining process, Data Extraction and Manipulation-the Relational Data Model and Relational DBMS, Enterprise Reporting, Relational Algebra, SQL: The Relational Query Language, OLAP and Multidimensional Data Analysis-Data warehouse and Multidimensional Databases, Data Quality, Summarization and Data Cubes, OLAP Tools and Pivot Tables. Data Exploration and Dimension Reduction-Data Summarization and Visualization, Association & Market-Based Analysis, Frequent Item set and Association Rule Mining, Sequential patterns. Classification and Predictive Modeling-Decision Tree induction, Model Evaluation and Interpretation, Predictive Modeling Using Neural Networks, Introduction to Neural Networks, Neural Networks vs. Regression, Using XL Miner for Association Rule Mining, Finding clusters with XL Miner, Using XL Miner to build decision trees.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Ali ABM Shawkat and WasimiSaleh A: *Data Mining; Method and Technique* .CengageLearning, New Delhi; 2014.
2. L. T., Moss, S. Atre, A. Wesley: *Business Intelligence Roadmap: The Complete Project Lifecycle for Decision-Support Applications*.Information, Technology Series; 2014.
3. Ralph Hughes :*Agile Data Warehousing; Delivering World-Class Business Intelligence Systems Using Scrum and XP*. CengageLearning, New Delhi; 2013.
4. S. Rizzi& M. Golfarelli: *Data Warehouse Design; Modern Principles and Methodologies*. McGraw Hill Education (India) Private Limited; 2014.

IT 3503: Software Project Management

(4 credits)

The aim of this paper is to acquaint the students of MBA Program specializing in Information technology with various aspects of Software Project Management.

Course Contents:

Fundamentals of Software Project Management (SPM), Need Identification. Vision and Scope Document, Project Management Cycle, SPM Objectives, Management Spectrum SPM Framework, Software Project Planning-Steps in Project Planning, Software Project Planning, Planning Objectives, Types of Project Plans, Projection and Estimation, Software Project Management Plan, Creating the Work Breakdown Structure. Identifying the Tasks and Activities, Estimating Duration and Cost, Manpower Planning, Project Quality Planning, Software Development Process, Assigning Resources, Choosing an Organizational Form Software Architecture, Management Strategies and Techniques, Project Scheduling-Activity Sequencing, Network Diagram, Schedule Development. Schedule Compression Techniques. Software Project Scheduling Tools, Project Monitoring and Control-Software Metrics, Software Testing, Software Quality Assurance, Software, Configuration Management, Measure Productivity, Taking corrective Actions, Senior Management Review Meetings, Projects Audit and Review, Project Risk-Risk Assessment, Risk analysis- Qualitative and Quantitative, Prioritization of Risks Risk Response Planning Monitoring the Risk.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. R. T. Futrell, D. F. Shafer, & L. I. Shafer: *Quality Software Project Management*. Pearson Education, New Delhi; 2013.
2. P. Jalote: *Software Project Management in Practice*. Pearson Education, New Delhi; 2014.
3. R. B. Kelsey: *Software Project Management: Measures for Improving Performance*. Management Concepts Pub; 2013.
4. G. P. Sudhakar: *Elements of Software Project management*. PHI, New Delhi; 2012.

IT 3504: e-Governance

(3 credits)

The present course aims to develop an understanding of the importance of IT (Information Technology) in bringing about developments in the affairs of public life. It intends to develop an awareness of the e-governance technology, being used for delivering public services and the issues concerning the Cyber security.

Course Contents:

Introduction-Overview of e-Government and e-Governance, Stages of e-Governance, National E-Governance Plan (NeGP), Mission Mode Projects and their implementation status, e-Governance Systems- e-Governance Systems Development Practices, Business Process Reengineering in Government, e-Governance success stories and implementation challenges, e-Governance Practices- e-Governance Project Management Practices, Models of e-Governance Projects, Security threats and Cyber Forensics, Cyber Security-Symmetric and Asymmetric cryptography (including Credit Card/Electronic data capture), Establishing security norms in cyberspace [ISO 270001], Cyber security and cyber audit implications for e-governance. Change Management Issues, IT Act 2000 and the related cases in India, Recent developments.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Gupta, M.P: *Promise of e-Governance*. McGraw Hill Education (India) Private Limited; 2012.
2. Bhattacharya J :*Technology in Government*. GIFT Publishing; 2013.
3. B. A. Forouzan :*Cryptography And Network Security*. McGraw Hill Education (India) Private Limited; 2014.
4. Gupta, M.P., Kumar P., & Bhattacharya, J: *Government Online*. McGraw Hill Education (India) Private Limited; 2014.
5. H. Richard: *Implementing and Managing e-Government*. Sage Publications; 2014.

IT 3505: Digital Inclusion for Development

(3 credits)

The aim of this paper is to acquaint the students of MBA program specializing in Information Technology with digital inclusion projects in developing countries and, in particular focuses on processes of institutionalization of such projects.

Course Contents:

Introduction-Meaning of Digital Inclusion, Bridging the Digital Divide, Connecting People in Rural Communities, Means of digital inclusion-Rural Kiosks in India, Models of Community e-Centers for the Poor, Conducive Environment for Promoting Community e-centers, Digital Inclusion: Public Private Partnership.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. S. Krishna and S. Madon: *The Digital Challenge*. Ashgate Publishing Ltd; 2011.
2. C. Avegeron :*Information Systems and global Diversity*. OXFORD UNIVERSITY PRESS, New Delhi; 2013.
3. M. Castells :*End of Millennium*. Blackwell, Publishing; 2012.
4. O. Manzer :*Digital Inclusion for Development: South Asia's Best e-contents*. Digital Empowerment foundation; 2013.

IT 3506: Information Security and Cyber Laws in Business

(3 credits)

This course will assist students in their career preparation as information system security managers.

Course Contents:

Introduction to Information Security, Basics of Information Technology, Basics of Indian Legal System, Overview of IT Law, Cyber Law in India, I.T Act, 2000 - Introduction and its application, Relevant amendments in all other law, Constitutional protection under Cyber law, Freedom of speech and expression, Human Rights violations, Revisiting industrial and Labour Laws, E-Media and Print Media, e-Contract- The Law of Contract, Construction of Electronic contracts, Issues of security, Employment Contracts, Consultant Agreements, and Digital Signature, Cyber Crimes & Intermediaries-Crime : Meaning & Concept, Rights and liability-Civil, Criminal and tortuous, Offences- concept and Legal parameters, under I.T Law, Offences-detection and investigation, Offences and punishments-global scenario, Rights & liabilities of Intermediaries, Overlapping between IPC & ITA, IPR regime and Cyber Laws- Understanding Copy right in information, Technology, Legal issues in Internet and Software Copy right, Patents ,Trade Marks & Data Base, Jurisdiction & Future Perspective of Cyber Law-Concept of Jurisdiction, Indian context of Jurisdiction, Information Technology Amendment Bill, 2006, Information Technology Rules.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Raheja R. & Ahmed S. S: *A handbook on Information technology; Cyber law & E-Commerce*. Capital Law House; 2012.
2. Rodney D Ryder :*Business Process Outsourcing, Data Protection and Information Security*. Wadhwa& Co; 2013.
3. Ranabir Singh & Ghana SyamSingh :*Cyber Space & The Law Issues & Challenges*. Nalsar University; 2012.

IT 3507: Artificial Intelligence for Business Applications

(3 credits)

The course intends to introduce the concept of Artificial Intelligence to the students of MBA program specializing in Information Technology with the application of artificial intelligence in business.

Course Contents:

Introduction to Artificial Intelligence, the concept and necessity, timing when will Computers become truly intelligent, working of Artificial Intelligence, users of artificial Intelligence, Basics of Artificial Intelligent. Components of AI, Importance of AI Emergence in Business. Expert system (ES)-Early Expert System. Expert System as a Source of Knowledge. Structure of an Expert System. Development Interface. Explanation Facilities and Justifications. Development of an Expert System. Implementation of an ES. Testing an ES System. Modes and Applications of Expert Systems Benefits and Limitations of an ES Natural language processing (NLP)-Definition, Goals and Brief History of NLP. Levels of NLP. Approaches to NLP. NLP Applications Robotics-Brief History of Robotics. Basic Understanding of Robotics. Application of Robotics in Business and Industry. Neural network-Definition and Basic Concept of Neural Network. Properties of a Single Neuron. Synaptic Integration and Neuron Models. Essential Vector Operations. Early Networked Models: Perception. Representation of Information Application of Neural Network in Business and Commerce Application of AIIN Management and Finance-Artificial Intelligence in Investment Management. Portfolio Selection System Issues. Knowledge representation and Inference. Handling Investment Uncertainties. Knowledge Acquisition, Integration, and Maintenance .Integrating Knowledge with Portfolio Optimization. Integrating Knowledge with Database. Genetic algorithm-What is Genetic Algorithm? A simple Genetic Algorithm. Advantages and Limitations of Genetic Algorithm. Applications of Genetic Algorithm.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. Derek and K. M. Hussain: *Artificial Intelligence and Business Management*. Ablex Publishing Corporation; 2012.
2. Joel G. Siegel and Jae K. Shim :*The Artificial Intelligence Handbook: Business Applications in Accounting, Banking, Finance, Management, Marketing*. Thomson/South -Western; 2014.
3. Stuart J. Russell and Peter Norvig :*Artificial Intelligence: A Modern Approach*. PHI, New Delhi; 2011.
4. James A. Anderson: *An Introduction to Neural Networks*. Massachusetts Institute of Technology; 2010.
5. Robert R. Trippi and Jae K. Lee :*Artificial Intelligence in Finance and Investing-State of the Art Technologies for Security Selection and Portfolio Management*. Irwin Professional Book Team; 2014.

IT 3508: e- Business
(3 credits)

The course on e-Business is designed to being the management graduates in terms with the rising emergence of Information and Communication Technology (ICT) in almost all aspects of business and trade transactions.

Course Contents:

Introduction to the Basic Concepts-Internet, Intranet, Extranet, Definition, Goals of e-Business, Difference between e-Commerce and e- Business, Models of e- Business, Advantages and Limitations of e-Business over traditional business setup, Banking Transactions-Inter Banking, Intra Banking, Electronic Payments, (Payment – Gateway Example),Securities in e-banking (SSL, Digital Signatures – Examples), Services Provided: ATM, Smart Card, ECS (Electronic Clearing System), Telephone, Electricity Bills, Web Based Business Models- e-Commerce, B2B Model, B2B Tools, B2C Model, EDI, Electronic Payment and Security Systems-Basic Requirements for safe e-Transactions, Electronic Market/e-Shops, Introduction to Network Security, Types of Security, Firewalls Contemporary Issues in E-Business and Cases.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. MilindOka :*e – Commerce*. Everest Publishing House; 2011.
2. C.V.S. Murty :*e– Commerce*. Himalaya Publishing House; 2013.
3. Joshph :*e-Commerce-An Indian Perspective*. PHI, New Delhi: 2013.
4. Samantha Shurely :*e-Business with Net-Commerce*; PHI, New Delhi: 2014.

IT 3509: Information Systems Analysis and Design (3 credits)

This course is for the students of MBA program, who are specializing in Information Technology. It aims at acquainting these students with tools techniques of planning, analyzing, designing, implementing and maintaining Information system.

Course Contents:

Information and Management, Systems Concepts, Systems Planning, Information Workers and Systems Analyst. Accessing the Requirements. Information System Building Blocks- Data Building Block, Process Building Block, and Interface Building Block The Process of Systems Development- The Capability Maturity Model and Underlying Principles for Systems Development. A System Development Methodology – Project Identification, Project Phases, and Cross Life Activities. Alternative Routes and Methods- Model Driven Route, Rapid Application Development Route, Commercial Off-the Shelf Package Route, Hybrid Approaches, and The maintenance and Reengineering Route. Automated Tools and Technology- CASE (Computer Aided System Engineering) and Application Development Environment. Systems Analysis, System Design, System Implementation, System Support and Security.

Note: 40% of the total weight in the Course will be devoted to Case Studies.

Suggested Readings:

1. V. Rajaraman: *Analysis and Design of Information System*. PHI, New Delhi; 2013.
2. Arthur M. Langer : *Analysis and Design of Information Systems*. Springer; 2011.
3. G. B. Shelly, H. J. Rosenblatt : *System Analysis and Design*. Cengage Learning India Pvt Ltd, New Delhi; 2014.
4. J. B. Dixit and Raj Kumar : *Structured System analysis and Design*. Laxmi Publications (P) Ltd, New Delhi; 2013.
5. J. L. Whitten, L. D. Bentley & K. C. Dittman : *Systems Analysis and Design Methods*. McGraw Hill Education (India) Private Limited; 2013.