

UNIVERSITY OF PUNE
FACULTY OF MANAGEMENT
Master in Business Studies (MBS)
ONE YEAR, 2 SEMESTER PART TIME PROGRAMME
(2 year Part-time PGDBM + 1 year Part-time MBS
Equivalent to 2 year Full Time Master of Business Administration (MBA))

REVISED CURRICULUM w.e.f 2013-2014

1. TITLE OF THE PROGRAMME: MASTER IN BUSINESS STUDIES (MBS) (PART TIME)

2. PREAMBLE:

The revised curriculum for the MBS programme is developed keeping in mind the changes in the practices of the industry, evolution in technology and the expectations of industry, students and faculty members at large.

3. INTRODUCTION:

The Programme comprises of 2 Semesters.

3.1 Credits:

The programme has 10 Full Credit Courses (100 Marks each) - 3 Credits each, i.e. total 30 credits.

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

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

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

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

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

Teaching / learning sessions are to be interpreted in a broader perspective as follows:

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

3.2 Adoption of Credit and Grading System:

As per national and international trends, it is proposed to adopt the Credit and Grading System for the MBS programme.

Salient features of the grading system:

1. Learners are placed in ability bands that represent a range of scores. These ability bands may vary according to the number of categories for the classification of the performance of the learners. This ability range may be designated with alphabetical letters called as GRADE.
2. The system of awarding grades would provide a more realistic picture of learner's ability than the prevailing marking system.
3. Grading is a far more satisfactory method than the numerical marking system as it reflects an individual learner's performance in the form of a certain level of achievement.
4. The Grading system ensures natural classification in qualitative terms rather than quantitative terms since it expresses a range /band of scores to which a learner belongs such as O,A,B,C,D,E & F

5. The award of grades provides a permanent record of the learner's growth and development that might be helpful for institutions of higher education for allocating seats for prospective employers.
6. Grading does not require making fine distinctions in performance when no such distinctions actually exist.
7. It is based on a realistic concept of 'errors of measurement'.
8. Grades are relatively free from extraneous factors like difficulty of the examination, examiner bias, nature of the subject being examined, etc.
9. Grades can be interpreted easily and directly and can be used to prepare an accurate 'profile' of a learner'

Basics of Credit and Grading System:

Grading, is a method of reporting the result of a learner's performance subsequent to his evaluation. It involves a set of alphabets which are clearly defined and designated and uniformly understood by all the stake holders. A properly introduced grading system not only provides for a comparison of the learners' performance but it also indicates the quality of performance with respect to the amount of efforts put in and the amount of knowledge acquired at the end of the course by the learners.

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

3.3 Session Duration:

Each teaching-learning, evaluation session shall be of 60 minutes. There shall be 18 hrs teaching per week.

4. ELIGIBILITY:

A student seeking admission to this course must have passed Two Years' Post Graduate Diploma in Business Management (Part Time) of any statutory University.

5. EXAMINATION:

Pattern of Examination: The evaluation scheme comprises of:

- a) University Evaluation (50 Marks)
- b) Concurrent Evaluation (50 Marks)

5.1 University Evaluation:

There shall be University evaluation for each full credit course as per the time table announced by the University. There shall be a Written Examination (subjective – concept plus case study / application oriented type) for 50 marks by the University for each Full Credit Course.

5.1.2 Instructions to External Paper Setters / Chairman / Examiners:

For University evaluation (Written Examination – subjective type of 50 marks) of each full credit course the question pattern shall be as follows:

Question Paper Pattern:-

- 1) There shall be five questions each of 10 marks.
- 2) All questions shall be compulsory with internal choice within the questions.
- 3) A Question may be subdivided into sub-questions a, b, c... and the allocation of marks depend on the weightage of the topic.

Questions shall be set to assess knowledge acquired, standard application of knowledge, application of knowledge in new situations, critical evaluation of knowledge and the ability to synthesize knowledge. The questions paper setter shall ensure that questions covering all skills are set. He/She shall also submit a detailed scheme of evaluation along with the question paper.

The duration of written examination shall be 2 hours. Students shall be provided a single answer sheet of 16 pages. They must ensure that their responses fit within the provided answer sheet. Additional supplements shall not be provided.

5.2 Concurrent Evaluation

There shall be Concurrent evaluation for 50 marks for each full credit course. As a part of concurrent evaluation the students shall be *evaluated on a continuous basis* by the Institute to ensure that student learning takes place in a graded manner.

Suggested components for Concurrent Evaluation (CE) are:

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

Performance of the students in each component of the Concurrent Evaluation shall be communicated immediately to the students by the Institute by displaying them on the Institute's Notice Board/Website.

Detailed record of the Concurrent Evaluation shall be maintained by the Institute. The same shall be made available to the University, on demand.

Marks for the concurrent evaluation must be communicated by the Institute to the University before the commencement of relevant Semester end University Evaluation.

5.3 Standard of Passing:

Every candidate must secure atleast Grade E in Concurrent Evaluation as well as University Examination as separate heads of passing for each course.

Degree Requirements:

- a) **Earned Credits:** The degree requirements for the MBS programme is completion of 30 earned credits.
- b) **Final Grade Point Requirement:** A student must obtain the Final Grade Point of a minimum of 00.50 to be eligible for award of the MBS degree.

5.3.1 Conversion of Marks to Grade Points & Grades: The marks shall be converted to grade points and grades using Table I below.

Table I: Points Grading System

Sr. No.	Marks	Grade	Grade Point
1	100 – 75	O – Outstanding	06
2	74 – 65	A – Very Good	05
3	64 -55	B – Good	04
4	54 – 50	C – Average	03
5	49 – 45	D – Satisfactory	02
6	44 – 40	E – Pass	01
7	39 - 0	F – Fail	00

The description of the final grades shall be as follows:

O: Outstanding (Excellent Analysis of the topic - 75% and above)

Accurate knowledge of the primary material, wide range of reading, logical development of ideas, originality in approaching the subject. Neat and systematic organization of content, elegant and lucid style.

A: Very Good (Excellent Analysis of the topic - 65 to 74 %)

Accurate knowledge of the primary material, acquaintance with seminal publications, logical development of ideas. Neat and systematic organization of content, effective and clear expression.

B : Good (Good Analysis and treatment of the topic - 55 to 64 %)

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

C : Average (Some important points covered – 50 to 54%)

Basic knowledge of the primary material, logical development of ideas. Neat and systematic organization of content, good language or clear expression.

D: Satisfactory (Some points discussed – 45 to 49%)

Basic knowledge of the primary material, some organization of content, acceptable language or expression.

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

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

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

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

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

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

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

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

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

Cumulative Grade Point Average (CGPA) for the Entire Course -

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

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

IMPORTANT NOTE:

If a student secures F grade in either or both of Concurrent Evaluation or University Evaluation for a particular course his /her credits earned for that course shall be ZERO.

5.4 Scaling Down of Concurrent Evaluation Scores: The marks obtained by the student for the Concurrent Evaluation components conducted by the Institute, in the Full Credit Courses, in Sem I and Sem II, shall be scaled down, to the required extent, if such percentage of marks are more than 25% of the marks scored in the University Examination for the respective course.

5.5 Attendance:

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

Since the emphasis is on continuous learning and concurrent evaluation, it is expected that the students study all round the semester.

5.6 ATKT Rules:

A student shall earn the credits for a given course in maximum four attempts. Maximum Duration for completion of the Programme: The candidates shall complete the MBS Programme within 4 years from the date of admission, by earning the requisite credits.

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

5.7.1 Final Grades: After calculating the SGPA for an individual semester and the CGPA for entire programme, the value shall be matched with the grade in the Final Grade Points Table (as per Table II) and expressed as a single designated GRADE such as O, A, B, C,D,E,F.

Table II: Final Grade Points

Sr. No.	Grade Points	Grade
1	05.00 to 6.00	O - Outstanding
2	04.50 to 04.99	A – Very Good
3	03.50 to 04.49	B – Good
4	02.50 to 03.49	C – Average
5	01.50 to 02.49	D – Satisfactory
6	00.50 to 01.49	E – Pass
7	00.00 to 00.49	F – Fail

A student who secures grade E or above in a course is said to have completed /earned the credits assigned to the course. A student who has completed the minimum 30 credits required for the MBS programme shall be declared to have completed the programme.

NOTE:

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

- a) Grades for concurrent and university evaluation, separately, for all courses offered by the student during the entire programme along with the grade for the total score.
- b) SGPA for each semester.
- c) CGPA for final semester.
- d) Total Marks Scored out of Maximum Marks for the entire programme, with break-up of Marks Scored in Concurrent Evaluation and University Evaluation.

- e) Marks scored shall not be recorded on the Grade Card for intermediate semesters.
- f) The grade card shall also show the 7 point scale and the formula to convert GPI, SGPA, and/or CGPA to percent marks.
- g) The final GPA shall not be printed unless the student earns the minimum 30 credits required for earning the MBS Degree.
- h) B Grade is equivalent to atleast 55% marks.
- i) If the GPA is higher than the indicated upper limit in the three decimal digit, then the student may be awarded higher final grade e.g. a student getting a GPA of 4.492 may be awarded grade A.

5.8 External Students:

There is no provision of external students.

5.9 Verification / Revaluation:

Students can avail the verification / revaluation facility as per the prevailing policy, guidelines and norms of the University of Pune.

6. Structure of the Programme:

The programme has 10 Full Credit Courses (100 Marks each) with 3 Credits each. Each semester has 5 full credit courses.

Full Credit Courses:

Semester	Full Credit Courses (100 Marks)
I	5
II	5
Total	10

Break Up of Courses:

Semester	Core Courses (A)	Specialization Courses (B)	Total Full Credits (100 Marks) (C = A + B)
I	2	3	5
II	2	3	5
Total	4	6	10

Specializations (Electives Offered):

1. Marketing Management (MKT)
2. Financial Management (FIN)
3. Information Technology Management (IT)
4. Operations Management (OPE)
5. Human Resources Management (HR)
6. International Business Management (IB)
7. Supply Chain Management (SCM)
8. Rural & Agribusiness Management (RABM)
9. Family Business Management (FBM)
10. Technology Management (TM)

6.1 Programme Structure for Master in Business Studies (MBS)

SEMESTER I:

Course Code	Course	Concurrent Evaluation	University Evaluation	Total Marks	Credit	No of Credits
101	Strategic Management	50	50	100	Full	3
102	Enterprise Performance Management	50	50	100	Full	3
103	Specialization I	50	50	100	Full	3
104	Specialization II	50	50	100	Full	3
105	Specialization III	50	50	100	Full	3
		250	250	500		15

SEMESTER II:

Course Code	Course	Concurrent Evaluation	University Evaluation	Total Marks	Credit	No of Credits
201	Managing for Sustainability	50	50	100	Full	3
202	Startup and New Venture Management	50	50	100	Full	3
203	Specialization IV	50	50	100	Full	3
204	Specialization V	50	50	100	Full	3
205	Specialization VI	50	50	100	Full	3
		250	250	250		15

Elective Courses (Specialization Courses)

Marketing Management (MKT) Specialization		
Semester I		
103 MKT	Specialization I	Services Marketing
104 MKT	Specialization II	Sales and Distribution Management
105 MKT	Specialization III	Product Management
Semester II		
203 MKT	Specialization IV	International Marketing
204 MKT	Specialization V	Customer Relationship Management
205 MKT	Specialization VI	Retail Marketing

Financial Management (FIN) Specialization		
Semester I		
103 FIN	Specialization I	Indirect Taxation
104 FIN	Specialization II	Strategic Cost Management
105 FIN	Specialization III	Income Tax - Part I
Semester II		
203 FIN	Specialization IV	International Finance
204 FIN	Specialization V	Income Tax - Part II
205 FIN	Specialization VI	Financial risk management

Information Technology Management (IT) Specialization		
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Semester I		
103 IT	Specialization I	Software Project Management
104 IT	Specialization II	Enterprise Resource Planning (ERP)
105 IT	Specialization III	RDBMS with Oracle
Semester II		
203 IT	Specialization IV	Software Quality Assurance
204 IT	Specialization V	Information Security and Audit
205 IT	Specialization VI	Data Warehousing and Data Mining

Operations Management (OPE) Specialization		
Semester I		
103 OPE	Specialization I	Operations Strategy
104 OPE	Specialization II	Total Quality Management
105 OPE	Specialization III	Productivity Management
Semester II		
203 OPE	Specialization IV	Toyota Production System
204 OPE	Specialization V	Quality Management Standards
205 OPE	Specialization VI	World Class Manufacturing

Human Resources Management (HR) Specialization		
Semester I		
103 HR	Specialization I	Strategic Human Resource Management
104 HR	Specialization II	Organizational Design and Development
105 HR	Specialization III	HR Audit
Semester II		
203 HR	Specialization IV	Global HR
204 HR	Specialization V	Employee Reward Management
205 HR	Specialization VI	Change Management

International Business Management (IB) Specialization		
Semester I		
103 IB	Specialization I	International Business Environment
104 IB	Specialization II	International Financial Management
105 IB	Specialization III	International Marketing
Semester II		
203 IB	Specialization IV	Global Logistics & Supply Chains
204 IB	Specialization V	Foreign Exchange Management
205 IB	Specialization VI	Global Competitiveness and Strategic Alliances

Supply Chain Management (SCM) Specialization		
Semester I		
103 SCM	Specialization I	Strategic Supply Chain Management
104 SCM	Specialization II	Knowledge Management in Supply Chains
105 SCM	Specialization III	Purchasing & Supplier Relationship Management
Semester II		
203 SCM	Specialization IV	Supply Chain Planning
204 SCM	Specialization V	Supply Chain Coordination
205 SCM	Specialization VI	Supply Chain Performance Measurement

Rural & Agribusiness Management (RABM) Specialization		
Semester I		
103 RABM	Specialization I	Rural Marketing
104 RABM	Specialization II	Agri Supply Chains Management
105 RABM	Specialization III	Commodities Markets
Semester II		
203 RABM	Specialization IV	Special Areas in Rural Marketing
204 RABM	Specialization V	ICT for Agriculture Management
205 RABM	Specialization VI	Millennium Development Goals

Family Business Management (FBM)		
Semester I		
103 FBM	Specialization I	Start up and New venture Management
104 FBM	Specialization II	Project Management
105 FBM	Specialization III	Business Plans
Semester II		
203 FBM	Specialization IV	Intrapreneurship
204 FBM	Specialization V	Managing, Growing and Exiting The New Venture
205 FBM	Specialization VI	Private Equity

Technology Management (TM) Specialization		
Semester I		
103 TM	Specialization I	Systems & Technologies for Knowledge Management
104 TM	Specialization II	Innovation , Product Development and Commercialization
105 TM	Specialization III	Managing Innovation – I
Semester II		
203 TM	Specialization IV	Technology Transfer and Commercialization
204 TM	Specialization V	Technology Use and Assessment
205 TM	Specialization VI	Managing Innovation – II

6.2 Medium of Instruction:

The medium of Instruction & Evaluation shall be English.

7. Equivalence of previous syllabus with the proposed syllabus

The equivalence of the previous syllabus with the proposed syllabus is provided in Annexure I.

8. University Terms

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

9. Course wise detailed syllabus

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

Semester	I	Specialization	NA
Course Code	101	Type	Generic Core
Course Title	Strategic Management		

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Understanding Strategy: Concept of strategy, Corporate, Business and Functional Levels of Strategy</p> <p>1.2 Introduction to Strategic Management: Meaning and Characteristics of strategic management, strategic management Vs operational management</p> <p>1.3 Four Phases in Strategic Management Process: Stakeholders in business and their roles in strategic management</p> <p>1.4 Hierarchy of Strategic Intent: Meaning & attributes of strategic intent, Meaning of Vision, Process of envisioning, Meaning of mission, difference between vision & mission, characteristics of good mission statements, Business definition using Abell's three dimensions, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA)</p> <p>1.5 Analyzing Company's External Environment: Environmental appraisal Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP)</p> <p>Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis</p>	7 + 2
2	<p>2.1 Analyzing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing Company's Resources and Competitive Position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, Core Competence, characteristics of core competencies, Distinctive competitiveness, Benchmarking as a method of comparative analysis</p> <p>2.2 Value Chain Analysis Using Porter's Model: primary & secondary activities</p> <p>2.3 Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging –concentrating, accumulating, complementing, conserving, recovering</p> <p>2.4 Portfolio Analysis: Business Portfolio Analysis - BCG Matrix – GE 9 Cell Model</p>	7 + 2
3	<p>3.1 Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy</p> <p>3.2 Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic</p>	7 + 2

	Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies	
4	<p>4.1 Strategy Implementation: Components of a strategic plan, barriers to implementation of strategy, Mintzberg's 5 Ps – Deliberate & Emergent Strategies, Mc Kinsey's 7s Framework</p> <p>4.2 Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs turbulent environment,</p> <p>4.3 Changing Structures & Processes: Reengineering & strategy implementation – Principles of Reengineering, Six Sigma – Process consisting of defining, measuring, analyzing, improving & establishing steps, Lean Six Sigma (Concepts only)</p> <p>4.4 Corporate Culture: Building Learning organizations, promoting participation through technique of Management by Objectives (MBO), Total Quality Management (TQM)</p> <p>4.5 Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy – Use of Balanced Scorecard for strategy evaluation</p>	7 + 2
5	<p>5.1 Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvas & Value Curves, Four Action framework</p> <p>5.2 Business Models: Meaning & components of business models, new business models for Internet Economy – E-Commerce Business Models and Strategies – Internet Strategies for Traditional Business – Virtual Value Chain</p> <p>5.3 Sustainability & Strategic Management: Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.</p>	7 + 2

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

	<p>Nov/Dec2007, Vol. 83 Issue 2</p> <p>The Five Competitive Forces That Shape Strategy by Porter, Michael E., Harvard Business Review, Jan2008, Vol. 86 Issue 1</p> <p>Strategy & Society: The Link Between Competitive Advantage and Corporate Social Responsibility by Porter, Michael E.; Kramer, Mark R., Harvard Business Review, Dec2006, Vol. 84 Issue 12</p> <p>From Competitive Advantage to Corporate Strategy by Porter, Michael E., McKinsey Quarterly, Spring88, Issue 2</p> <p>Strategy and the Internet by Porter, Michael E., Harvard Business Review, Mar2001, Vol. 79 Issue 3</p> <p>What Is Strategy? by Porter, Michael E., Harvard Business Review, Nov/Dec96, Vol. 74 Issue 6</p> <p>The Strategy Concept I: Five Ps For Strategy by Mintzberg, Henry., California Management Review, Fall1987, Vol. 30 Issue 1</p> <p>The Strategy Concept II: Another Look at Why Organizations Need Strategies by Mintzberg, Henry. , California Management Review, Fall1987, Vol. 30 Issue 1</p> <p>The Pitfalls of Strategic Planning by Mintzberg, Henry., California Management Review, Fall1993, Vol. 36 Issue 1</p> <p>Crafting strategy by Mintzberg, Henry; Hunsicker, J. Quincy. , McKinsey Quarterly, Summer88, Issue 3</p> <p>The GE-McKinsey Nine-box Framework, McKinsey Quarterly, 2008, Issue 4</p> <p>Reliance Telecom: Related or Unrelated Diversification? A Case Study by Sen, Subir., South Asian Journal of Management, Apr-Jun2011, Vol. 18 Issue 2</p> <p>Competing Today While Preparing for Tomorrow by Abell, Derek F., Sloan Management Review, Spring99, Vol. 40 Issue 3</p>
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Semester	I	Specialization	NA
Course Code	102	Type	Generic Core
Course Title	Enterprise Performance Management		

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Performance Management: Concept, Need, Linkages with Strategic Planning, Management Control and Operational Control</p> <p>1.2 Performance Evaluation Parameters: Financial – Responsibility Accounting – Concept of Responsibility Centers, Revenue Centre, Expense Centre - Engineered and Discretionary costs – Committed costs, Profit Centre, Investment Centres. ROI, ROA, MVA, EVA – DuPont analysis. (Numericals Not expected – Interpretation only) Limitations of Financial Measures</p> <p>1.3 Performance Evaluation Parameters: Non-Financial Performance measures</p>	7 + 2

	<p>– Balanced Scorecard, Malcolm Baldrige Framework.</p> <p>1.4 Measuring SBU Level Performance: Concept, Need, Linkages with Enterprise Performance Management – Goal Congruence. Transfer Pricing – Objective, Concept, Methods – Cost based, Market price based & Negotiated, Applicability of Transfer Pricing.</p>	
2	<p>2.1 Capital Expenditure Control: Concept, Need, Process of Capital Budgeting, Types of capital expenditure decisions – pre-sanction, operational and post-sanction control of capital expenditure.</p> <p>2.2 Tools & Techniques of Capital Expenditure Control: Performance Index, Technical Performance Measurement, Post completion audit</p>	7 + 2
3	<p>3.1 Performance Evaluation Parameters for Banks: Customer Base, NPAs, Deposits, RoI, Financial Inclusion, Spread, Credit Appraisal, Investments.</p> <p>3.2 Performance Evaluation Parameters for Retail: ABC analysis, Sell Through Analysis, Multiple Attribute Method, Gross Margin Return on Investment (GMROI), GMROI as Gross Margin/Average Inventory at Cost</p>	7 + 2
4	<p>4.1 Performance Evaluation Parameters for Projects: Project Control Process: Setting base line plan, Measuring progress and performance, comparing plan against action, Taking action, Schedule variance (time overruns), Project Cost Variance (cost overruns)</p> <p>4.2 Performance Evaluation Parameters for Non-Profit: Features of Non-profit organizations, fund accounting, governance, product pricing, strategic planning & budget preparations, social audit.</p>	7 + 2
5	<p>5.1 Audit Function as a Performance Measurement Tool: Financial Audit, Internal Audit, Cost Audit, Management Audit – Principles and Objectives (Audit Reports / Formats are expected to be discussed in the class from a performance measurement perspective).</p>	7 + 2

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

Marketing Management (MKT) Specialization

Semester	I	Specialization	Marketing
Course Code	103MKT	Type	Elective Core
Course Title	Services Marketing		

Course Objectives:

1	To emphasize the significance of services marketing in the global economy.
2	To make the students understand the deeper aspects of successful services marketing.
3	To provide insights to the challenges and opportunities in services marketing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Services marketing : Definition, Significance, Characteristics of Services: Intangibility, Inconsistency, Inseparability and Inventory. Classification of Services. Consumer Behavior in Services: Search, experience and credence attributes, Pre & post experience evaluation, factors influencing customer expectation of service, Moment of truth Extended Marketing Mix for Services: Need for additional three marketing mix elements in Services Financial & economic impact of service	7 + 2
2	Traditional Marketing Mix Elements in Services: Service Product: Customer perception, Customer satisfaction, Tolerance zone, Service quality - ServQual, GAP model and Critical incident model, Concept of loyalty & creation of a loyalty programme, Service recovery, Impact of service failures versus product failures, Nature of complaining behavior—Complaint Resolution, Service Recovery Process. Service Pricing: Costs of service delivery, Customer Profitability Measurement, Revenue management Techniques, Price Discrimination and Segmented Pricing. Service Place: Delivering services through intermediaries & electronic channels. Service Promotion: Integrated service marketing communication, Visual merchandising, Referrals, Challenge of Service communication	7 + 2
3	Service Process: Service design & standards – Process service blue print Demand & capacity management , Quality function deployment (QFD), Standardization (hard / soft measures), Service delivery, self-service technologies	7 + 2
4	People & Physical Evidence: Employees' Role in Service Delivery, Service Culture: Internal Marketing, Service-Profit Chain, Emotional labor Customers' role in service delivery, Customer as a co-producer Physical Evidence: Experience Servicescape elements (to include architectural design), Virtual Servicescape	7 + 2
5	Applications of Service Marketing: Marketing in Tourism, Hospitality, Airlines, Telecom, IT & ITES, Sports & Entertainment, Logistics, Healthcaresectors (Examples/Case studies on these applications are expected)	7 + 2

Learning Resources:

1	Text Books	Services Marketing by Zeithaml, Bitner, Gremler& Pandit, TMGH, 4th Edition Services Marketing by Christopher Lovelock Services Marketing by Rampal & Gupta
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		Services Marketing by Helen Woodruff
2	Reference Books	Services Marketing: Concepts and Practices by Ramneek Kapoor, Justin Paul & Biplab Halder, McGraw Hill Services Marketing by Rajendra Nargundkar, McGraw-Hill, 3 rd Edition
3	Supplementary Reading Material	C H Lovelock, Journal of Marketing Vol. 4 Summer 1983, pages 9-20
4	Websites	www.itsma.com/
5	Journals	The service encounter: diagnosing favorable & unfavorable incidents by Bitner M. J., Booms B. H. & Tetreault M. S., Journal of marketing, Jan 1990, Vol. 54, pp. 71-84. Marketing intangible products & product intangibles by Levitt T., Harvard Business Review, 1981, Vol. 59, pp. 95-102 The services marketing: an approach by Blois K. J., European journal of marketing, Vol. 8, Issue 2, 1974, pp. 137-145 Services marketing is different by Berry L.L., Business, May-June, 1980, pp. 24-30. Putting the Service Profit Chain to Work by Heskett, James L., Jones, Thomas O., Loveman, Gary W., Sasser, W. Earl, and Schelsinger, Leonard A. Harvard Business Review, (March-April 1994) pp. 164-174 The customer as co-producer by Solveig Wikström, European Journal of Marketing, 1996, Vol. 30, Issue 4 Customer contributions & roles in service delivery by Bitner, Faranda, Hubbert & Zeithaml, International Journal of Services and Industrial Marketing, Vol. 8, Issue 3, pp. 193-205 Delivering Quality Service; Balancing Customer Perceptions and Expectations by Zeithaml, Parasuraman & Berry. Free Press, 1990. Service quality models: A review by Sheth, Deshmukh & Vrat IJQRM, 2005, Vol. 22, Issue 9, pp. 913-49

Semester	I	Specialization	Marketing
Course Code	104MKT	Type	Elective Core
Course Title	Sales & Distribution Management		

Course Objectives:	
1	To provide foundations in components of sales and distribution management.
2	To introduce various facets of the job of a sales manager.
3	To focus on decision making aspects and implementation of decisions in sales and distribution management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Sales and Distribution Management: 1.1 Sales Management: Objectives, Nature & Scope, Sales Environment, Sales Planning, Strategic role of sales management 1.2 Marketing Channels: Functions and Significance, Structure - Vertical and Horizontal, Symbiotic, Role of marketing channels in the dynamic market place, Designing the Market Channel system, Channels for Consumer goods, Industrial goods, Inter Dependency of Sales & Distribution 1.3 Managing Marketing Channels: Channel Policies, Choice of the channel, Organizational Pattern in the Channel, Assessing Channel Performance, Causes for Channel Conflict & Techniques to overcome conflict, Channel Information System	8 + 2
2	Organizing the Sales Force:	4 + 2

	2.1 Objectives & Structure of Sales Organization, 2.2 Organizing the Sales Force, Recruitment, selection and training the sales force, 2.3 Field Sales Planning , Compensation and Evaluation of Sales Force	
3	Sales Planning & Control: 3.1 Sales Planning: Sales Forecasting & Budgeting, Sales Quotas and Targets 3.2 Sales Control: Reporting Formats for Primary and Secondary Sales, Monthly Sales Plan, Territory Sales and Coverage Plan, Daily Sales Call Report, Expired Goods and Breakage Return Report, Fortnightly Sales Review Report, Order Booking Report, Monthly and Quarterly Sales Report. 3.3 Sales Audit: Sales Force Productivity Indicators (Value and Volume) – Territory Productivity, Per Person per Month Productivity, Sales to Marketing Expenses Ratio. 3.4 Specialized Techniques in Selling: Tele / Mobile Marketing, Online Marketing, E Commerce	8 + 2
4	Marketing Channels 4.1 Significance and role of channels, C&F Agents, Types of the Wholesalers 4.2 Franchising: Significance and importance of Franchisee in Channel Decision –Advantages of Franchisee –Process of appointment of Franchisee-Franchiser Franchisee relationship. RoI calculation at Dealer Level.	7 + 2
5	Retailing: 5.1 Nature and Importance of Retailing , Types of Retailers, Organized & unorganized Retailing Formats, Retail Merchandising, Retail Decision Location and Size , 5.2 Retailer Promotion: Advertising, Sales Promotion and POP Promotion, Shelf Management, Communicating with the retailer customer, Economic cost of retailing, New Trends in Retailing, Role and Significance of Multi-level Marketing	9 + 2

Learning Resources:		
1	Text Books	Sales and Distribution Management by Havaldar & Cavale, TMGH Sales Management by Still, Cundiff & Govani, Pearson Education
2	Reference Books	Retailing Management by Michael Levy & Barton Weitz, TMGH, 5 th Edition
3	Supplementary Reading Material	Retail Management by Gibson Vedamani , Jaico Books Retailing Management by Swapna Pradhan , TMGH
4	Websites	http://www.franchiseindia.com/ http://www.franchising.com/
5	Journals	How Potential Conflict Drives Channel Structure: Concurrent (Direct and Indirect) Channels by Sa Vinhas, Alberto; Anderson, Erin., Journal of Marketing Research, Nov2005, Vol. 42 Issue 4 Channel Structure and Strategic Choice in Distribution Channels by Wren, Brent M., Journal of Management Research, Aug2007, Vol. 7 Issue 2, Effects Of Sales Force Automation Use On Sales Force Activities And Customer Relationship Management Processes by Moutot, Jean-Michel; Bascoul, Ganaël., Journal of Personal Selling & Sales Management, Spring2008, Vol. 28 Issue 2 Using your sales force to jump-start growth by Hancock, Maryanne; Hatami, Homayoun; Rayan, Sunil. McKinsey Quarterly, 2011, Issue 2 Franchising: An Overview by Windeshausen H. Nicholas; Joyce, Mary L., American Journal of Small Business, Jan77, Vol. 1 Issue 3 Sales Employees Compensation: An Optimal Balance Between Fixed and Variable Pay by Madhani, Pankaj M., Compensation & Benefits Review., Jul/Aug2009, Vol. 41 Issue 4, p44-51.

Semester	I	Specialization	Marketing
Course Code	105MKT	Type	Elective Core
Course Title	Product Management		

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Product Management: Product management as a basis of marketing organization structure. Role of product manager, skills required for product management. Product management in consumer product industry Vs industrial product industry. Overview of product level marketing plans	7 + 2
2	Defining Competitive Set & Category Attractiveness Analysis Levels of Market Competition & Its Product Strategy Implications: product form level, product category level, generic level, budget competition Methods of Determining Competitors: managerial judgment & customer based measures, competitor selection, sources of competitor information – primary & secondary sources Assessing competitors' current objectives & strategies, differential advantage analysis, Predicting competitors' future strategies. Category attractiveness analysis through aggregate market factors & category factors	7 + 2
3	Understanding Consumer Needs & Converting into Products 3.1 Capturing consumer voice , converting it into ideas, concepts & products, Using QFD & Kano diagram for new product development, Selecting product – price performance levels, 3.2 New Product Failure	7 + 2
4	Developing Product Strategy: 4.1 Elements of a product strategy, setting objectives, selection of strategic alternatives – increasing sales, market share, profitability 4.2 Packaging & Labeling design 4.3 Positioning: Choice of customer targets, competitor targets & core strategy – cost/price, non-price strategies 4.4 Product strategy over the life cycle – strategies for introduction, growth, maturity & decline stages	7 + 2
5	Financial Analysis & Performance Appraisal for Product Management 5.1 Sales Analysis: Overview, Value of sales analysis, roadblocks. 5.2 Profitability Analysis: Conventional product profit accounting, Contribution oriented systems, Using the contribution margin rate. 5.3 Strategic Framework for Control: Price-quantity decomposition, penetration – Market size decomposition 5.4 Capital Budgeting for Product Strategy: Overview and Basics 5.5 Marketing Metrics: Customer Based Metrics, Product-Market Based Metrics, Marketing Mix Metrics, Web Metrics.	7 + 2

Learning Resources:		
1	Text Books	Product Management by Lehmann & Winer, TMGH, 4 th Edition
2	Reference Books	Product Management by Dr. C. Anandan, TMGH
3	Supplementary Reading Material	Selling Blue Elephants by Moskowitz and Gofman, Wharton School Publishing, Pearson Power. Twenty-one Immutable Laws of Marketing by Ries & Trout
4	Websites	http://www.entrepreneur.com/ http://www. ibef.org/
5	Journals	A Combined QFD and Integer Programming Framework to Determine Attribute Levels for Conjoint Study by Chaudhuri, Atanu; Bhattacharyya, Malay., International Journal of Production Research. Dec2009, Vol. 47 Issue 23, p6633-6649. The Application of Quality Function Deployment (QFD) in Product Development - The Case Study of Taiwan Hypermarket Building by Shih-Shue Sher., Journal of American Academy of Business, Cambridge. Mar2006, Vol. 8 Issue 2, p292-295. QFD Analysis: From Customer Needs to Design Specs by Gould, Lawrence S., Automotive Design & Production. Jun2006, Vol. 118 Issue 6, p56-57. Virtual Product Experience and Customer Participation—A Chance for Customer-centred, Really New Products by Füller, Johann; Matzler, Kurt., Technovation. Jun/Jul2007, Vol. 27 Issue 6/7, p378-387. Developing New-to-the-Firm Products: The Role of Micro-political Strategies by Sethi, Rajesh; Iqbal, Zafar; Sethi, Anju., Journal of Marketing. Mar2012, Vol. 76 Issue 2, p99-115. 17p. 1 The Impact of Product Market Strategy-Organizational Culture Fit on Business Performance by Yarbrough, Larry; Morgan, Neil; Vorhies, Douglas., Journal of the Academy of Marketing Science. Aug2011, Vol. 39 Issue 4, p555-573 Transforming the Nature and Scope of New Product Development by Pitta, Dennis; Pitta, Elizabeth., Journal of Product & Brand Management. 2012, Vol. 21 Issue 1, p35-46. 12p Why Most Product Launches Fail? by Schneider, Joan; Hall, Julie. Harvard Business Review. Apr2011, Vol. 89 Issue 4, p21-23. Do You Need a New Product-Development Strategy? by MacCormack, Alan; Crandall, William; Henderson, Paul; Toft, Peter., Research Technology Management. Jan/Feb2012, Vol. 55 Issue 1, p34-43. The Impact of the Corporate Mind-set on New Product Launch Strategy and Market Performance by Talke, Katrin; Hultink, Erik Jan., Journal of Product Innovation Management. Mar2010, Vol. 27 Issue 2, p220-237. Evolution of Firms' Product Strategy Over the Lifecycle of Technology-Based Industries: A Case Study of the Global Mobile Phone Industry, 1980-2009 by Giachetti, Claudio; Marchi, Gianluca., Business History. Dec 2010, Vol. 52 Issue 7, p1123-1150. Competitive Strategies For NewProduct Marketing Over The Life Cycle by Kotler, Philip., Management Science. Dec1965, Vol. 12 Issue 4, pB-104-B-119. Assessing Marketing Performance: Don't Settle for a Silver Metric by Ambler, Tim; Roberts, John H. Journal of Marketing Management. Sep2008, Vol. 24 Issue 7/8, p733-750. Marketing and Firm Value: Metrics, Methods, Findings, and Future Directions by Srinivasan, Shuba; Hanssens, Dominique M. Journal of Marketing Research (JMR). Jun2009, Vol. 46 Issue 3, p293-312. 20p. Taking on the Metrics Challenge by Patterson, Laura. Journal of Targeting, Measurement & Analysis for Marketing. Sep2007, Vol. 15 Issue 4, p270-276. 7p. 1

Financial Management (FIN) Specialization

Semester	I	Specialization	Finance
Course Code	103 FIN	Type	Elective Core
Course Title	Indirect Taxation		

Course Objectives:

1	To make students familiar with various indirect tax laws in India
2	To create awareness about the tax planning in the field of indirect taxes

Syllabus:

Unit Number	Contents	Number of Sessions
1	Canons of Taxation - Indirect Taxes, Features of Indirect Tax. Constitutional validity. Indirect Tax Laws, administration and relevant procedures	7 + 2
2	Central Excise: The Central Excise Law, Goods, Excisable goods, Manufacture and manufacturer, Classification, Valuation, Related Person, Captive Consumption, CAS 4, CENVAT. Basic procedures, Export, SSI, Job Work. Assessment, Demands, Refund, Exemptions; Powers of Officers. Adjudication, Appeals, Settlement Commission, Penalties. Central Excise Audit and Special Audit under 14A and 14AA of Central Excise Act, Impact of tax on GATT 94, WTO, Anti- Dumping processing; Tariff Commission and other Tariff authorities.	7 + 2
3	Customs laws: Basic concepts of customs law; Territorial waters, high seas; Types of custom duties., Anti-Dumping Duty, Safeguard Duty; Valuation; Customs Procedures, Import and Export Procedures, Baggage, Exemptions, Warehousing, Demurrage; Project Imports and Re-Imports; Penalties and Offences. Export Promotion Schemes. EOU, Duty Drawback, Special Economic Zones.	7 + 2
4	Service Tax: Introduction, Nature of Service Tax, Service Provider and Service Receiver, Registration procedure, Records to be maintained, Classification of taxable services, Valuation of taxable services, Exemptions and Abatements, Payment of service tax Return, CENVAT Credit Rules, Export and import of services, Other Procedural aspects of Service Tax, Taxable Services.	7 + 2
5	Central Sales Tax Act & VAT Act: CST: Introduction, definition of sale under CST; Stock transfer, branch transfer under CST; Interstate sale, Various forms for filing of sales tax returns under CST; Sales outside territorial waters under CST; Procedures. Practical examples on CST VAT: Salient feature of State VAT Acts, Definitions, Treatment of stock & branch transfer under State VAT Acts, Filing & Return under State VAT Acts, Accounting & Auditing VAT.	7 + 2

Learning Resources:

1	Text Books	Systematic Approach to Indirect Taxes - Kumar, Sanjeev. Text Book of Indirect Tax – Sinha P.K.
2	Reference Books	Indirect Taxes: V.S.Datey- Taxmann Publication M VAT- Subramanian- Snow-white Publications
3	Supplementary Reading Material	Various Bare Acts
4	Websites	Websites of Customs Department Websites of Excise Department
5	Journals	The Chartered Accountant The Management Accountant

Semester	I	Specialization	Finance
Course Code	104FIN	Type	Elective Core
Course Title	Strategic Cost Management		

Course Objectives:

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	Meaning And Scope: Strategic Cost Management – meaning and importance – difference between cost reduction and cost management – objectives of strategic cost management. Strategic positioning and SCM.	7 + 2
2	Techniques Of SCM: Various techniques of strategic cost management – life cycle costing – kaizen costing – target costing.	7 + 2
3	Activity Based Costing: Activity Based Costing – Activity Based Management – utility and importance – role of activity based costing and activity based management in decision making.	7 + 2
4	Value Based Organisation: Value based management - Value chain costing – meaning and application – throughput costing and theory of constraints – Balanced Scorecard and its application in cost management	7 + 2
5	Learning Curve Theory: Concept, phases and application Lean Management: Lean cost management – utility and application	7 + 2

Note:

1	Case study approach is recommended.
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Learning Resources:

1	Text Books	Cost Management- Ravi Kishor
2	Reference Books	Cost and Management Accounting: Colin Drury Cost Accounting – A Managerial Emphasis: Horngreen, Datar and Foster
3	Supplementary Reading Material	Cost Management – A strategic Emphasis - Blocher, Chen, Cokins, Lin
4	Websites	Institute of Cost Accountants of India
5	Journals	The Management Accountant - Journal of ICAI (formerly ICWAI)

Semester	I	Specialization	Finance
Course Code	105FIN	Type	Elective Core
Course Title	Income Tax Part I		

Course Objectives:

1	To understand the basic concepts of income tax.
2	To be able to practice tax planning and management for individuals and HUF.
3	To calculate Gross Total Income and tax liability in a limited scope with two sources of income i.e. salary and house property

Syllabus:

Unit Number	Contents	Number of Sessions
1	Income Tax Act 1961- Meaning Scope & Definitions: Income Tax Act 1961, Definitions - Assessee, Assessment Year, Previous year, person, income, gross total income, Total income and tax liability, Difference between direct tax and indirect tax, Difference between exemption and deduction, capital and revenue, rebate and deduction, Concept of Residential status and incidence of tax incidence, Concept of Agricultural Income.	7 + 2
2	Income From Salary: Definition and meaning of salary, Allowances- fully exempt, fully taxable, partially taxable, Perquisites - meaning, valuation and taxability, Concept and taxability of Gratuity, Provident Fund, Calculation of income from salary	7 + 2
	Income From House Property: Chargeability, exemption, Computation of let out property, Computation of self-occupied property, Income From Capital Gains: Definition of Capital Asset, Transfer, Capital Gain, FMV, Indexation. Types of Capital Gain. Exemptions available for Individuals and HUF's Income From Other Sources: Concept of Residual Income, TDS Provisions, Computation	7 + 2
4	Set Off, Carry Forward, Deductions: Set off and carry forward of losses, Deductions applicable to Individual and HUF	7 + 2
5	Calculation Of Gross Total Income, Tax And Tax Liability: Calculation of Gross Total Income considering salary, house property and other income. Cases on calculation of net taxable income, application of tax rates and calculation tax liability, Tax Planning for Income, Tax Credits, Advance Tax and Self-Assessment Tax	7 + 2

Note:

1	The problems will be asked only on income from salary, house property and GTI consisting of these two sources only
2	Assessment year will be assessment year applicable for running financial year. For example if exams are in November 2014, then A.Y. 2015-16 would be applicable.

Learning Resources:

1	Text Books	Direct Taxes – Ravi Kishore Direct Taxes – J.P. Jakhotiya Direct Taxes – Ahuja Direct and Indirect tax Planning & Management – Bangar yogendra, Bangar Vandana
2	Reference Books	Students guide to Income Tax - Dr. Vinod and KapilSinghania Students guide to Income Tax – Dr. T.N. Manoharan Students guide to Income Tax – Gupta & Ahuja
3	Supplementary Reading Material	Direct Taxes - Law and Practice - Dr. Vinod and KapilSinghania
4	Websites	www.incometaxindia.gov.in , www.tin.gov.in , www.aaykarsamparkkendra.gov.in
5	Journals	The Chartered Accountant Taxmann Journal, AIR, Supreme Court hearings

Information Technology Specialization (IT)

Semester	I	Specialization	Information Technology
Course Code	103 IT	Type	Elective Core
Course Title	Software Project Management		

Course Objectives:

1	To understand different aspects of Software Project Management as an important field of practice under IT Management
2	To learn tools and techniques of Software Project Management
3	To understand importance of, and learning techniques to ensure, software quality
4	To learn to use a Software Package for Software Project Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Software Project Management – Software Projects Vs Other Projects – Contract Management and Technical Project Management – Activities under technical project management – Plans, Methods and Methodology – Stakeholders – Business Case	7 + 1
2	Project Planning, Evaluation and Program Management – Steps in Project Planning and Project Evaluation – Strategic Assessment – Technical Assessment – Cost Benefit Analysis –Cash Flow Forecasting – Process Models – Prototyping – Dynamic Systems Development – Extreme Programming – Managing Iterative Processes	7 + 2
3	Software Effort Estimation – Estimation Techniques – Expert Judgment – Analogy – Function Point Analysis – Object Points – Procedural Codes – COCOMO Model Activity Planning – Project Schedules – Sequencing and Scheduling – Network Planning – Using PERT and CPM for activity planning – Forward Pass – Backward Pass – Activity-on-arrow networks Managing Contracts – Types of contracts – Stages in contract placement – Contract Management and Acceptance Software Quality Management – Defining Software Quality – Requisite ISO Standards – Product Vs Process Quality – Enhancing Software Quality – Quality Planning	9+2
4	Risk Management in Software Projects – Nature and Types of risk – Managing risks – Risk Analysis, Planning and Control – Strategies for risk reduction – PERT as a tool of Risk Management Resource Monitoring and Control–Creating Control Framework – Reporting for Control – Visualizing Progress – Cost Monitoring – Change Control	7+2
5	Using Project Management Software – Introduction to either of Microsoft Project 2010, Prince2 and Primavera and learning to use any one of these products	5+3

Learning Resources:

1	Text Books	Software Project Management, 5 th Edition, Hughes, Cotterel, Rajib Mall, Tata McGraw Hill
2	Reference Books	Software Project management in practice by Pankaj Jalote Software project management by Rajendra Mishra
3	Supplementary Reading Material	
4	Websites	www.projectbubble.com www.sei.cmu.edu
5	Journals	International Journal of Software Project management

Semester	I	Specialization	Information Technology
Course Code	104IT	Type	Elective Core
Course Title	Enterprise Resources Planning		

Course Objectives:	
1	To acquire in-depth knowledge of ERP as a prime Application Software product
2	To learn operational aspects of ERP implementation and support
3	To know features of important ERP modules
4	To learn, through case studies, practical aspects of ERP in various industries

Syllabus:

Unit Number	Contents	Number of Sessions
1	Enterprise Resource Planning What is ERP? - Features of ERP (Basic and Advanced) – ERP Architecture – ERP Need Analysis – Return on Investment for ERP	7+2
2	ERP Implementation and Support ERP Life Cycle, Methodologies and Strategy – Vendor and Software Selection –Business Process Re-engineering related to ERP - Implementation Process – Change Management – Post Implementation Support, Maintenance, Security	5+2
3	ERP Functional Modules Human Resource Management Accounting and Finance Procurement, Inventory Control Production Planning, Operations Sales, Customer Relationship Management e-Commerce	9+2
4	ERP Technology Areas, Enterprise Applications Portal and Content Management, Data Warehousing and Data Mining, Business Intelligence and Analytics - Emerging Trends in ERP Applications	7+2
5	ERP Case Studies Case Studies of ERP Implementation in Manufacturing and Service Sectors	7+2

Learning Resources:		
1	Text Books	Enterprise Resource Planning, Ray, Tata McGraw Hill
2	Reference Books	ERP Demystified, Alexis Leon, Tata McGraw Hill Enterprise Resource Planning, A Managerial Perspective, Goyal, Tata McGraw Hill
3	Supplementary Reading Material	Enterprise Resource Planning (ERP): A review of the literature by Young B. Moon, International Journal of Management and Enterprise Development, Vol. 4, No. 3
4	Websites	www.sap.com erp.iitkgp.ernet.in
5	Journals	Journal of Enterprise Resource Planning Studies

Semester	I	Specialization	Information Technology
Course Code	105 IT	Type	Elective Core
Course Title	RDBMS With Oracle		

Course Objectives:	
1	To understand theoretical concepts in Relational Data Base Management
2	To develop working level proficiency for writing SQL commands

3	To develop capability to design applications for a real life DBMS problem
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Overview of DBMS : Architecture, Data models, constraints	7 + 2
2	Relational model concept: Relational model constraints ,relational Algebra, Relational database language, Data definition in SQL, Views and Queries in SQL, Specifying constraints and Indexes in SQL, Specifying constraints management systems,	7 + 2
3	SQL Functions: Date - Sys_date , next_day, Add_months, last_day, months_between. Numeric - round, trunc, abs, ceil, cos, exp, floor. Character - initcap, lower, upper, ltrim, rtrim, translate, length, lpad, rpad, replace. Conversion - to_char, to_date, to_number. Miscellaneous - Uid, User, nvl, vsize, decode, rownum. Group function - avg, max, min, sum, count, with Group by and Having Clause. Nested functions.	7 + 2
4	Joins: Simple join Equi join Non equi join Self join Outer join Set operators (Union, union all, intersect, minus) Sub queries and Correlated query DML statements (Insert, Update, Delete with whereclause) TCL (Commit, Rollback, Savepoint)	7 + 2
5	Tables Create, Alter, Drop, Truncate, Rename Constraints (Primary key, Foreign Key, Unique Key, Check, Default, Not Null, On delete, Cascade) Column level and Table level constraints Oracle Objects Views, Sequences, Synonyms, Index (Define, Alter and Drop)	7 + 2

Learning Resources:

1	Text Books	Data Base System Concept by Korth, TMH, 5 th Edition Oracle by Ivan Bayros
2	Reference Books	Introduction To Database Systems By C.J.Date, Pearson. Data Management Systems by Alexis Leon, Mathew Leon Principles of Database Management by James Martin, PHI. SQL - The complete Reference by Groff James & Weinberg Paul., TMH,2 nd Edition.
3	Supplementary	Oracle 7 by Ivan Bayross, BPB Pub.

	Reading Material	
4	Websites	www.thinkoracle.in
5	Journals	Development of a Relational Database Management System

Operations Management (OPE) Specialization

Semester	I	Specialization	Operations Management
Course Code	103OPE	Type	Elective Core
Course Title	Operations Strategy		

Course Objectives:

1	To emphasize the key role of operations in bringing about the growth and profitability of organizations.
2	To impart ideas, concepts and principles in operations strategy.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Importance and Linkage with Corporate strategy, Strategies and values, Competing through operations. Operation strategy in global economy- Strategic alliances and production sharing, fluctuations of international financial conditions and international companies. Changing nature of world business. Quality, Customer service and cost challenges and social responsibility, Current perspective-Strategic fit	7 + 2
2	Methodology for Developing Operations Strategy: Value as business concept – strategic issues in manufacturing – Value Chain concept Focus, core competence and distinctive capabilities – stake holders & strategy, Checking markets, Outcome of Market debate – Linking manufacturing to Markets – strategic integration – why products sell in the markets – Order Winners, Order Qualifiers. Lean systems-Eliminating waste.	7 + 2
3	Operation Strategy Implementation: Technology strategy Issues in New Product development Time to market – strategic nature of process– Business implication of Process choice – Hybrid Process. Change management and Sustainability Procedure – company or plant based profiles – decisions for product reallocation – downsizing – Capacity decisions Progression & Regression. Evaluating various tradeoffs alternatives – Focused manufacturing – Product or process focus – Make or Buy – merits /demerits – value chain approach – just in time – lean manufacturing.	7 + 2
4	Strategic Resource Management: Importance, issues involved – organizational issues operational approaches to improving, delivery system, controlling operations – key performance Indicators, PQCDMS (Productivity, Quality, Cost, Delivery Time, Safety, Morale)	7 + 2
5	Role of Technology in Operations Strategy: Automated production system with Robotic systems. Use of IT and ITES enabling the effective strategy and resource implementation. ERP/SAP for decision making.	7 + 2

Learning Resources:

1	Text Books	Operations Management by Terry Hill, Palgrave, 2 nd Edition. Operations Now by Byron Finch, TMGH, 3 rd Edition. Operations Management by Norman Gaither, Greg Frazier, Cengage Learning, India Ed.
2	Reference Books	Operations Management – An Integrated Approach by Samson and Singh,

		Cambridge. Operations Management for Competitive Advantage by Chase, Jacobs, Aquilano and Agarwal, TMGH, 11 th Edition.
3	Supplementary Reading Material	Strategic Operations Management by Brown, Lamming, Bessant and Jones, Butterworth Heinemann, 2 nd Edition.
4	Websites	http://www.enotes.com/operations-strategy-reference/operations-strategy
5	Journals	Setting manufacturing strategy for a company's international manufacturing network by Miltenburg, John. International Journal of Production Research, Nov2009, Vol. 47 Issue 22 Breaking The Trade-Off Between Efficiency and Service by Frei, Frances X., Harvard Business Review, Nov2006, Vol. 84 Issue 11 Agile MPC system linking manufacturing and market strategies by Deif, Ahmed M.; ElMaraghy, Waguih H. Journal of Manufacturing Systems. Apr2007, Vol. 26 Issue 2, p99-107. Linking of manufacturing strategy, market requirements and manufacturing attributes in technology choice: An expert system approach by Cil, Ibrahim; Evren, Ramazan., Engineering Economist. Spring98, Vol. 43 Issue 3, p183. Differentiating manufacturing focus by Hallgren, Mattias; Olhager, Jan. International Journal of Production Research. 9/15/2006, Vol. 44 Issue 18/19, p3863-3878. One more time: How do you win orders?: A critical reappraisal of the Hill manufacturing strategy framework by Spring, Martin; Boaden, Ruth., International Journal of Operations & Production Management. 1997, Vol. 17 Issue 7/8, p757-779.

Semester	I	Specialization	Operations Management
Course Code	104OPE	Type	Elective Core
Course Title	Total Quality Management		

Course Objectives:	
1	To give various perspectives on Quality and various contributors to Quality.
2	To provide an in-depth understanding of the various QC tools.
3	To introduce the frameworks of Global Quality Awards.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Quality Concepts :Defined, Quality Cost perspective ,Cost of Quality Quality Function, Spiral of Progress in quality, Little q and Big Q, Juran Trilogy, Internal and external quality perspective. Goods and service quality. Cost of poor quality, internal failure cost and external failure cost, appraisal cost, Prevention cost, Analysis of quality cost, hidden quality cost, Discovering the optimum, economic models of quality of conformance-Zone of improvement, zone of high appraisal, zone of indifference. Strategic Quality management: Companywide quality culture, Organizational vision, Mission and quality policy, formulation of quality goals, competitive benchmarking, Steps in implementing Total quality-Decide, Prepare, Start, Expand and Integrate. Quality Circle	7 + 2
2	Quality Gurus: Demings 14 point philosophy, Juran, Crosby philosophy, Ishikawa, Taguchi, Feigenbaum. Comparison of quality philosophy.	7 + 2
3	QC Tools: Problem Solving Methodology - Check list, Flow Chart, Tally charts	7 + 2

	and Histograms, Graphs, Pareto Analysis ,Cause and Effect Diagram, Brainstorming, Scatter diagram and regression analysis. Quality Function Deployment - Introduction, Customer needs, Customer priorities and competitive comparisons and planned improvements, Design features or requirements, Central relationship matrix-What's versus the How's , relative weights of importance. Design features interactions, target values, Technical comparison ,service information and special requirements-Difficulties associated with QFD, Implementation of QFD	
4	Statistical Quality Control: Necessity and Importance of SQC, Process capability, Six Sigma quality, Process control, Process control for attributes, p charts and c charts, Process control for variables, X bar R chart, acceptance sampling, OC curves, Average Outgoing Quality Limit (AOQL), Sampling plans	7 + 2
5	Quality Management Awards and frameworks: Malcolm Baldrige National quality award, Deming prize, ISO 9000-2000,CII, Ramkrishna Bajaj Awards, Tata Business Excellence Model (TBEM)	7 + 2

Learning Resources:		
1	Text Books	Operations Management: Theory and Practice by B Mahadevan, Pearson, 2 nd Edition Production and Operations Mangement by RB Khanna, PHI Managing Quality by Dale, Blackwell Publication. Quality Management by Howard Gitlow, Alan Oppenheim, Rosa Oppenheim and David Levine, TMGH, 3 rd Edition.
2	Reference Books	Operations Management: An Integrated Approach by Danny Samson and Prakash Singh, Cambridge University Press.
3	Supplementary Reading Material	Managing Quality Edited by Barrie G Dale, Ton van der Wiele and Jos van Iwaarden, Blackwell Publishing, 5 th Edition.
4	Websites	http://managementhelp.org/quality/total-quality-management.htm www.isixsigma.com www.asq.org
5	Journals	Journal of Operations Management Total Quality Management & Business Excellence Quality Assurance International Journal of Reliability, Quality & Safety Engineering Journal of Quality Management

Semester	I	Specialization	Operations Management
Course Code	105OPE	Type	Elective Core
Course Title	Productivity Management		

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

Syllabus:		
Unit Number	Contents	Number of Sessions
1	Introduction: Importance and significance of productivity, Productivity concepts – Macro and Micro factors of productivity, productivity from product and service perspective, different inputs and productivity measures, Various ratios related to finance, material and service.	7 + 2
2	Value Analysis and Value Engineering: Concept of Cost, Price and Value, Role in Productivity, Procedure – Application and productivity benefit model.	7 + 2
3	Work Study: Importance of work study – Method Study and Work Measurement	7 + 2

	– Pioneers of Performance Measurement Method Study: Need for Method Study – Procedure of Method Study –Process Flow charts, Man machine diagrams ,Principles of Motion Economy	
4	Work Measurement: Techniques of Work Measurement including Estimating, Stopwatch Time Study, Predetermined Time Standards, Synthetic Estimates of Work, Times, Activity Sampling. Computation of Standard Time – Elements – Types of Elements – Performance Rating – Allowances – Need for Allowances – Types of Allowances	7 + 2
5	Advanced Methods of Productivity and service level enhancements: Overview of JIT, Lean, 5S, TPM, BPR, Six Sigma, World Class manufacturing, Use of Technology in productivity and service enhancements: ITeS, CAD, CAM, CIM, CMMI.	7 + 2

Learning Resources:		
1	Text Books	Productivity Measurement for Business Excellence by Prem Vrat, G.D. Sardana, B.S. Sahay, Narosa Publishing House. Operations Management for Competitive Advantage by Richard B Chase, Jacobs, Aquilano, Agarwal, TMGH, 11 th Edition.
2	Reference Books	Introduction to Work Study Edited by Geirge Kanawaty, Universal Publishing, 4th Edition.
3	Supplementary Reading Material	Production and Operations Management by S.N.Chary, TMGH, 4th Edition
4	Websites	www.npcindia.org
5	Journals	International Journal of Operations & Production Management International Journal of Business Performance Management Journal of Applied Economics International Journal of Management Journal of Management Information Systems

Human Resource Management (HR)-Specialization

Semester	I	Specialization	HRM
Course Code	103HR	Type	Elective Core
Course Title	Strategic Human Resource Management		

Course Objectives:	
1	To make students understand HR implications of organizational strategies
2	Understand the various terms used to define strategy & its process
3	Understand HR strategies in Indian & global perspective

Syllabus:

Unit Number	Contents	Number of Sessions
1	Strategic Human Resource Management: Introduction, HRM Defined/SHRM Defined, Strategic HRM- Definition , Meaning of SHRM, Aims, approaches, challenges	3 + 1
2	HR Strategies: Definition, Types of HR strategies, criteria for an effective HR strategy Formulation of HR Strategies, conducting a strategic review, implementing HR strategies Impact on Organizational Performance, strategic role of top management, strategic role of line management	7 + 2
3	Talent Management Career Planning and Succession Planning: Evolution of careers, career planning perspectives organization-centered career planning, Individual-	7 + 2

	<p>centered career planning</p> <p>Succession Planning: Definition, Elements of Succession planning, Relation between career planning and succession planning, challenges of succession planning</p> <p>Competency and Potential Development: What are competencies, How do competencies differ from skills and knowledge, Integrated HR practices through competency development, benefits from competency-based on HR practices, Desired outcomes for organizations, competency based HR practices : outcomes for employees, developing a skill matrix</p> <p>Retention strategies</p>	
4	<p>Strategies for Improving organizational effectiveness</p> <p>Strategies for improving organizational effectiveness</p> <p>Strategies of organizational transformations-Cross border Mergers & Acquisitions</p> <p>Strategies for culture management, quality in strategies</p> <p>Strategies for learning organization</p> <p>Employee engagement strategy</p>	10 + 3
5	<p>Global Dimensions</p> <p>HR strategy in International Context, converting global presence into global competitive advantage</p> <p>Developing cross cultural sensitivity</p> <p>Training & development of International staff</p> <p>Compensation issues</p> <p>Performance management issues</p>	8 + 2

Learning Resources:

1	Text Books	Strategic Human Resource Management by Jeffrey Mello, Thomson South Western
2	Reference Books	International HRM by Peter Dowling, Denise Welch, Thomson Learning, 4 th Edition. HRM in Global Scenario by S.K. Bhatia, Deep & Deep Publications Pvt. Ltd, 2010
3	Supplementary Reading Material	Creating Wealth through Strategic HR & Entrepreneurship Gopalkrishnan by Upinder Dhar, Excel Books
4	Websites	www.shrmindia.org www.shrm.org www.peoplesmatters.com
5	Journals	Journal of Strategic Human Resource Management International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	I	Specialization	HRM
Course Code	104HR	Type	Elective Core
Course Title	Organizational Design & Development		

Course Objectives:

1	To develop an understanding of the nature, functioning and design of organization
2	Be able to understand the theory and practice relating to the processes of organization development and change
3	Develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating organizational processes and change in organizations

Syllabus:

Unit Number	Contents	Number of Sessions
1	Organizations and Organizational Theory: Definition, Prospective Dimensions, Strategy, Organization design & effectiveness	7 + 2
2	Organizational Purpose & Structural Design: Basic challenges of organizational Design - Fundamentals of Organizational structure, Internal Design Elements. Organization size & life cycle	7 + 2
3	Organizational Culture & Ethics : Innovation & change, Decision making processes & organizational learning	7 + 2
4	Managing Innovation & Change: Process of OD, Individual and Interpersonal Interventions, Team / Group Interventions, Intergroup Interventions, Techno structural Interventions, Strategic Change	7 + 2
5	Organizational Transformation - Desk Research: Students need to study organizational culture & design of 2 organizations each & present a report on the same.	7 + 2

Learning Resources:

1	Text Books	Organizational Development & Transformation by French, Bell, Zawacki- TMGH Organization theory & Design by Richard L. Daft, Thomson Press.
2	Reference Books	Organization Development & Change by Cummings & Worely Cengage Learning's India Ltd, 8 th Edition. Managing Organizational Change by Nilkant & Ramnarayan, Response Books Organization Change & Development by Kavita Singh, Excel Books The Oxford Handbook of Organizational Theory by Tsoukas & Knudsen, Oxford University Press
3	Supplementary Reading Material	Creating Performing Organization by Pattanayak & Gupta, Response Books Organizational Effectiveness & Change Management by Kondalkar, PHI learning Organizational Theory Text & Cases by Garetn Jones, Pearson Publishing
4	Websites	www.codhyd.org/ www.humancapitalonline.com www.shrmindia.org
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	I	Specialization	HRM
Course Code	105HR	Type	Elective Core
Course Title	HR Audit		

Course Objectives:

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction : Origins of HR Audit, HRD Audit Basic Concepts and Components, Elements of Good HRD	5 + 1
2	HRD and HR Audit : HRD Strategies, HRD Structure, HRD Systems , HRD Competencies	5 + 1
3	HRD Audit Methodology : HRD Audit Methodology –Interview- Individual,	7 + 2

	Group, HRD Audit Methodology-Observation-Physical facilities, Meetings, Discussions, and Transaction , Celebration and Events, HRD Score Card: Designing and Using HRD Audit for Business Improvement	
4	Effectiveness of HRD Audit as an Intervention : Objective, Variables Used, Instruments Used, Tools of Data Collection, Major Findings and Conclusion	8 + 1

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

International Business Management (IB) Specialization

Semester	I	Specialization	IB
Course Code	103IB	Type	Elective Core
Course Title	International Business Environment		

Course Objectives:	
1	To help students understand the nature scope and structure of International Business
2	To explore students to various policy perspective in international regulatory environment.
3	To enable students to understand understand the influence of various environmental factors on international business operations..

Syllabus:

Unit Number	Contents	Number of Sessions
1	Environmental Context of International Business: Framework for analyzing international business environment – Domestic, foreign and global environments and their impact on international business decisions. Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade.	7 + 2
2	International Financial Environment: Foreign investments -Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows.	7 + 2
3	International Economic Institutions and Agreements: WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and agreements.	7+ 2
4	Multinational Corporations and their involvement in International Business: Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.	7 + 2
5	Regional Economic Groupings in Practice: Regionalism vs. multilaterallism, Structure and functioning of EC and NAFTA; Regional economic cooperation. Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.	7 + 2

Learning Resources:		
1	Text Books	Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999. Bhattacharya, B., Going International: Respon se Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999.
2	Reference Books	Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, 8th ed., Addison Wesley, Readings, 1998. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999. Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.
3	Supplementary Reading Material	Economic Times Daily Business Standard Daily The Hindu Business Line
4	Websites	http://www.wto.org/ http://www.imf.org/external/index.htm
5	Journals	Asian Economic Bulletin Asian Journal of Management Cases Economic and Political Weekly Enterprise and Society: The International Journal of Business History Global Business Review International Business & Economics Research Journal International Business and Management International Business Research Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy World Affairs: the Journal of International Issues

Semester	I	Specialization	International Business Management
Course Code	104IB	Type	Elective Core
Course Title	International Financial Management		

Course Objectives:	
1	To make the students aware about the operations in foreign exchange market
2	To sensitize the student with complexities of managing finance of multinational firm
3	To understand the regulatory framework within which the operations can take place

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Complexities and issues in financial decisions of a multinational firm: Foreign investment decisions: Exchange rate movement and decision to invest: Foreign direct investment theories and strategies: Green field investment vs. acquisitions and mergers.	7 + 2
2	International Capital Budgeting: Multinational considerations and calculation of cash flows; Adjusted present value approach: Cost capital: Assessment and management of political risks.	7 + 2
3	International Working Capital Management: Cash management; Receivables and inventory management. Dividend Policy for Multinational Corporations	7 + 2
4	Currency and Interest Rate Risk Management: Exposure and risk; Transaction, translation and real operating exposure; Exposure management contractual	7 + 2

	and natural hedging; interest rate risk assessment and management.	
5	International Accounting: Foreign currency translation; Multinational transfer pricing and performance measurement; Consolidated financial reporting international accounting standards and practices. International Taxation: Key elements and issues; International tax environment; Bilateral treaties and tax heavens.	7 + 2

Learning Resources:		
1	Text Books	Apte P.G., Multinational Financial Management, Tata -McGraw Hill, New Delhi. Baker J.C., International Finance: Management, Markets and Institutions, Prentice Hall, Englewood Cliffs. Eiteman, David K., Arthur Stonehill and Micheal H. Moffett, Multinational Business Finance, Addison-Wesley Publishing Company, Readings Mass.
2	Reference Books	Rathore, Shirin, International Accounting, Prentice Hall of India Pvt. Ltd., New Delhi. Seth, A.K., International Financial management, Galgotia Publishing. Shapiro, Allen C., Multinational Financial Management, John Wiley & Sons, 2001.
3	Supplementary Reading Material	Eun, Cheol and Bruce Resnick, International Financial Management, McGraw Hill, NewYork. Levi, Maurice, International Finance, McGraw Hill Inc., New York. Madura, Jeff, International Financial Management South Western Publishing Company, Cincinnati.
4	Websites	International Monetary Fund
5	Journals	Indian Journal of International Business and Finances Asian Economic Bulletin Asian Journal of Management Cases Economic and Political Weekly Global Journal of International Business Research Harvard Business Review International Business & Economics Research Journal International Business and Management International Trade Journal Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy World Affairs: the Journal of International Issues

Semester	I	Specialization	International Business Management
Course Code	105IB	Type	Elective Core
Course Title	International Marketing		

Course Objectives:	
1	To help the students understand the peculiarities of international marketing
2	To develop the students' ability to devise marketing mix for international marketing

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Nature, importance and scope of international marketing International market orientation and involvement, International marketing management process – an overview. Scanning and monitoring global marketing environment; International marketing information system; broad structure of an international marketing plan.	7 + 2
2	International Market Segmentation and Positioning: Screening and selection of	7 + 2

	<p>markets; International market entry strategies -Exporting licensing contract manufacturing, joint venture, setting -up of wholly owned subsidiaries abroad.</p> <p>International Product Planning: Major Product decisions-Product features and quality, Product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.</p>	
3	<p>Pricing for International Markets: Pricing strategies; Factors affecting international price determination; environment factors affecting international prices; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing. International dumping; financing marketing transactions</p>	7 + 2
4	<p>International Distribution Decisions: The structure of international distribution systems; Distribution channel strategy-International distribution channels, their roles and functions; Selection and management of overseas agents; Aspects of international supply chain management; International distribution logistics inventory management transportation, warehousing and insurance. International direct marketing; leveraging international distribution for competitive advantage.</p>	7 + 2
5	<p>International Promotion Strategies : International promotion mix; push and pull strategies; Communications across countries-complexities and issues; International promotion tools and planning – Advertising, personal selling, publicity and sales promotion; challenges of international advertising; global media strategy; Developing international promotion campaign; Standardisation vs. adaptation issue; Planning for direct mail, sales literature, trade fairs and exhibitions.</p>	7 + 2

Learning Resources:		
1	Text Books	<p>Onkvisit Sak and John J Shaw, International Marketing – Analysis and Strategy, PHI, New Delhi</p> <p>Joshi, Rakesh Mohan, International Marketing, Oxford University Press, New Delhi</p> <p>Rajgopal, International Marketing, Vikas Publication, New Delhi</p>
2	Reference Books	<p>Doole Isobel and Robin Lawe, International Marketing Strategy, Thomson Learning</p> <p>Keegan Warren J, Global Marketing Management, Pearson Education, New Delhi</p>
3	Supplementary Reading Material	<p>Bhattacharya, B., Export Marketing Strategies for Success, Global Business Press, New Delhi, 1991.</p> <p>Cateora, Phillip R. and John L. Grahm, International Marketing, 10 th ed., Irwin McGraw Hill, Boston, 1999.</p> <p>Jain, Subash C., International Marketing Management, 6th ed., South Western College Publishing – International Thompson Publishing Company. Cincinnati, 2004.</p> <p>Fair-weather, John International Marketing, Prentice Hall of India Private Ltd., New Delhi</p>
4	Websites	-
5	Journals	<p>Asian Economic Bulletin</p> <p>Asian Journal of Management Cases</p> <p>Global Business Review</p> <p>Global Journal of International Business Research</p> <p>Harvard Business Review</p>

	International Business and Management International Business Research International Journal of Marketing and Trade Policy Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Consumer Research Journal of Asian Business
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Supply Chain Management (SCM) Specialization

Semester	I	Specialization	Supply Chain Management
Course Code	103SCM	Type	Elective Core
Course Title	Strategic Supply Chain Management		

Course Objectives:

1	To understand the role and objectives of Strategic Supply Chain Management
2	To recognize the role and importance of strategic partnerships and alliances in Supply Chain Management
3	To appreciate the increasing scope of Supply Chain Management and its future challenges

Syllabus:

Unit Number	Contents	Number of Sessions
1	Supply Chain Strategy: Strategic objectives of SCM - customer focus, product development, market development, diversification, learning & organizational capability, sustainable competitive advantage through SC	7 + 2
2	Managing SC for Strategic Fit: concept of strategic fit, steps in achieving strategic fit, impact of customer needs, impact of uncertainty, multiple products & customer segments, PLC, globalization & competitive changes over time	7 + 2
3	Expanding Strategic Scope: Minimize local cost perspective, Minimize functional Cost perspective, Maximize Company Profit perspective, Maximize SC Surplus perspective, Agile intercompany inter functional scope	7 + 2
4	Strategic Partnerships & Alliances: Collaborative Advantages, Framework for Strategic Alliances, Core Competence – 3PL, 4PL & Outsourcing: Advantages & Disadvantages, Prerequisites, Implementation Issues	7 + 2
5	Supply Chain Challenges – Strategies for the future: Mass customization, Globalization, Greening, Ethical SC, Intelligent System, Implications for managers, organizations & policy makers	7 + 2

Learning Resources:

1	Text Books	Supply Chain Management: Strategy Planning & Operation by Sunil Chopra, Peter Meindl, Kalra, Pearson, 3 rd Edition. Supply Chain Strategies – Customer Driven & Customer Focused by Tony Hines, Elsevier, 1 st Edition
2	Reference Books	Managing the SC- A Strategic Perspective by Gattorna Walters, Palgrave Macmillan, 1 st Edition New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007 Extending the Supply Chain by Boyer, Forhlich and Hult, PHI, 3 rd Indian Reprint, 2009
3	Supplementary Reading Material	Designing & Managing the SC – Concepts, Strategies & Case studies – by Levi, Kaminskyet. al., TMGH, 3 rd Edition Manufacturing Operations and Supply Chain Management: The Lean Approach by Taylor and Brunt, Thomson Learning.

		Supply Chain Management by Mentzer, Response Books, 2007
4	Websites	http://csmp.org/ www.supplychain.org
5	Journals	An adaptive framework for aligning (re)planning decisions on supply chain strategy, design, tactics, and operations by Ivanov, Dmitry., International Journal of Production Research, Jul2010, Vol. 48 Issue 13 The Impact of Competitive Strategy and Supply Chain Strategy on Business Performance: The Role of Environmental Uncertainty by Yinan Qi; Xiande Zhao; Chwen Sheu., Decision Sciences, May2011, Vol. 42 Issue 2 An Exploration of Fisher's Framework for the Alignment of Supply Chain Strategy With Product Characteristics by Harris, Gregory A.; Compton, Paul J.; Farrington, Phillip A., Engineering Management Journal, Dec2010, Vol. 22 Issue 4 Alignment of Supply Chain Strategy with Business Strategy by Mitra, Amarnath; Bhardwaj, Sunil., IUP Journal of Supply Chain Management, Sep2010, Vol. 7 Issue 3 What's the buzz about moving from 'lean' to 'agile' integrated supplychains? A fuzzy intelligent agent-based approach by Jain, Vipul; Benyoucef, Lyes; Deshmukh, S. G., International Journal of Production Research, Dec2008, Vol. 46 Issue 23 Improving supply-chain collaboration by linking intelligent agents to CPFR by Caridi, M.; Cigolini, R.; De Marco, D., International Journal of Production Research, 2005, Vol. 43 Issue 20

Semester	I	Specialization	Supply Chain Management
Course Code	104SCM	Type	Elective Core
Course Title	Knowledge Management in Supply Chains		

Course Objectives:	
1	To know Supply Chain Systems Classification
2	To understand the role of IT as an enabler of Supply Chain Management for today's businesses

Syllabus:

Unit Number	Contents	Number of Sessions
1	Supply Chain IT Framework: Supplier Relationship Management, Internal Supply Chain Management, Customer Relationship Management, Transaction Management Foundation	7 + 2
2	Supply Chain Information Systems: SC Information System classification, Requirement Analysis for Information Systems in SC, Information for Strategic SC decisions, Risks & Challenges in implementing SC Information Systems, Benefits of SC Information Systems	7 + 2
3	Digital Markets & Efficient Supply Chains: Web enabled Supply Chains, Technological impact of SC disintermediation, Reconfiguration of SC, Pure technology applications in SC, Process Improvements - technology adoption	7 + 2
4	E-Supply Chain Opportunities: E business & SCM – Upstream Perspective, B-2-B Perspective, E supply chain opportunities - e procurement, e fulfillment, auctions & reverse auctions, collaborative demand planning, intranets, extranets & VPN, Benefits to SMEs & MSMEs	7 + 2
5	Technology Standards: Overview of Information Technology infrastructure – interface devices, system architecture, e-commerce. Service oriented architecture – Introduction to ERP. Applications of Bar coding & scanning, RFID, EPOS, Global data synchronization, Image Processing, GPRS	7 + 2

Learning Resources:		
1	Text Books	Supply Chain & Logistics Management by Bowersox, Closs & Cooper, TMGH, 2 nd Edition. Supply Chain Management – Strategy, Planning and Execution by Sunil Chopra, Peter Meindl, D V Kalra, Pearson Education, 3 rd Edition Supply Chain Management Process, System & Practice by N.Chadraseskaran, Oxford, 1 st Edition Supply Chain Strategies: Customer Driven and Customer Focused by Tony Hines, Elsevier, 2008
2	Reference Books	Designing & Managing the SC – Concepts, Strategies & Case studies by Levi, Kaminsky et. al., TMGH, 3 rd Edition.
3	Supplementary Reading Material	New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007
4	Websites	www.supplychainmanagement.in
5	Journals	Explicating the Mediating Role of Integrative Supply Management Practices in Strategic Outsourcing: A case study analysis by Narasimhan, Ram; Narayanan, Sriram; Srinivasan, Ravi., International Journal of Production Research, Jan2010, Vol. 48 Issue 2 Intra-Organizational Perspectives On IT-Enabled Supply Chains by Singh, Nitin; Kee-hung Lai; Chen, T. C. E.. Communications of the ACM, Jan2007, Vol. 50 Issue 1 E-Enabled Closed-Loop Supply Chains by van Nunen, Jo A. E. E.; Zuidwijk, Rob A. California Management Review, Winter2004, Vol. 46 Issue 2 The Role of Trust and Collaboration in the Internet-enabled Supply Chain by Grossman, Martin., Journal of American Academy of Business, Cambridge, Sep 2004, Vol. 5 Issue ½

Semester	I	Specialization	Supply Chain Management
Course Code	105SCM	Type	Elective Core
Course Title	Purchasing & Supplier Relationship Management		

Course Objectives:	
1	To emphasize the managerial perspective of core tasks and challenges in effectively managing the purchasing function within the context of integrated supply chain.
2	To make the students aware of the different demands placed on the purchasing and supply chain managers by business stakeholders.
3	To help the students understand the impact of purchasing on competitive success and profitability of modern day organizations.
4	To provide an in-depth understanding of the fundamentals surrounding the operational aspects of purchasing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Purchasing Process, Policy & Procedures: Purchasing Objectives, Responsibilities of Purchasing, Types of Purchases, Improving Purchase Process, Purchasing Procedures, Policy Overview – What makes an effective Policy? Advantages & Disadvantages of Policies, Policies defining - Role & conduct of Purchasing, Buyer-Supplier Relationship, Operational Issues, Ethical considerations in Purchasing	7 + 2
2	Organizing the Purchasing Function: Purchase Function Position Within the Organization Structure, Factors affecting Purchasing's Position, Reporting of Purchasing function, Organizing of Purchasing, Separating Operational & Strategic Purchasing, Advantages & disadvantages of centralized,	7 + 2

	decentralized Purchasing, Hybrid Purchasing Structure	
3	Strategic Sourcing – Supplier Evaluation & Selection: Linking Purchasing and Corporate Strategy, Translating Corporate Objectives into Purchasing Goals, Translating Purchasing Objectives into Purchasing Goals, Purchasing Strategy Development Process, Types of Purchasing Strategies, Supply Base Optimization, Critical Role of In-sourcing / Outsourcing, The In-sourcing / Outsourcing Decision Process, Make or Buy, Supplier Evaluation and Selection Process, Need for Supplier Selection, Identifying key sourcing requirements, Evaluation and Selection, Key Supplier Evaluation Criteria	7 + 2
4	Supplier Quality Management: Overview of Supplier Quality Management – What is Supplier Quality? Why be Concerned with Supply Quality? Factors Affecting Purchasing's Role in Managing Supplier Quality, Supplier Quality Management using Total Quality Perspective, Defining Quality in Terms of Customers and their Requirements, Pursuing Quality at the Source,	7 + 2
5	Negotiation & Contracts Management: Objectives of negotiation, when to negotiate, The negotiation Process, Preparation, Establishing the Objectives, Dynamics of Negotiation, Phases in face-to-face negotiation, Negotiation Techniques – traditional, collaborative, price analysis, cost analysis. Types of Contracts – Fixed Price, Cost based / Indexation, Long term, Short term. Consideration when selecting contract types, How to write a Contract. Essential elements of Contract, Purchase Order (P.O), Difference between P.O & Contract	7 + 2

Learning Resources:		
1	Text Books	Purchasing & Supply Chain Management by Monczka, Trent, Handfield, Thomson South Western, 3 rd Edition. Purchasing & Supply Chain Management by Lysons and Farrington, Pearson Education, 2010.
2	Reference Books	Purchasing & Supply Chain Management by Dobler, Burt, TMGH, 6 th Edition. New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007 Extending the Supply Chain by Boyer, Forhlich and Hult, PHI, 3 rd Indian Reprint, 2009
3	Supplementary Reading Material	Organizational Buying Behaviour by Webster and Wind, Prentice Hall, 1972 Category Management in Purchasing: A Strategic Approach to maximize business profitability by Jonathan O Brien Kogan Page.
4	Websites	www.cips.org www.eipm.org
5	Journals	Purchasing Competence: A Stakeholder-Based Framework for Chief Purchasing Officers by Kern, Daniel; Moser, Roger; Sundaresan, Naveen; Hartmann, Evi., Journal of Business Logistics, 2011, Vol. 32 Issue 2 Understanding how Formal and Informal Communication Affect Purchasing, Manufacturing and Logistics Integration by Andrea, Furlan; Arnaldo, Camuffo; Romano, Pietro., Advances in Management, Jul2011, Vol. 4 Issue 7 An Empirical Study of the Relationships among Purchasing Skills and Strategic Purchasing, Financial Performance, and Supplier Responsiveness by Carr, Amelia S.; Smeltzer, Larry R., Journal of Supply Chain Management, Summer2000, Vol. 36 Issue 3 World-Class Purchasing Skills: An Empirical Investigation by Giunipero, Larry C.; Percy, Dawn H., Journal of Supply Chain Management, Fall2000, Vol. 36 Issue 4 The Seven Cs of Effective Supplier Evaluation by Carter R, Purchasing and Supply Chain Management, April, 1995.

Rural & Agribusiness Management (RABM) Specialization

Semester	I	Specialization	Rural & Agribusiness Management
Course Code	103RABM	Type	Elective Core
Course Title	Rural Marketing		

Course Objectives:

1	To objective of this course is to develop understanding regarding issues in rural marketing mix.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Product Strategy: Product decisions, product classifications, product strategy levels, significance of product strategy, product strategies : assessment of acceptability, product design decisions, types of product strategies, product innovation strategies, customer value strategies, product identity strategies – branding, product identity strategies – packaging, brand building strategies, product lifecycle strategies, fighting fakes.	7 + 2
2	Pricing Strategy: Concept and significance, pricing objectives, pricing policy, pricing strategy – <i>the affordability challenge, rural versus urban, needs integrated approach</i> , pricing for the <i>quality conscious segment, value conscious segment and price conscious segment</i> , Pricing and environmental factors, pricing for competition, pricing by retailers, pricing and product lifecycle .	7 + 2
3	Distribution Strategy: Distribution – The Availability Challenge, Distribution Practices, Distribution Trends, Rural Logistics, Rural Coverage Decision, Geographical Information System for Planning Rural Coverage, Distribution decision – Direct Versus Indirect, Direct Marketing, Indirect Marketing.	7 + 2
4	Rural Retailing: The rise of organized retailing, types of retail outlets, role of retailers, rural malls, Government initiated retail outlets, entrepreneur founded malls, agri company retail outlets, retail outlets of petro chemical companies, retailing by urban players, PPP models, E Tailing, Training Retailers.	7 + 2
5	Promotion Strategy: IMC – Concept and Management Awareness and Motivation Challenge, Objectives and Framework of IMC, Promotional Mix, Communication Process, Communication Media, Designing the Communication Strategy, IMC Strategy, Rural Advertising.	7 + 2

Learning Resources:

1	Text Books	<ol style="list-style-type: none"> 1. Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson 2. Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH
2	Reference Books	<ol style="list-style-type: none"> 1. Rural Marketing, Velayudhan, Sage 2. Rural Marketing, Gopaldaswamy, Vikas Publishing house 3. Rural Marketing, Badi and Badi, Himalaya Publishing House
3	Supplementary Reading Material	<ol style="list-style-type: none"> 1. Rural Marketing in India, Habeeb - ur – Rahman, Himalaya Publishing House 2. Rural Marketing Text and Cases, S L Gupta, Wisdom Publications 3. Cases in Rural Marketing, Krishnamacharyulu, Pearson 4. Indian Rural Markets and Marketing Practices - Recent Developments, Gopalan and Mueen, ICFAI University Press 5. Rural Marketing, Bir Singh, Anmol Publication 6. Rural Marketing - Concept and Cases, Edited by ParthaSarathy, ICFAI University Press 7. A new approach to rural marketing, Sircar, Himalaya Publishing House 8. Rural Marketing - focus on agricultural inputs, Sukhpal Singh, Vikas

		Publishing house 9. Agricultural Communications, Boone, Meisenbach and Tucker, Surjeet Publications. 10. Agricultural Marketing in India, Acharya and Agarwal, Oxford and IBH Publishing 11. New Perspectives in Rural Agricultural Marketing, Ramkishan, Jaico 12. Rural Agriculture and Marketing, Verma, Jiloka and Mandal, Deep and Deep Publications
4	Websites	1. http://market.ap.nic.in/ 2. agmarknet.nic.in/ 3. http://www.rbi.org.in/home.aspx
5	Journals	1. Agribusiness – An International Journal 2. Decision 3. Indian Journal of Agricultural Marketing 4. Indian Journal of Marketing 5. Indian Management Studies Journal 6. Journal of Agri-business 7. Journal of Marketing Management 8. Journal of Marketing Research 9. Journal of Sales Management 10. Management Review 11. Prabandhan 12. Vikalpa

Semester	I	Specialization	Rural & Agribusiness Management
Course Code	104RABM	Type	Elective Core
Course Title	Agri Supply Chains Management		

Course Objectives:	
1	To introduce students to the concepts and processes of agricultural supply chain management
2	To provide a framework for structuring supply chain drivers; network designs,
3	To develop an understanding of demand forecasting, inventory planning, sourcing decisions and IT enablement of supply chain.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.	7 + 2
2	Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management.	7 + 2
3	Procurement Management in Agriculture Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory (VMI).	7 + 2
4	Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.	7 + 2

5	Information Technology in SCM: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management- Benchmarking: introduction, concept and forms of Benchmarking.	7 + 2
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Learning Resources:		
1	Text Books	Altekar RV. 2006. <i>Supply Chain Management: Concepts and Cases</i> . Prentice Hall of India. Monczka R, Trent R & Handfield R. 2002. <i>Purchasing and Supply Chain Management</i> . Thomson Asia.
2	Reference Books	van Weele AJ. 2000. <i>Purchasing and Supply Chain Management Analysis, Planning and Practice</i> . Vikas Publ. House
3	Supplementary Reading Material	Building Agri Supply Chains: Issues and Guidelines – World Bank
4	Websites	http://indiagovernance.gov.in/bestpractices.php?id=627 planningcommission.nic.in/reports/genrep/rep_logis.pdf
5	Journals	Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Marketing Journal of Agri-business Journal of Marketing Management Journal of Supply Chain Management Vikalpa

Semester	I	Specialization	Rural & Agribusiness Management
Course Code	105RABM	Type	Elective Core
Course Title	Commodity Markets		

Course Objectives:	
1	To help students understand what commodity means and how commodities are traded
2	To make students identify significant areas of risk associated with buying and selling commodities
3	To update students about the regulatory framework for commodity markets in India

Syllabus:

Unit Number	Contents	Number of Sessions
1	Commodity Markets: An Overview – What is a Commodity?, Commodity Markets, Marketing of agricultural commodities, physical market operations.	7 + 2
2	Commodity Risk – Understanding risk, managing risk, evolution of commodity derivatives, evolution of commodity derivatives in India.	7 + 2
3	Commodity Derivatives – What is Derivatives?, types of derivatives, other classification of derivatives, Pricing derivatives, derivatives markets and participants, economic importance.	7 + 2
4	Commodity exchanges – What is commodity exchanges?, commodity exchanges around the world, commodity exchanges in India, electronic spot exchanges regulation of commodity markets.	7 + 2
5	Variety in commodity markets – designing commodity contracts, weather derivatives, freight derivatives, electricity derivatives, catastrophe derivatives, carbon derivatives, currency derivatives, property derivatives.	7 + 2

Learning Resources:		
1	Text Books	Purcell WD. 1991. <i>Agricultural Futures and Options: Principles and Strategies</i> . Macmillan Publications
2	Reference Books	Kaufman PJ. 1986. <i>The Concise Handbook of Futures Markets</i> . John Wiley & Sons. Wasendorf RR & McCafferty 1993. <i>All about Commodities from the Inside Out</i> . McGraw-Hill.
3	Supplementary Reading Material	Understanding Agricultural Commodity Markets – EPW - December 29, 2012, Vol xvii no 52 Leuthold RM, Junkus JC & Cordier JE. 1989. <i>The Theory and Practice of Futures Markets</i> . Lexington Books. Lofton T. 1993. <i>Getting Started in Futures</i> . 3rd Ed. John Wiley & Sons, 1993.
4	Websites	www.indiabudget.nic.in/ www.commodityonline.com/ in.reuters.com/finance/commodities
5	Journals	Agribusiness – An International Journal Decision Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Finance Journal of Agri-business Management Review Prabandhan Vikalpa

Family Business Management (FBM) Specialization

Semester	I	Specialization	Family Business Management
Course Code	103FBM	Type	Elective Core
Course Title	Startup and New Venture Management		

Course Objectives:

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Concept and Definitions: Entrepreneur & Entrepreneurship, Entrepreneurship and Economic Development; A Typology of Entrepreneurs;</p> <p>1.2 Entrepreneurial Competencies: The Entrepreneur's Role, Task and Personality -</p> <p>Entrepreneurial Skills: creativity, problem solving, decision making, communication, leadership quality; McClelland's N-Ach theory, self – analysis, personal efficacy, culture & values, risk-taking behaviour, technology backup.</p> <p>1.3 Factor Affecting Entrepreneurial Growth: Economic, Non-Economic Factors; EDP Programmes; Entrepreneurial Training;</p> <p>1.4 Traits/Qualities of an Entrepreneurs: Entrepreneur; Manager Vs. Entrepreneur, The Early Career Dilemmas of an Entrepreneur, Defining Survival and Success , Entrepreneurship as a Style of Management , The</p>	7 + 2

	Entrepreneurial Venture and the Entrepreneurial Organization. Entrepreneurial Process 1.5 Steps of entrepreneurial process : Deciding – Developing – Moving – Managing – Recognizing	
2	2.1 Opportunity / Identification and Product Selection: Entrepreneurial Opportunity Search and Identification; 2.2 Product Selection: Criteria to Select a Product 2.3 Conducting Feasibility Studies: Project Finalization; Sources of Information. 2.4 Entry strategies: New product, Franchising, Partial Momentum, Sponsorship and Acquisition 2.5 Intellectual Property: Creation and Protection	7 + 2
3	Small Enterprises and Enterprise Launching Formalities: Definition of Small Scale; Rationale; Objective; Scope; Role of SME in Economic Development of India; SME; Registration; NOC from Pollution Board; Machinery and Equipment Selection Project Report Preparation: Specimen of Project Report; Project Planning and Scheduling using Networking Techniques of PERT / CPM; Methods of Project Appraisal - economic viability and market feasibility, requirements of financial institutions, projected financial statement preparation.	7 + 2
4	4.1 Role of Support Institutions and Management of Small Business: Director of Industries; DIC; SIDO; SIDBI; Small Industries Development Corporation (SIDC); SISI; NSIC; NISBUED; State Financial Corporation SFC; Information : assistance from different organizations in setting up a new venture, technology parks, industrial corporations, directorate of industries / cottage and small scale industries, SISI, Khadi & Village Industries Corporation / Board. DGS & DNSIC, export & import, how to apply for assistance – procedure, forms, procedures for obtaining contract from Railways, Defence, P & T etc., SIDBI. 4.2 Laws : Liabilities under the Factories Act, Shops & Establishment Act, Industrial Employment (Standing Orders) Act, Environment Protection Act, Sale of Goods Act, maintenance & submission of statutory records & returns, understanding labour - management relationship	7 + 2
5	Case Studies : Diagnostic case studies of successful / unsuccessful entrepreneurs, key variables explaining success /failures, industrial sickness, industrial reconstruction, technology obsolescence, technology, transfer.	7 + 2

Learning Resources:

1	Text Books	The Dynamics of Entrepreneurial Development & Management by Desai, Vasant , Himalaya Publishing House, Delhi Managing Small Business by Longenecker, Moore, Petty and Palich, Cengage Learning, India Edition. Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition. Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH. Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy
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		<p>Habbershon, Published by Praeger Perspectives.</p> <p>Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. & Hodgetts, R.M. Thomson Press.</p> <p>Entrepreneurship Development: Small Business Enterprises by Charantimath, P. , Pearson.</p> <p>A Guide to Entrepreneurship by David, Otes , Jaico Books Publishing House, Delhi.</p> <p>Indian Entrepreneurial Culture by A Gupta , New Age International.</p>
2	Reference Books	<p>Entrepreneurship: New Venture Creation by David H. Holt</p> <p>Entrepreneurship Development New Venture Creation by Satish Taneja, S.L.Gupta</p> <p>Project management by K. Nagarajan.</p> <p>Entrepreneurship: Strategies and Resources by Marc J. Dollinger</p> <p>The Culture of Entrepreneurship by Brigitte Berger.</p> <p>Entrepreneurship by Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd</p> <p>Entrepreneurship As Strategy by G. Dale Meyer, Kurt A. Heppard</p> <p>New Vistas of Entrepreneurship: Challenges & Opportunities by A. Sahay, M.S.Chhikara</p> <p>Entrepreneurship and Small Business Management by Siropolis</p> <p>Lead like an Entrepreneur by Neal Thornberry</p> <p>Make The Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare</p>
3	Supplementary Reading Material	<p>The Creation of Wealth - A Tata Story by R M Lala , IBM Publishing</p> <p>B K Birla : A Rare Legacy, Image Inc.</p> <p>Family Business in India by Sudipta Dutta</p> <p>Innovation and Entrepreneurship by Peter F. Drucker</p> <p>You Too Can Become an Entrepreneur by Nalinaksha Mutsuddi</p> <p>Intrapreneurship by Gifford Pinchot III</p> <p>The Entrepreneurial Connection by Gurmeet Naroola</p> <p>Thought Leaders by Steven Brandt.</p> <p>Corporate Entrepreneurship by Vijay Sathe</p> <p>Corporate Entrepreneurship: Entrepreneurial Development Inside Organizations by Michael H.Morris, Donald F.Kuratko</p>
4	Websites	<p>www.nenonline.org/</p> <p>www.tie.org/</p>
5	Journals	<p>Who is an entrepreneur? Is the wrong question, Gartner, W. (1988), American Journal of Small Business, 12(4), 11-32.</p> <p>Becoming an entrepreneur - a question of personality structure?; Hermann B.; Journal of Economic Psychology 18 (1997) Pg 157</p> <p>Entrepreneurial Folklore; Brockhaus, Robert H.; Journal of Small Business Management. Milwaukee: Jul 1987. Vol. 25, Iss. 3; p. 1</p> <p>Do You Want to Keep Your Customers Forever?, B. J. Pine II, D. Peppers, and M. Rogers (1995), HBR (Reprint No. 95209)</p> <p>The Spirit of Entrepreneurship; Abdnor, James; Journal of Small Business Management. Milwaukee: Jan 1988. Vol. 26, Iss. 1; p. 1</p> <p>Opportunities and Entrepreneurship, Eckhardt, J., & Shane, S. (2003), Journal of Management, 29: 333-349.</p> <p>Why Entrepreneurship? A Worldwide Perspective; Shapero, Albert; Journal of Small Business Management. Milwaukee: Oct 1985. Vol. 23, Iss. 4; p. 1</p> <p>Creating entrepreneurs in India; Leo Paul Dana; Journal of Small Business Management. Milwaukee: Jan 2000. Vol. 38, Iss. 1; p. 86</p> <p>Some Empirical Aspects of Entrepreneurship; Evans, David S.; Leighton, Linda S.; American Economic Review, Jun 89, Vol. 79 Issue 3, p519</p> <p>Survival Chances of Newly Founded Business Organizations; Bruderl, Josef, Preisendorfer, Peter, Ziegler, Rolf.; American Sociological Review. Albany: Apr 1992. Vol. 57, Iss. 2; p. 227.</p> <p>A Conceptual Framework for Describing the Phenomenon of New Venture</p>

	Creation; Gartner, William B.; The Academy of Management Review. Briarcliff Manor: Oct 1985. Vol. 10, Iss. 4; p. 696 Some Thoughts on Business Plans, William A. Sahlman, HBS Note# 897101 The Five Stages of Small Business Growth, Neil C. Churchill, Virginia L. Lewis, HBR # 83301
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Semester	I	Specialization	Family Business Management
Course Code	104FBM	Type	Elective Core
Course Title	Project Management		

Course Objectives:	
1	To make the students understand the complex issues in Project Management
2	To increase the understanding of project management tools and techniques
3	To teach the students the concepts and skills that are used by managers to plan projects, secure resources, budget, lead project teams to successful completion of projects.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Project Management: Definition, functions, evolution of Project Management, classification of projects, Project management in different environments. The Project Management Systems, Methodologies & Systems Development Cycle: Systems approach, systems analysis, systems development, project feasibility, Project life cycle, project appraisal, project contracting, the phases of system development life cycle.	7 + 2
2	Project Feasibility Study: Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, risk analysis, sensitivity analysis, and social cost benefit analysis. Project Planning: Planning fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix.	7 + 2
3	PERT, CPM, Resource allocation: Tools & techniques for scheduling development, crashing of networks, time-cost relationship, and resource leveling multiple project scheduling. Cost Estimating Budgeting : Cost estimating process elements of budgeting, project cost accounting & management information systems, cost schedules & forecasts.	7 + 2
4	Managing Risks in Projects: Risk concept & identification, risk assessment, risk priority, risk response planning, risk management methods. Project Control: Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control.	7 + 2
5	Project Management Information System:	7 + 2

	Computer based tools, features of PMIS, using project management software, (MS Projects)	
	Project Evaluation, Reporting & Termination: Project reviews & reporting, closing the contract.	

Learning Resources:		
1	Text Books	Effective Project Management by Clements and Gido, Thomson India Edition, 2007. Project Management : The Managerial Process by Gray and Larson, MGH, Special Indian Edition, 3 rd Edition Project Management for Business and Technology: Principles and Practice by John Nicholas, PHI – Eastern Economy Edition, 2 nd Edition Project Management –by Mantel, Meredith, Shafer, Sutton and Gopalan, 1st Indian Edition
2	Reference Books	Project Management by Dennis Lock, Coles Publishing Co., Ltd. Project Management – a systems approach and planning, scheduling and controlling by Harold Kerzner, CBS Publishers Project Management for 21st Century by Bennet P Lientz and Cathryn P Rea , Academic Press, Latest Edition A management guide to PERT/CPM by Jerome D Weist and Sertinand K Levy Prentice Hall India Appraisal &Control of Project costs by Roy.Pilchar, McGraw Hill, Latest Edition. Project Management by Gary R Heerkens & Roger A Formisano, McGraw Hill.
3	Supplementary Reading Material	Project Management: A Managerial Approach by Meredith, Mantel Wiley India, 6 th Edition. The Practice of Project Management by Freigenti and Comninos, Kogan Page
4	Websites	www.pmi.org.in/
5	Journals	Risk Analysis of Infrastructure Projects: A Case Study on Build-Operate-Transfer Projects in India by Maniar, Hiren., IUP Journal of Financial Risk Management, Dec2010, Vol. 7 Issue 4 Enercon India: Project Planning by Mukherjee, Saral; Raghuram, G., Vikalpa: The Journal for Decision Makers, Jan-Mar2007, Vol. 32 Issue 1 Critical Factors Affecting Schedule Performance: Evidence from Indian Construction Projects by Iyer, K. C.; Jha, K. N., Journal of Construction Engineering & Management, Aug2006, Vol. 132, Issue 8 What attributes should a project coordinator possess? by Jha, Kumar Neeraj; Iyer, Chandrashekhar K., Construction Management & Economics, Sep2006, Vol. 24 Issue 9 A Study of Critical Project Success Parameters in Different Organizational Conditions by Piyush, Mishra; Dangayach, G. S.; Mittal, M. L., Advances in Management, Aug2011, Vol. 4 Issue 8

Semester	I	Specialization	Family Business Management
Course Code	105 FBM	Type	Elective Core
Course Title	Business Plans		

Course Objectives:	
1	To help students appreciate the purposes and audiences for business plans.
2	To help students understand the structure and content of a business plan, including the reasons for the structure and content.
3	To guide students in preparing a first draft of their own business plan
4	To train students in critical evaluation of business plans

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Business Plan: Business Plan – Concept, need, use. Business planning overview - Business planning as a change agent - Idea brainstorming session - Understanding your motivations for preparing a plan - Raising money , Clarifying the company's future , Launching a new venture , Searching for partners , Plotting against the competition, Recruiting.	7 + 2
2	Key elements of a Business Plan: Executive summary - Business description - Industry analysis and trends - Competitive analysis - Target market - strategic position – risk assessment - Market strategies - Design and development plan - Technology plan -management and organization - Financial factors - Financial features - sales, profits, cash flows and return on investment - Financial requirements - loan , equity source of collateral - Current business position- Relevant information about the company, its legal form of operation, when it was formed, the principal owners and key personnel - Major achievements - developments within the company that are essential to the success of the business.	7 + 2
3	Writing a Business plan: Decide why you're writing your plan - Research other business plans - Collect Information - press releases, related articles, Trade and industries associations - industry journals, Internet, government sources and statistics - offline research resources - library - historical financials, important web sites. Evaluating data- benefits of market study -coverage of market study. Put it down on paper - brainstorming - Prepare your rough draft - Compile information and research to support the claims and assertions you make in your plan - Start thinking about the numbers- Write a final draft and finish the numbers - Set a deadline.	7 + 2
4	Evaluating a B Plan from the Investor's Perspective: (O) Opportunity: Is this a positive present value opportunity? (I) What is the idea / industry? (M) Is the target market large enough to support substantial growth / valuation? (P) Why does the opportunity generate a positive present value? What is unique? (A) Acceptance: Will customers in that market accept / buy this new product / service? (C) Why won't the value be competed away? (T) Why is this a good time to enter? (S) Speed? How quickly can this be implemented?	7 + 2
5	Risk Assessment: Possible uncertainties: Market size, Customer acceptance, Customer approach, Competition, Management team, Potential real options, Which uncertainties can be managed so that outcome is more likely to be favorable? Choice of initial customers? Choice of investors? Team Evaluation: Can management team implement opportunity? How does previous experience relate to opportunity? How "hungry" is the management team? If management pieces are missing: What pieces are missing? What type of person will you look for to fill them? How will you find that person? Importance of a good team and a good opportunity are for VCs. Strategy: Is strategy consistent with opportunity, uncertainty, team, and exit? Investment requirements / cash flows: Is the amount of money required reasonable? Do the cash flows / forecasts make sense? Bottom-up, Top-down. Deal: Does deal structure provide appropriate incentives? Is the deal priced attractively? Do key individuals have incentives to do deal? Do key individuals have incentives to make deal work? Does deal structure provide / ensure appropriate governance? Does deal structure help manage the uncertainties? Exit: Is the deal excitable? How?	7 + 2

Learning Resources:		
1	Text Books	Entrepreneurial Small Business, Katz J A , Green II R P, McGraw Hill/Irwin, New York, NY, 2008. 3rd Ed. Getting to Plan B, Mullins J and Komisar R, Harvard Business Press, Boston, Massachusetts, 2009. Business Planning: A guide to Business Start-up. By – David Butler. Thompson. Butterworth-Heinemann, MA. 2008. ISBN: 978-81-312-1432-9
2	Reference Books	The Successful business Plan Secret Strategies by Rhonda Abrams PH The business plan in a day by Rhonda Abrams , PH. Business plan preparation - Entrepreneurship Development Institute of India
3	Supplementary Reading Material	How Much Money Does Your New Venture Need?, James M. Stancill, HBR, 1986.
4	Websites	-
5	Journals	Business Plans: Two Major Types; Fry, Fred L., Stoner, Charles R.; Journal of Small Business Management. Milwaukee: Jan 1985. Vol. 23, Iss. 1; p. 1 How to Write a Great Business Plan, William A. Sahlman, HBR, July 01, 1997, 11 pgs. How to Write a Winning Business Plan, S. R. Rich and D. E. Gumpert (1985), HBR, May-June, 1985 (Reprint No. 85314)

Technology Management (TM) Specialization

Semester	I	Elective	Technology Management
Course Code	103TM	Course Type	Elective Core
Course Title	Systems & Technologies for Knowledge Management		

Course Objectives:	
1	To familiarize the participants with systems & technologies used for knowledge capture, discovery, sharing & application.
2	To highlight role of artificial intelligence, knowledge based systems & data mining in knowledge Management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Artificial Intelligence 1.1 Artificial Intelligence – Meaning, Knowledge Vs Intelligence, Concept of Expertise, state space search methods comprising early AI Work, 1.2 Modern knowledge-based systems (KBS), Heuristic Search, Kinds of Knowledge in Knowledge Based Systems, Expert Systems, Advantages & Disadvantages of KBS 1.3 AI Based Reasoning - Model-based reasoning, Constraint-based reasoning, Diagramatic Reasoning, Fuzzy logic, Evolutionary algorithms	7 + 2
2	Knowledge Based Systems (KBS) 2.1 User's & Developer's Views of KBS, Components of KBS - Inference engine, The knowledge base The user interface, The fact base 2.2 Means of Representing Knowledge – Rules & Frames, Inference Chains, Attributes, Inheritance 2.3 Rule based reasoning, Frame based reasoning, Forward & Backward Chaining, Weaknesses of Rule based reasoning, Knowledge Engineering, Tools available for KBS 2.4 Case Based Reasoning (CBR), CBR Systems, Using CB Libraries, Advantages & Disadvantages	7 + 2
3	Knowledge Elicitation & Capture	7 + 2

	3.1 Repertory Grid as Knowledge Elicitation Tool, Techniques to automate knowledge acquisition, 3.2 Knowledge Capture System –Techniques for Using &OrganisingOrganisational Stories, 3.3 Concept Maps, Cmap Tools, Context Based Reasoning	
4	Data Mining 4.1 Concept of Data Mining, Objectives of Data Mining, Data Mining Techniques – Predictive & Descriptive 3.3 Statistical pattern Recognition, Statistical Clustering, 3.4 Decision Trees, Induction Trees 3.5 Artificial Neural Networks, Basic feed forward neural networks with supervised learning, Unsupervised learning, Clustering techniques and the Kohonennetworks.CRISP DM Methodology	7 + 2
5	Knowledge Sharing & Application Systems 5.1 Organisational Memory 5.2 Requirements & barriers to Knowledge Sharing Systems 5.3 Types of Knowledge Sharing Systems, Repositories, Incident report databases, Alert systems, Best practices databases, Lessons-learned systems, Expertise locator systems 5.4 Knowledge Application Systems, Design Considerations, Case Method Cycle, Technologies 5.5 Types of Systems- Expert systems, decision support, advisor systems, fault diagnosis (troubleshooting) systems, help desk systems	7 + 2

Learning Resources:

1	Text Books	Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges, Solutions, and Technologies . Prentice Hall. ISBN: 0-13-109931-0.
2	Reference Books	Elias M. Awad, Hassan M. Ghaziri (2004). Knowledge Management. Prentice Hall. ISBN: 0-13-034820-1. Donald Hislop, Knowledge Management in Organizations, Oxford 2nd Edition. Amrit Tiwana (2002). The Knowledge Management Toolkit: Orchestrating IT, Strategy, and Knowledge Platforms (2nd Edition). Prentice Hall. ISBN: 013009224X. Stuart Russell, Peter Norvig (2003). Artificial Intelligence: A Modern Approach (2nd Edition). ISBN: 0-13-790395-2. Ian Watson (2002). Applying Knowledge Management: Techniques for Building Corporate Memories. Morgan Kaufmann. ISBN: 1558607609. Madanmohan Rao (2004). Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann. ISBN: 0750678186. Stuart Barnes (ed) (2002). Knowledge Management Systems Theory and Practice. Thomson Learning. Kimiz Dalkir, Knowledge Management in Theory and Practice, Elsevier, Butterworth-Hinemann. Shelda Debowski, Knowledge Management, Wiley India Edition.
3	Supplementary Reading Material	Chris Collison, Geoff Parcll (2001). Learning to Fly: Practical Lessons from one of the World's Leading Knowledge Companies. Capstone. ISBN: 1-84112-124-X. Helen N Rothberg and G Scott Erickson, From Knowledge to Intelligence – Creating Competitive Advantage in the Next Economy, Elsevier, Butterworth-Hinemann. Peter F. Drucker, David Garvin, Leonard Dorothy, Straus Susan, John Seely Brown (1998). Harvard Business Review on Knowledge Management. Harvard Business School Press. ISBN: 0875848818.

		Madanmohan Rao, Leading with Knowledge – Knowledge Management Practices in Global Infotech Companies, TMGH.
4	Websites	http://www.research.ibm.com/journal http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Dueck, G. (2001) Views of knowledge are human views. IBM Systems Journal, 40(4), 885-888. http://www.research.ibm.com/journal/sj/404/du_eck.html . Lesser, E.L. & Storck, J. (2001) Communities of practice and organizational performance. IBM Systems Journal, 40(4), 831-841. http://www.research.ibm.com/journal/sj/404/le_sser.html . Avram, G (2006). "At the Crossroads of Knowledge Management and Social Software" The Electronic Journal of Knowledge Management 4 (1), 1-10. http://www.ejkm.com/volume-4/v4-1/Avram.pdf . Marwick, A.D. (2001) Knowledge management technology. IBM Systems Journal, 40(4), 814-830. http://www.research.ibm.com/journal/sj/404/marwick.html .

Semester	I	Specialization	Technology Management
Course Code	104TM	Type	Elective Core
Course Title	Innovation, Product Development and Commercialization		

Course Objectives:	
1	To offer a holistic framework for new product development and commercialization especially in the context of high technology products.
2	To highlight critical role of leadership in management of new product development & commercialisation.
3	To illustrate how to integrate business, market, technology and resource strategies for optimal product development decisions and global commercialization success.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Product Platform and Knowledge Integration: Product Development Goals, Knowledge - Generation, Retention, Reuse and Integration. Dimensions of Knowledge integration, Knowledge integration across the value chain and virtual teams, Time Value of Knowledge and Short time to Market, Types of Products and Product Development Projects, Product and Process Platforms – Definitions, Defining a Product platform. Modularity in System Design, Strategic Outsourcing and Product Architecture, Product Life Cycle, Continuous Improvement of a Product, Baseline and Derivative products.	7 + 2
2	Product Development Process: Product Development framework, product Development process at leading corporations, New Product Development and Commercialization Process, Scaling the process and dynamic nature of Product Development, Knowledge generation and Integration in the PDCP, Flexibility in Product Development, Market Requirement Specifications, Phases of the PDCP, Product Launch, Cross-functional responsibilities and deliverables in the Product Development. Process Development Methodology, Software Product Development, Product Release and Post release Management, Product Change Management.	7 + 2
3	Excellence in Design and Product Reliability: Product Design , Design for Excellence – Design for Manufacturability, Serviceability, Maintainability,	7 + 2

	Safety, Environment Sustainability. Design for Reliability, Predictability and Robustness. Reliability profile over the Life Cycle, Reliability Assurance beyond the design phase, Reliability design and reliability modeling, Fault Tree Analysis, Failure Modes, Effects and Criticality Analysis, Design of Experiments, Passive Data Collection, Accelerated Testing and Screening, Weibull Analysis, Duane Growth Model, Terminology in Product Design and Development, Product Documentation, Prototyping, Product Characterization Testing, Customer Participation in Product Development, Quality.	
4	Commercialization of High Tech Products: Challenges in the development and commercialization of high tech products, Strategies for flawless execution, process orientation, Kaizen in PDCP, Managing critical interfaces, Systems analysis, Systems Engineering and Life Cycle Thinking, Product Development – A Systems Analysis Perspective, A Global Perspective. Managing Constraints. Common innovation problems in large companies, Engineering Excellence and Team Productivity, Lean Product Development, Virtual teams through strategic alliances and sourcing to external and internal suppliers, core competency, core activities, leveraging resources.	7 + 2
5	Managing New Product Development Teams: Overview, Constructing New Product Development teams, Team Size and Composition, Structure of the New Product Development team, Functional teams, Lightweight teams, Heavyweight teams, Autonomous teams. Team Leadership, Team Administration. Managing Virtual teams. Managing Product and Technology Portfolios for Shareholder Value: Factors affecting long term growth of shareholder value – RoA, RoE, RoI models, Product and Technology Portfolio Planning, A framework for Product Portfolio Planning, Steps in Product Portfolio Planning, Resource Distribution, Assessing Market and Business Opportunities.	7 + 2

Learning Resources:

1	Text Books	Innovation, Product Development and Commercialization – Case Studies and Key Practices for Market Leadership, Dariush Rafinejad, Cengage Learning, India Edition. Strategic Management of Technological Innovation, Melissa A Schilling, TMGH, Special Indian Edition, 2nd Edition.
2	Reference Books	Strategic Management of Technology & Innovation, Robert A Burgelman, Modesto A Maidique, Steven C Wheelwright, MGH International Edition. Managing Technology and Innovation for Competitive Advantage, V K Narayanan, Pearson Education, 2009 Edition.
3	Supplementary Reading Material	Management of Technology and Innovation – Competing through Technological Excellence, P N Rastogi, Response Books, 2 nd Edition.
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Cooper R. G. "Third Generation New Product Processes", Journal of Product Innovation Management, 11, 1994, 3-14. Griffin A., and Hauser J. R. 1993. "The Voice of the Customer", <i>Marketing Science</i> , 12 (1), pp. 1-27 Lynn G. S., J. G. Morone, and A. S. Paulson, "Marketing and Discontinuous Innovation: The Probe-and-Learn Process" <i>California Management Review</i> 38, Spring 1996, 8-37 Von Hippel E. "Creating Breakthroughs at 3M", <i>Harvard Business Review</i> , September-October 1999. "The Ultimate Creativity Machine: How BMW Turns Art into Profit" <i>Harvard Business Review</i> , Jan/Feb 2001

Semester	I	Elective	Technology Management
Course Code	105TM	Type	Elective Core
Course Title	Managing Innovation – I		

Course Objectives:	
1	To highlight the importance of innovation in competitive world of business
2	To describe various models of innovation and corresponding assets & knowledge requirements
3	To highlight the threat of disruptive technologies and its managerial implications

Syllabus:

Unit Number	Contents	Number of Sessions
1	The Innovation Imperative:— Why innovate? The changing world of business, Key Definitions – Creativity, Invention, Innovation, Business Design, Innovation to Energize, Innovate for Growth, Profit, Innovate for Survival, Managing Change, Creativity & innovation. Myths Surrounding Creativity, Difference between innovation and creativity. Sources of Innovation: Functional Sources of Innovation – Internal Value Chain, Spillovers from Competitors, Suppliers, Customers and Complimentary Innovators, University, Government & Private Laboratories, International Sources. Circumstantial Sources of Innovation – Planned Firm Activities, Unexpected Occurrences, Creative Destruction.	7 + 2
2	Models of Innovation:— Static Models : Incremental versus Radical Innovation, Abernathy –Clark Model, Henderson – Clark Model, Disruptive Technological Change Model, Innovation Value – Added Chain, Strategic Leadership View, Familiarity Matrix, Imitability & Complementary Assets – Teece Model. Dynamic Models: Utterback – Abernathy Model, Tushman – Rosenkopf technology Life Cycle Model, Foster's S Curve.	7 + 2
3	Competencies, Assets and Knowledge: Profit Chain, Value Configurations – Value Chain, Value Network, Value Shop. Assets and Competencies. Assets – Coreness, Imitability, Profits. Competencies – Coreness, Imitability, Profits. Relationship between Competencies and Assets. Knowledge – Newness, Quantity, Tacitness. Sources of Assets and Competencies. Implications for Competition. Innovation and Competencies.	7 + 2
4	The Innovation Portfolio:— What to innovate? Vision – Portfolios and Feelings, What is the right question? Identifying Feelings and Needs, Innovating Experiences, Battling Commoditization, Technology & Psychology, Innovation, Feelings, Needs: Creating Emotional Appeal, Searching for Innovation Opportunities. Process Innovation, Innovation Portfolios for Established Organizations. Pioneers, Migrants & Settlers.	7 + 2
5	Innovator's Dilemma: Sustaining versus disruptive technologies, trajectories of market need versus technology improvement, Value Networks, Implications of the Value Network for Innovation, Managerial Decision Making & Disruptive Technological Change, Value Networks and Characteristic Cost Structures, Resource Allocation & Upward Migration, Case Studies on Management of Disruptive Technological Change	7 + 2

Learning Resources:		
1	Text Books	Innovation Management , Allan Afuah, Oxford Indian Edition. Innovation Management ,ShlomoMaital and D V R Seshadri, Response Books, Sage Publications, New Delhi. Moore, G. Crossing the Chasm. Revised ed. New York, NY: Harper Collins, 1999. ISBN: 9780066620022.

		<p>Iansiti, M., Levien, R.: <i>The Keystone Advantage – What the New Dynamics of Business Ecosystems Mean for Strategy, Innovation, and Sustainability</i>, Harvard Business School Press, Boston, 2004</p> <p>Miller, W.L., Morris, L.: <i>4th Generation R&D: Managing Knowledge, Technology, and Innovation</i>, John Wiley, New York, 1999</p> <p>Matheson, D., Matheson, J.: <i>The Smart Organization: Creating Value Through Smart R&D</i>, Harvard Business School Press, Cambridge, 1998</p>
2	Reference Books	<p>The Innovator's Dilemma. Cambridge, MA: Harvard Business School Press, 1997, pp. 3-28.</p> <p>Diffusion of innovations Rogers, E. M. New York: The Free Press. 1995, 4th ed.</p> <p>Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books.</p> <p>The Innovator's Dilemma, Clayton M. Christensen, Harper Business Essentials</p>
3	Supplementary Reading Material	<p>Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Heinemann, South Asian Edition.</p> <p>Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press.</p> <p>The Innovator's Toolkit, Harvard Business Press.</p> <p>Fastrack to Success Innovation, Andy Bruce and David Birchall, Prentice Hall - Financial Times.</p> <p>Getting to Innovation, Arthur B VanGundy, PHI – Eastern Economy Edition.</p> <p>Teaching with technology. Hooper, S., & Rieber, L.P. (1995). In A. Ornstein (Ed.), <i>Teaching: Theory into practice</i>. Boston, MA: Allyn and Bacon.</p>
4	Websites	<p>http://www.ifm.eng.cam.ac.uk/research/ctm/</p> <p>http://hbswk.hbs.edu/</p> <p>http://knowledge.wharton.upenn.edu/</p> <p>http://www.technologymanagementchicago.org/</p>
5	Journals	<p>Eisenhardt, Kathleen, and Charles Galunic. "Coevolving: At Last, A Way to Make Synergies Work." <i>Harvard Business Review</i>, January 1, 2000.</p> <p>Eisenhardt, Kathleen, and Shona Brown. "Patching: Restitching Business Portfolios in Dynamic Markets." <i>Harvard Business Review</i>, May 1, 1999.</p> <p>Brown, Shona, and Kathleen Eisenhardt. "The Art of Continuous Change: Linking Complexity Theory and Time-paced Evolution in Relentlessly Shifting Organizations." <i>Administrative Science Quarterly</i> 42 (1997): 1-34.</p> <p>Eisenhardt, Kathleen and Shona Brown. "Time Pacing: Competing in Markets that Won't Stand Still." <i>Harvard Business Review</i>, March 1, 1998.</p>

SEMESTER II

Semester	II	Specialization	NA
Course Code	201	Type	Generic Core
Course Title	Managing for Sustainability		

Course Objectives:	
1	Apply general ethical principles to particular cases or practices in business.
2	Think independently and rationally about contemporary moral problems.
3	Recognize the complexity of problems in practical ethics.
4	Demonstrate how general concepts of governance apply in a given situation or given circumstances.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Corporate social responsibility: Concept, The nature of corporate responsibility and corporate citizenship, Relevance in the present day business environment. Corporate social responsibility and stakeholders: Internal and external stakeholders, Responsibility to various stakeholder groups, Interest and influence of various stakeholder groups, Formulating and implementing a policy for corporate social responsibility</p> <p>Bottom of the pyramid opportunities: Issues and opportunities for business in socially and environmentally sensitive world, Social and environmental problems and how they shape markets.</p>	7 + 2
2	<p>Sustainable Development: concept, definition of sustainable development, need, importance, education, Philosophical development, Gandhian Thought on Sustainable Development, Sustainable Development and social framework, equitable distribution, difference between sustainable development and green development, criticism.</p> <p>Stakeholder Impact: Stakeholders and the power they wield, Reducing socio-environmental costs and risks: managing the downside, Driving revenues and creating intangible value: managing the upside</p>	7 + 2
3	<p>3.1 Business case for sustainable development: Three dimensions of sustainable development</p> <p>1) Environmental: Atmosphere, fresh water and oceans, land use, management of human consumption, energy, food, waste management, Understanding ecological "footprint": Eco-tracking, carbon marketing, carbon credits, economics of sustainability, Designing for the environment and "greening" the supply chain, regulation, case studies.</p> <p>2) Economic: environment degradation and economic growth, nature as an economic externality, economic opportunity.</p> <p>3) Social: Peace, security, social justice, sustainability and poverty, human relationship to nature, human settlements</p> <p>3.2 Study of business models for sustainable development: Indian & Global perspectives.</p> <p>3.3 Sustainability reporting: Triple bottom line reports - The content of sustainability reports (also CSR reports, ESG reports, social and environmental reports)</p> <p>3.4 Social accountability standard - ISO 26000: Social responsibility guidance standard, Global Compact Principles, Environmental Impact Assessment, Life Cycle Analysis, Social Impact Assessment</p>	7 + 2
4	<p>4.1 Corporate Governance : Meaning – OECD principles, Difference between governance and management, Purpose of good governance, Potential consequences of poor corporate governance, Business failure and the contribution of poor governance</p> <p>4.2 Relevant Theories: Agency theory, transaction cost theory, stakeholder theory. Friedman 's theory of CSR.</p> <p>4.3 Stakeholder value approach: Stakeholder value approach, Enlightened stakeholder approach, stakeholder approach to Governance, risk and financial stability. The balancing of conflicting objectives</p> <p>4.4 Key issues in corporate governance: Role and composition of the board, remuneration of directors and senior executives, accounting and audit, internal controls, checks and governance, relations with shareholders and other stakeholders. Clause 49 of Listing agreement & Corporate Governance Code, CEO, CFO Certification. Role of regulators – SEBI, IRDA, RBI, ED, etc.</p> <p>4.5 Applying best practice in governance: Voluntary and regulatory approaches, rules or principles, concept of 'comply or explain'. Governance problems for global companies and groups. Governance issues in the public sector.</p>	7 + 2

	<p>Governance issues in the voluntary sector (NGOs and charitable organizations)</p> <p>4.6 Governance aspects: Sarbanes-Oxley Act 2002: Section 302: CEO/CFO certifications, Section 404(a): internal control report, Governance and role of auditors and audit committee.</p> <p>4.7 Case Studies on Corporate Governance: Satyam , Infosys, Tata, Wipro.</p>	
5	<p>Corporate Ethics:</p> <p>5.1 The Ethical Value System: Universalism, Utilitarianism, Distributive Justice, Social Contracts, Individual Freedom of Choice, Professional Code,</p> <p>5.2 Values: Importance, Sources of Value Systems, Values across Cultures</p> <p>5.3 Indian Values and Ethics: Respect for Elders, Hierarchy and Status, Need for Security, Non – Violence, Cooperation, Simple Living high Thinking, Rights and Duties, Ethics in Work life, Holistic relationship between Man and Nature, Attitudes and Beliefs.</p> <p>5.4 Business Ethics: Nature, Characteristics and Needs, Ethical Practices in Management, Ethical Values in different Cultures, Culture and Individual Ethics, Relationship between Law and Ethics, Impact of Laws on Business Ethics.</p> <p>5.5 Ethics and Corporate Excellence: Code of Ethics in Business Houses, Strategies of Organizational Culture Building, Total Quality, Customer Care, Care of the Employees as per Statutes, Objective and Optimistic Approach.</p> <p>5.6 Indian and Global case studies</p>	7 + 2

Note:

Introductory treatment of all topics is expected to sensitize the students.
Compliance / Regulatory aspects should not be overemphasized.

Learning Resources:

1	Text Books	<p>Corporate Governance by Christine A Mallin, Oxford University Press.</p> <p>Corporate Governance in India – An Evaluation by S C Das, PHI – Eastern Economy Edition.</p> <p>Corporate Governance Codes, Systems and Practices by S C Das, PHI – Eastern Economy Edition.</p> <p>Triple Bottom Line Reporting and Corporate Sustainability by S Singh, PHI – Eastern Economy Edition.</p> <p>Ethics, Business & Society Edited by Ananda Das Gupta, Response Books</p> <p>Business Ethics by Crane and Matten, Oxford University Press, 2nd Edition.</p> <p>Business Ethics – An Indian Perspective, by Ronald Francis and Mukti Mishra, TMGH.</p> <p>Corporate Governance Values and Ethics by Dr Neeru Vasishth & Dr Namita Rajput, Taxmann</p> <p>Corporate Governance – Principles, Mechanisms & Practice, Swami Dr Partasarathy, Biztantra Publications.</p>
2	Reference Books	<p>The Satyam Saga – Business Standard Publication</p> <p>Ethics for the Real World by Howard and Korver, Harvard Business Press.</p> <p>Ethics in Practice by Kenneth Andrews, Harvard Business School Press.</p> <p>Mastering Business in Asia by Peter Wallace and John Zinkin, Wiley India.</p> <p>The Sustainable Enterprise – Profiting from best practice by Simmons and Simmons, Kogan Page, 2nd Edition.</p> <p>Corporate Governance – Principles, Policies & Practices, by Bob Tricker, Oxford University Press.</p> <p>Corporate Governance – Principles, Policies & Practices, by A C Fernando, Oxford University Press.</p> <p>Corporate Governance by K Prasad, PHI – Eastern Economy Edition.</p> <p>Corporate Governance – Global Concepts & Practices, Dr S Singh, Excel Books.</p>
3	Supplementary Reading	<p>An Introduction to Business Ethics by Joseph DesJardins, TMGH, 2nd Edition.</p> <p>Business Ethics – Text and Cases by C S V Murthy, Himalaya Publications, 2nd</p>

	Material	Revised Edition. Case Studies on Ethics and Corporate Governance Vol I and II , ICFAI Books
4	Websites	www.icgn.org/ http://www.oecd.org/document/49/0,3343,en_2649_34813_31530865_1_1_1_1,00.html
5	Journals	Business & Society Corporate Governance: An International Review Corporate Governance: The International Journal of Effective Board Performance Journal of Business Ethics Ethics & Accountability in a Context of Governance & New Public Management

Semester	II	Specialization	NA
Course Code	202	Type	Generic Core
Course Title	Startup and New Venture Management		

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

Syllabus:

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

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

Learning Resources:		
1	Text Books	<p>The Dynamics of Entrepreneurial Development & Management by Desai, Vasant , Himalaya Publishing House, Delhi</p> <p>Managing Small Business by Longenecker, Moore, Petty and Palich, Cengage Learning, India Edition.</p> <p>Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition.</p> <p>Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH..</p> <p>Entrepreneurship Development: Small Business Enterprises by Charantimath, P. , Pearson.</p> <p>A Guide to Entrepreneurship by David, Otes , Jaico Books Publishing House, Delhi..</p>
2	Reference Books	<p>Entrepreneurship: New Venture Creation by David H. Holt</p> <p>Entrepreneurship Development New Venture Creation by Satish Taneja, S.L.Gupta</p> <p>Project management by K. Nagarajan.</p> <p>Entrepreneurship: Strategies and Resources by Marc J. Dollinger</p> <p>The Culture of Entrepreneurship by Brigitte Berger.</p> <p>Entrepreneurship and Small Business Management by Siropolis</p> <p>Lead like an Entrepreneur by Neal Thornberry</p> <p>Make The Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare</p>
3	Supplementary Reading Material	<p>The Creation of Wealth - A Tata Story by R M Lala , IBM Publishing</p> <p>B K Birla : A Rare Legacy, Image Inc.</p>

		Family Business in India by Sudipta Dutta Innovation and Entrepreneurship by Peter F. Drucker Thought Leaders by Steven Brandt. Corporate Entrepreneurship by Vijay Sathe Corporate Entrepreneurship: Entrepreneurial Development Inside Organizations by Michael H.Morris, Donald F.Kuratko
4	Websites	www.nenonline.org/ www.tie.org/
5	Journals	Journal Of Entrepreneurship Development International Journal of Social Entrepreneurship and Innovation Entrepreneurship

Marketing Management (MKT) Specialization-

Semester	II	Specialization	Marketing
Course Code	203MKT	Type	Elective Core
Course Title	International Marketing		

Course Objectives:

1	To make the students understand the concept and techniques of international marketing.
2	To train the students to develop plans and marketing strategies for entering into international markets and managing overseas operations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	International Marketing: Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment. Global markets, International market groups- EU, ASEAN, SAFTA, NAFTA, Emerging economies. International marketing research and information system; foreign market entry modes; global marketing operations and strategies; International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.	9 + 2
2	International Product Strategies: Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, International Trade Product Life Cycle, New Product Development; counterfeiting and IPR issues.	7 + 2
3	Pricing for International Markets: Factors Affecting International Price Determination; Price Quotations and Terms of Sale, pricing strategies; international dumping; financing marketing transactions.	6 + 2
4	Managing International Distribution: The structure of international distribution systems; International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; channel selection decisions; aspects of international supply chain management; international direct marketing; leveraging international distribution for competitive advantage.	7 + 2
5	Managing International Promotion Mix: Planning for Trade Fairs and Exhibitions; Advertising and other Modes of Communication, International promotion mix; push and pull strategies; aspects of international sales management; challenges of international advertising; global media strategy.	6 + 2

Learning Resources:

1	Text Books	International Marketing by Cateora, Graham & Salwan, Mc Graw Hill, 13 th Edition, 2008. International Marketing by Rakesh Mohan Joshi, Oxford University Press, 2005. International Marketing by Czinkota & Ronkainen, Cengage Learning, 8 th Edition (India), 2008. International Marketing Management by Subhash Jain, CBS Publishers & Distributors, 3 rd Edition, 1997. International Marketing by Rajgopal, Vikas Publication, New Delhi
2	Reference Books	International Marketing by Terpstra, Vern and Sarathy, Ravi, The Dryden Press, Chicago , 2000. Global Marketing Management by Keegan, Warren J. , Pearson Education , New Delhi, 7 th Edition, 2002. Global Marketing Management by Kotabe Masaaki and Helsen Kristiaan, John Wiley & Sons (Asia) Ltd., 2 nd Edition, 2001. International Marketing: Analysis and Strategy by Onkvisit, Sak and Shaw, John J. Edition, Prentice Hall., 2004. International Marketing: An Indian Perspectives by Varshney, R. L. and Bhattacharya, B. , Sultan Chand, New Delhi, 2001. International Marketing Strategy by Doole Isobel and Robin Lawe, , Thomson Learning
3	Supplementary Reading Material	EXIM Policies World Bank Reports
4	Websites	Websites of the Ministry of Commerce Websites of the Ministry of Finance
5	Journals	Journal of International Marketing AMA's Journal of International Marketing

Semester	II	Specialization	Marketing
Course Code	204 MKT	Type	Elective Core
Course Title	Customer Relationship Management		

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Fundamentals of CRM:</p> <p>1.1 Understanding Relationships: What is a relationship? Relationship Quality, Why companies want relationships with customers? Why companies do not want relationships with customers? Why customers want relationships with suppliers? Why customers do not want relationships with suppliers? Customer satisfaction – loyalty – business performance linkage, Satisfaction-profit chain, Relationship management theories.</p> <p>1.2 Introduction to CRM: Introduction , Strategic CRM, Operational CRM, Analytical CRM, Collaborative CRM, Misunderstandings about CRM, Defining CRM, CRM constituencies, Commercial and not-for-profit context of CRM, Models of CRM.</p>	7 + 2

2	<p>Managing the Customer Life Cycle:</p> <p>2.1 Customer Acquisition: What is a new customer? Understanding Customer Value, Sources of Customer Value, Customization, Value from products – services – processes – people – physical evidence – customer communication – channels, Customer Value estimates, Prospecting, KPI of a customer acquisition programme, Making the right offer, Operational CRM tools, Support from CRM Analytics.</p> <p>2.2 Customer Retention & Development: What is customer retention? Managing Customer Retention or Value Retention? Economics of Customer Retention, Which Customers to retain? Strategies of Customer Retention, Positive Customer Retention Strategies, KPI for a Customer Retention programme, Strategies for Customer Development, Strategies for terminating Customer Relationships.</p>	7 + 2
3	<p>CRM Mechanics:</p> <p>3.1 CRM Enablers: Customer related database, Developing a Customer related database, Database technology and hardware platform options, Maintaining the database, Desirable Database Attributes, Data Integration, Data Warehousing, Data Marts , Data Access and Interrogation, Data Mining, Privacy Issues.</p> <p>3.2 Customer Portfolio Management: What is a portfolio? Who is the Customer? Basic disciplines for CPM, Market Segmentation, Sales Forecasting, Activity Based Costing, Lifetime Value Estimation, CPM in the B2B context, Strategically Significant Customers, Seven Core Customer Management Strategies.</p> <p>3.3 Customer Relationship Management and Customer Experience Management: What is meant by Customer Experience? Experiential Marketing Strategies and Tactics, Customer Experience and the role of CRM.</p>	7 + 2
4	<p>Managing Networks for CRM: What is a Network? Business Networks, Network Position, Concept of Focal firm, Business Networks and CRM, SCOPE of CRM, Supplier Networks, Distribution Networks, Management of Networks, Supplier Relationships, Product Development, Supplier Accreditation Programmes, Process Alignment, E Procurement, Partners in Value Creation, Alliance between non-competing firms, Alliance between competing firms, Benchmarking Partners, Customer Advocacy groups, Sponsors, Partners in Value Delivery.</p>	7 + 2
5	<p>Organizational Issues and CRM: Organizational roles and CRM, Strategic goals of CRM, Conventional customer management structures, Network and Virtual organizations, Person-to-person contacts, Key Account Management, Team Selling, Employees and Internal Marketing, Empowerment, Employee Relationship Management.</p>	7 + 2

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

3	Supplementary Reading Material	Relationship Marketing edited by Adam Lindgreen, ICFAI books. Customer Relationship Management in Indian Banking Industry by R K Uppal, New Century Publications, 2008, 1 st Edition.
4	Websites	http://www.crm.com/ http://www.crmondemand.oracle.com/
5	Journals	Customer Relationship Management: Emerging Practice, Process, and Discipline by Parvatiyar, Atul; Sheth, Jagdish N., Journal of Economic & Social Research. 2001, Vol. 3 Issue 2, p1. A Strategic Framework for Customer Relationship Management by Payne, Adrian; Frow, Pennie. Journal of Marketing. Oct2005, Vol. 69 Issue 4, p167-176. Customer Relationship Management: from Strategy to Implementation by Payne, Adrian; Frow, Pennie. Journal of Marketing Management. Feb2006, Vol. 22 Issue 1/2, p135-168. Making Customer Relationship Management Work: The Measurement and Profitable Management of Customer Relationships by Ryals, Lynette. Journal of Marketing. Oct2005, Vol. 69 Issue 4, p252-261. The Role of Customer Gratitude in Relationship Marketing by Palmatier, Robert W; Jarvis, Cheryl Burke; Bechkoff, Jennifer R; Kardes, Frank R. Journal of Marketing. Sep2009, Vol. 73 Issue 5, p1-18. Important Elements in Customer Relationship Management by Mandic, Miroslav. International Journal of Management Cases. Sep2011, Vol. 13 Issue 3, p347-351. Types of Customer Relationship Ending Processes by Michalski, Silke. Journal of Marketing Management. Nov2004, Vol. 20 Issue 9/10, p977-999. Building Service Relationships: It's All About Promises by Bitner, Mary Jo. Journal of the Academy of Marketing Science. Fall95, Vol. 23 Issue 4, p246-251 Referral Programs and Customer Value by Schmitt, Philipp; Skiera, Bernd; Van den Bulte, Christophe. Journal of Marketing. Jan2011, Vol. 75 Issue 1, p46-59. Customer Lifetime Value Measurement by Borle, Sharad; Singh, Siddharth S.; Jain, Dipak C. Management Science. Jan2008, Vol. 54 Issue 1, p100-112. Undervalued or Overvalued Customers: Capturing Total Customer Engagement Value. By Kumar, V.; Aksoy, Lerzan; Donkers, Bas; Venkatesan, Rajkumar; Wiesel, Thorsten; Tillmanns, Sebastian. Journal of Service Research. Aug2010, Vol. 13 Issue 3, p297-310.

Semester	II	Specialization	Marketing
Course Code	205MKT	Type	Elective Core
Course Title	Retail Marketing		

Course Objectives:	
1	To provide insights into all functional areas of retailing.
2	To give an account of essential principles of retailing.
3	To give a perspective of the Indian retailing scenario.

Syllabus:

Unit Number	Contents	Number of Sessions
1	1.1 Overview of Retailing: Definition, Scope, Role of Retailer in the Channel of Distribution, Benefits of Retailing, Functions of Retailers, Evolution of Retailing – Global Retail Scenario – Indian Retail Scenario – Drivers of retail change in India - Emerging Trends and Opportunities in India, Retailing Industry – Size of Retail in India and its components. 1.2 Retailing Environment: Economic Environment – Legal Environment – Technological Environment – Competitive Environment – Indian Experience in	7 + 2

	<p>Retailing – Foreign Direct Investment in Retail in the Indian context.</p> <p>1.3 Classification of Retailers: Classification by Ownership – Independent Stores – Chain stores – Franchise Stores – leased Departments – Cooperatives , Classification by Strategy – General Merchandise Retailers – Discount Stores – Specialty Stores – Off Price Retailers , Classification by Product Line – Department stores – Supermarkets – Hypermarkets – Convenience Stores - Services retailing.</p> <p>1.4 Non Traditional Retail Classifications: Non store retailer – Direct Marketing – Catalog Marketing– Telemarketing – TV Home shopping – Automatic vending – E – Tailing – Malls and other formats</p>	
2	<p>2.1 Retail Market Strategy: Definition, target market & retail format, Differentiating, Growth strategies, Strategic Retail planning process.</p> <p>2.2 Strategic Profit Model : Gross Margin Return On Inventory Management (GMROI)</p> <p>2.3 Retail Location & Site Selection: Types of retail locations, Steps involved in choosing a retail location, Methods of evaluating a trading area,</p> <p>2.4 Store Layout, Design & Visual Merchandising: Store planning, Store Design and the retailing mix, Space mix, effective space management, Store layout – circulation plan, Floor Space management. Markups and Markdowns, Shrinkage in merchandise management.</p>	7 + 2
3	<p>3.1 Retail Administration : Store management, Human resource management, Information System & SCM</p> <p>3.2 Planning Merchandise Assortment: Category management, Buying organization, Assortment planning process, Analyzing merchandise performance.</p> <p>3.3 Planning Merchandise Assortments: Organizing the buying process by categories- Category Management – The Buying Organization – Setting Financial Objectives for the Merchandise Plan – Gross Margin Return On Inventory Management (GMROI), Measuring Inventory Turnover – Sales Forecasting – Assortment Planning Process – Variety – Assortment – Product Availability – Tradeoffs between Variety, Assortment and Product Availability – Assortment Plan, Product Mix Trends.</p>	7 + 2
4	<p>4.1 Merchandise Pricing: Setting the Retail Price- Pricing Objectives – Pricing strategies – Pricing Methods – Pricing Adjustments – Price Discrimination</p> <p>4.2 Retail Communication Mix: Role of Communication in Retailing – Methods of communication – Planning the Retail Communication Programs – Implementing and Evaluating the Retail Communication Programs</p>	7 + 2
5	<p>5.1 Mall Management: Major players nationally & internationally, Role of promoter, developer& retailer: selecting tenant stores, Managing experience, target footfalls & their conversion to sales. Identifying customers, differentiating the mall, real estate pricing, Measuring duration & sequence of visit, Number & nature of outlets visited & spend of share of wallet across the tenants.</p> <p>5.2 Challenges to Indian Retail Sector : Political & legal, economic, real estate pricing, customer coming of age to shop in organized sector</p>	7 + 2

Learning Resources:		
1	Text Books	Retailing Management by Michael Levy & Barton Weitz, TMGH, 5 th Edition Retailing Management by Swapna Pradhan , TMGH
2	Reference Books	Retail Management by Gibson Vedamani , Jaico Books Retailing by Patrick Dunne, Robert Lusch, David Griffith, Thomson Learning, Indian reprint. Retail Marketing Management by David Gilbert, Pearson Publication.
3	Supplementary Reading Material	It happened in India by Kishore Biyani, Rupa& Co Business Today, November1999, Mall Management, pg 7-22
4	Websites	http://www.cci.in/pdf/surveys_reports/indias_retail_sector.pdf

		http://www.indiaretailing.com/ http://www.imagesretail.com/
5	Journals	Organized Retailing in India: Upstream Channel Structure and Management by Dabas, Chitra Srivastava; Sternquist, Brenda; Mahi, Humaira., Journal of Business & Industrial Marketing, 2012, Vol. 27 Issue 3 India: Shopping with the Family by Sheth, Kartik N.; Vittal, Ireena., McKinsey Quarterly, 2007, Issue 4 The Future of Shopping by Rigby, Darrell., Harvard Business Review, Dec2011, Vol. 89 Issue 12 The Wheel of Retailing by Hollander, Stanley C., Journal of Marketing, Jul1960, Vol. 25 Issue 1 The Mall as Bazaar: How Kiosks Influence Consumer Shopping Behavior by Runyan, Rodney; Kim, Jung-Hwan; Baker, Julie., Journal of Marketing Management. Feb2012, Vol. 28 Issue 1/2, p85-102.

Financial Management (FIN) Specialization

Semester	II	Specialization	Finance
Course Code	203 FIN	Type	Elective Core
Course Title	International Finance		

Course Objectives:	
1	To make students familiar with the operations in foreign exchange markets.
2	To sensitize students with complexities of managing finance of multinational firm.
3	To highlight the importance of the regulatory framework within which international financial transactions can take place, with special reference to India.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Nature and scope of International Finance: Nature and scope of International Finance. The role of Information Technology and financial integration in the process of globalization. International Financial Institutions: International Monetary Fund, World Bank. International credit rating agencies and rating Criteria. International Financing Decision : Issues in Overseas Funding Choices , Economic Circumstances and overall Funding Choices, Funding and Risk Management Aspects. Parity conditions in International Finance: Purchasing Power Parity , Covered Interest Parity , Real Interest Parity , Parity Conditions and Managerial Implications.	7+2
2	Foreign Exchange Markets: Forecasting Exchange Rates : Fundamental Factors Affecting Exchange Rates , Time Series Forecasting Models , Functions of foreign exchange market. Role of participants in foreign exchange market. Foreign Exchange Management Act, 1999, Role of Reserve Bank of India in management of foreign exchange. Exchange rates: Spot rate, Forward rate. Cross rates. Types of exchange rate regimes. Parity relations: purchasing power parity, interest parity. Exchange risk, types of exchange risk, Management of exchange risk. Hedging: internal and external techniques of hedging. Currency Futures and options, Currency Swaps. Speculation in foreign exchange market. Currency arbitrage. Covered interest arbitrage. Convertibility of Indian Rupee.	7+2
3	Global capital Markets: Historical perspective and development, Participants: Issues, investors, intermediaries. Disintermediation, Deregulation, Securitisation, Globalisation. Various methods of raising resources by	7+2

	borrowers in International markets – domestic foreign currency loans out of foreign currency resources like FCNR(B), EEFC, etc.	
4	International Bond Markets: Development, Types of Bonds, Floating Rate Notes (FRNs), Deep Discount Bonds, Zero Coupon Bonds, Dual Currency Bonds, Equity related Bonds. Procedure for Bonds Issues. Syndicated Loans: Multicurrency Options, Syndication process in practice, Offer document and mandate, Loan Agreements. Rights and duties of Managing and Agents Banks.	7+2
5	International Financial Reporting Standards [I.F.R.S.] and Indian Accounting Standards [Ind. A.S] on foreign transactions. International receivables and cash management.	7+2

Learning Resources:

1	Text Books	International Financial Management by P.G. Apte 2010 Ed. International Financial Management by VyuptakeshSharan International Financial Management by S.P. Srinivasan International Finance by Mauric Levi, Keith P. (2013 edition) Foreign Exchange, International Finance, Risk Management by A.V. Rajwade Currency exposures and Derivatives by A.V. Rajwade
2	Reference Books	Multinational Finance by Adrian Buckley Multinational Financial Management by Alan C. S. International Corporate Finance by Madura International Finance Management by Clark
3	Websites	
4	Newspaper and Magazines	Economic Times, Business Standard, Hindu, Business Line, Financial Express, Money hike, Business India, Business Today, Business World, Capital Market.

Semester	II	Specialization	Finance
Course Code	204FIN	Type	Elective Core
Course Title	Income Tax Part II		

Course Objectives:

1	To understand the basic concepts of income tax
2	To be able to calculate income from Business and Profession, Capital Gains and other income
3	To be able to calculate Gross Total income and tax liability of an individual as well as a company

Syllabus:

Unit Number	Contents	Number of Sessions
1	Income Tax Act 1961, Definitions - Assessee, Assessment Year, Previous year, person, income, gross total income, Total income and tax liability. Difference between direct tax and indirect tax. Difference between exemption and deduction, capital and revenue, rebate and deduction. Concept of Residential status and incidence of tax incidence, Concept of Agricultural Income.	7 + 2
2	Income From Business And Profession: Basic principles governing Business income, Basic principles governing deductibility of expenses under section 30 to 44DB, Expenses specifically allowed, Expenses specifically disallowed, Deductions for corporations and to professionals, Problems of calculation of income from business and profession.	7 + 2
3	Income From House Property: Chargeability, exemption, Computation of let out property. Income From Capital Gains: Definition of Capital Asset, Transfer, Capital Gain, FMV, Indexation. Types of Capital Gain. Exemptions available for corporations	7 + 2

	and professionals. Income From Other Sources: Concept of Residual Income, TDS Provisions, Computation.	
4	Set Off, Carry Forward, Tax Rate And Liability, Mat, Deferred Tax: Set off and carry forward of losses, Minimum Alternate Tax (MAT), Deferred tax, Calculation of gross total income and tax liability	7 + 2
5	Tax Planning: Tax planning for setting up of a new unit, Tax planning for financial management decisions, Tax planning for managerial decisions, Tax planning for Professionals, Tax planning for Mergers and Acquisitions.	7 + 2

Learning Resources:		
1	Text Books	Income Tax and business decisions – William L. Raby
2	Reference Books	Students guide to Income Tax - Dr. Vinod and KapilSinghania Students guide to Income Tax – Dr. T.N. Manoharan Students guide to Income Tax – Gupta & Ahuja
3	Supplementary Reading Material	Direct Taxes - Law and Practice - Dr. Vinod and KapilSinghania
4	Websites	www.incometaxindia.gov.in www.tin.gov.in www.aaykarsamparkkendra.gov.in
5	Journals	The Chartered Accountant Taxmann Journal AIR Supreme Court hearings

Semester	II	Specialization	Finance
Course Code	205FIN	Type	Elective Core
Course Title	Financial Risk Management		

Course Objectives:	
1	To understand what is risk and the basic concepts of modeling its application for measuring and managing financial risks
2	To measure volatility in market prices, highlight Risk Management issues in investments.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Risks: Financial Risk: An Overview, Evolution, and the Environment, Risks definition (market, credit, liquidity, operational), more specifically on the identification of different forms of risk (currency, interest rate, equity, commodity). Market Data Analysis, Probability and distributions of asset prices, measuring return and risk, Modeling Risk Factors, Using implied volatility in Value-at-Risk measures.	7 + 2
2	Risk and volatility Measurement : Risk and volatility Measurement, the issue of time aggregation, different measures of volatility such as EWMA, ARCH & GARCH processes, volatility clusters and the issue of time varying volatility . Measuring risk using Value-at-Risk, concept and computation of VAR using variance-covariance approach, Calculating portfolio risk of more than one Assets. Historical simulation & multifactor Var, marginal and relative var, expected shortfalls, treasury applications Stress testing and back-testing, Forecasting correlation & Volatility during market crash, Extreme Value Theory - Basic Principles, Extreme Value Theory methods in measuring financial risk, Monte Carlo simulation, issues	7 + 2

	in generating price process (Brownian Motion, Ito Process), Cholesky decomposition in computing multi-asset VaR. Risk & Forecasting issues in asset prices (exchange rates & interest rates), modeling interest rates such as Cox-Ingersoll-Ross Models, ARMA processes in generating currency forecasts and using in decision making.	
3	Currency risk analysis: Currency risk analysis in global investing, interest rate parity (covered and uncovered), yen-carry trade syndrome, risk environment in Indian Forex markets, forwards and non-deliverable forwards, cross-currency risk analysis. Value at risk for fixed income portfolio, cashflows mapping in fixed income portfolios, relation of Var measures with duration, comparing with yield v/s price volatility, etc.	7 + 2
4	Credit Risk Basics: Probability of Default, Credit ratings & Transition Matrix analysis, Contingent claim approach and the KMV Model, Credit Risk Management and Credit VaR. Indian environment in VaR applications (NSE, BSE, NCDEX, CCIL), RBI guidelines for credit & market risk management, VaR based margining.	7 + 2
5	Integrated Risk Management framework: Operational, An integrated approach to risk management considering issues such as operational, supervisory, legal, Accounting, Issue of Governance ratings and risk in institutions, the role of risk management offices (front, middle and back offices), Risk reporting, Risk Budgeting and Setting Risk Limits, limits using notional, stop loss and Var based limits, establishing trading limits.	7 + 2

Note:

1	In addition to suggested case discussion, live cases can be built and studied using Excel, live price movements on stock exchanges along with statistical tools. Valuation and risk modeling with the link to Financial statement analysis can be used to create live assignments.
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Learning Resources:

1	Text Books	Corporate Financial and Risk Management - Nersesian, Roy L. - Jaico Publishing House Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk - Steve L. Allen
2	Reference Books	Investment Science. Luenberger, Oxford University Press, 1998 Options, Futures and other Derivatives, John Hull, 7 th Edition, Prentice Hall, 2008 An Introduction to Market Risk Measurement by Dowd, Kevin, John Wiley & Sons. Risk Management and Financial Institutions by Hull, John C., Pearson, Prentice Hall, 2007 Measuring Market Risk by Dowd, Kevin, John Wiley & Sons, 2005. Value at Risk by Jorion, Philippe, McGraw Hill. Beyond Value at Risk, by Dowd, Kevin, John Wiley & Sons Mastering Value at Risk, by Butler, Comac, Financial Times Prentice Hall Risk Takers, Marthinsen, John, Pearson Prentice Hall, 2009.
3	Supplementary Reading Material	Cases for Discussions (Asia Currency Crisis, Amaranth Hedge funds, Allied Irish Bank, Bank of Credit and Commerce International (BCCI), ERM Crisis, Orange County, Barings, Daiwa, Kidder Peabody, Metallgesellschaft, Northern Rock, Procter and Gamble (P&G), US Savings & Loan Crisis, etc) A survey of major financial institutions by E & Y (2012): Progress in Financial Services Risk Management.
4	Websites	http://www.scirp.org/journal/jfrm http://www.ey.com/Publication/vwLUAssets/Banking_and_financial_services_risk_management_survey_2012/\$FILE/Progress_in_financial_services_risk_management.pdf
5	Journals	The IUP Journal of Financial Risk Management http://www.iupindia.in/FinancialRisk_Management.asp

	The ICFAI journal of financial risk management Journal of Financial Risk Management
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Information Technology (IT) – Specialization

Semester	II	Specialization	Information Technology
Course Code	203IT	Type	Elective Core
Course Title	Software Quality Assurance		

Course Objectives:

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	Software quality - Definition Software errors, software faults and software failures Software quality assurance – definition and objectives Software quality assurance vs. software quality control The objectives of SQA activities	7 + 2
2	Pre-project SQA Components Contract Review Development and Quality Plan	7 + 2
3	SQA components in Project life cycleactivities assessment. Verification and Validation Various types of Reviews Inspections Walkthrough Software testing Impact of CASE Tools	7 + 2
4	Software Quality Factors Mccall's Quality Model Product, Process quality metrics	7 + 2
5	Standardization ISO 9001 and ISO 9000-3 SEI-CMM IEEE 1012 standard ISO/IEC 12207 standard.	7 + 2

Learning Resources:

1	Text Books	Handbook of Software Quality Assurance Software Quality Assurance: Principles and Practices by Nina Godbole
2	Reference Books	Software Quality Assurance from theory to implementation – Danial Galin Software Project management - Edwin Bennatan Project Management Body of Knowledge – PMI
3	Supplementary Reading Material	Software Engineering Roger S. Pressman, TMH, 7 th Edition.

4	Websites	www.softwarecertifications.org www.softwareqatest.com
5	Journals	Software Quality Journal

Semester	II	Specialization	Information Technology
Course Code	204IT	Type	Elective Core
Course Title	Information Security & Audit		

Course Objectives:	
1	To understand perspectives of Information Security risks
2	To appreciate security audit as a preventive system
3	To know other techniques / approaches of risk prevention

Syllabus:

Unit Number	Contents	Number of Sessions
1	Information Security Risk Analysis Fundamentals. Importance of Physical Security and Biometric Controls for Protecting Information Systems Assets.	7 + 2
2	Overview of Network Security Perspectives, Networking and Digital Communications, Security of Wireless Networks.	7 + 2
3	Cryptographic Techniques and Encryption. Intrusion Detection Systems and Firewalls. Security of Virtual Private Networks.	7 + 2
4	Auditing concepts - Information Security Audit - Need, Concept, Standards, Performance, Steps , Techniques , Methodologies , around and through computer	7 + 2
5	Controls – Concept, Objectives, Types, Risk, Exposure	7 + 2

Learning Resources:		
1	Text Books	Information Security and Auditing in the Digital Age by: Amjad Umar
2	Reference Books	Computer Security, Art and Science by Matt Bishop, Pearson Management Information Systems by Laudon, Laudon, Dass, Pearson
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	II	Specialization	Information Technology
Course Code	205IT	Type	Elective Core
Course Title	Data Warehousing & Data Mining		

Course Objectives:	
1	To learn operational aspects of Data Warehousing and Data Mining
2	To know applications of Data Warehousing / Data Mining in business

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to data mining (DM) Kind of data, DM Functionalities, Classification of DM Systems, Issues in DM. What is Data warehousing (DW)? Multidimensional data model: Data cubes, Stars, snowflakes and fact	7 + 2

	constellations Defining schemas, concept hierarchies, OLAP	
2	Data Warehouse Architecture Steps for design and construction, Three-tier Data Warehouse architecture, Types of OLAP servers: ROLAP versus MOLAP versus HOLAP	7 + 2
3	Data Warehouse Implementation: Efficient computation of Data cubes Indexing OLAP Data and efficient processing of OLAP queries Back-end tools and utilities	7 + 2
4	Data Preprocessing Why to preprocess data?, Data cleaning: Missing Values, Noisy Data, Data Integration and transformation, Data Reduction: Data cube aggregation, Dimensionality reduction. Data Compression, Numerosity Reduction Discretization and Concept Hierarchy Generation	7 + 2
5	Data Mining Primitives, Languages and System Architectures: Task relevant data, Kind of Knowledge to be mined, DM Query languages: Syntax, Designing GUI, Architectures of DM Systems Concept of Cluster Analysis. Application and trends in Data mining Data Mining for Financial data analysis, Data Mining for retail industry, Data mining for telecommunication industry	7 + 2

Learning Resources:

1	Text Books	Data Mining Concepts and Techniques, J. Han, M. Kamber, Morgan Kaufmann Publishers, 2001.
2	Reference Books	Data mining: Concepts, Models, Methods and Algorithms, M. Kantardzic, John Wiley & Sons Inc., 2003. Data Mining: Introductory and Advanced Topics, M. Dunham, Pearson Data mining: Practical machine learning tools and techniques, H. Witten, E. Frank, 2nd ed., Morgan Kaufmann Publishers, 2005. Data mining: A tutorial-based primer, R. J. Roiger, M. W. Geatz, Pearson Education, 2003. UCI Repository of Machine Learning, C. L. Blake, C. J. Merz. 19 July 2002.
3	Supplementary Reading Material	
4	Websites	http://www.cs.waikato.ac.nz/ml/weka http://www.infoacumen.com ftp://axon.cs.byu.edu/pub/randy/ml/drop/ http://www.crisp-dm.org . http://www.dmg.org
5	Journals	International Journal of Data Warehousing and Mining (IJDWM) International Journal of Data Mining, Modeling and Management

Operations Management (OPE) Specialization

Semester	II	Specialization	Operations Management
Course Code	203OPE	Type	Elective Core
Course Title	Toyota Production System		

Course Objectives:

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

Unit Number	Contents	Number of Sessions
1	Operational Excellence as a Strategic Weapon: 4 P model of the Toyota Way. Toyota Production System (TPS) and Lean Production. Development of TPS & One Piece Flow. Waste Elimination. Traditional Process Improvement v/s Lean Improvement. TPS House	7 + 2
2	14 Toyota Way Principles: 1. Base Your Management Decisions on Long Term Philosophy 2. Create Continuous Process Flow 3. Use 'Pull' Systems to avoid Overproduction 4. Level out the Workload (Heijunka)	7 + 2
3	14 Toyota Way Principles: 5. Build a Culture of Stopping the Process to Build in Quality Right the First Time 6. Standardized Tasks for Continuous Improvement and Employee Empowerment 7. Use Visual Control so No Problems are hidden 8. Use only Reliable, Thoroughly Tested Technology	7 + 2
4	14 Toyota Way Principles: 9. Grow Leaders who thoroughly understand the Work 10. Develop Exceptional People and Teams 11. Respect Your Extended Network of Partners and Suppliers	7 + 2
5	14 Toyota Way Principles: 12. Go and See for yourself to thoroughly understand the Situation (Genchi Genbutsu) 13. Consensus based slow decision making but rapid implementation 14. Become a learning organization through relentless reflection (Hansei) and Continuous Improvement (Kaizen)	7 + 2

Learning Resources:

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

	Manufacturing Engineer, Feb/Mar2006, Vol. 85 Issue 1
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Semester	II	Specialization	Operations Management
Course Code	204OPE	Type	Elective Core
Course Title	Quality Management Standards		

Course Objectives:	
1	To introduce various management system standards.
2	To explain the implementation and role of MR for IMS.
3	To help the students understand the implementation of IMS through cases in services and manufacturing .

Syllabus:

Unit Number	Contents	Number of Sessions
1	Over view of IMS – QMS, EMS, OHSAS, TS: Introduction to core tools and TS 16949, Introduction to CMMI, Introduction to EFQM, Implementation requirements for certification	7 + 2
2	QMS Standards: Key clauses - 4.1 Process & documentation, 5.0 Top management , Organization and Role of MR, 6.0 Resource management, 7.0 Process control from Contract review to Calibration, 8 Monitoring measurement and improvement	7 + 2
3	EMS Standards: Key clauses -4.1General requirement, 4.2 Policy, 4.3 Planning – registers , objectives & programs, 4.4 Implementation and operation, 4.5 Checking	7 + 2
4	OHSAS 18001:2007 Standards: Key clauses -4.1 General requirement, 4.2 Policy, 4.3 Planning – registers , objectives & programs, 4.4 Implementation and operation, 4.5 Checking	7 + 2
5	Study of Apex manual & Procedural manual for QMS: Service and Manufacturing set up, Study of Apex manual and procedural manual for EOHS, Study of core tools implementation requirement, Study of ERP, Legal register, Risk register and Impact registers and various programs & monitoring programs and SOPs & their inter relation	7 + 2

Learning Resources:		
1	Text Books	ISO 9001:2008 ISO 19011: 2002 ISO 9004 :2002 ISO 14001 :2004 OHSAS 18001: 2007 TS 16949:2002 EFQM model
2	Reference Books	Operations Management: An Integrated Approach by Danny Samson and Prakash Singh, Cambridge University Press.
3	Supplementary Reading Material	Managing Quality Edited by Barrie G Dale, Ton van der Wiele and Jos van Iwaarden, Blackwell Publishing, 5 th Edition.
4	Websites	http://www.ohsas-18001-occupational-health-and-safety.com/ http://www.iso14000-iso14001-environmental-management.com/ http://www.efqm.org/en/
5	Journals	The Integration of the Standards Systems of Quality Management, Environmental Management and Occupational Health and Safety Management by Matias, Joao Carlos De Oliveira; Coelho, Denis A., International Journal of Production Research, 10/15/2002, Vol. 40 Issue 15 Usefulness of the EFQM Excellence Model: Theoretical explanation of some

	conceptual and methodological issues by Rusjan, Borut., Total Quality Management & Business Excellence, May2005, Vol. 16 Issue 3 A Framework for TQM to Achieve Business Excellence by Hafeez, K.; Malak, N.; Abdelmeguid, H., Total Quality Management & Business Excellence, Nov2006, Vol. 17 Issue 9 Journal of Operations Management Total Quality Management & Business Excellence Quality Assurance International Journal of Reliability, Quality & Safety Engineering Journal of Quality Management
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Semester	II	Specialization	Operations Management
Course Code	205OPE	Type	Elective Core
Course Title	World Class Manufacturing		

Course Objectives:	
1	To bring out the relevance and basics of World Class Manufacturing.
2	To highlight the current state of Indian Manufacturing
3	To provide a road map for World Class Manufacturing

Syllabus:

Unit Number	Contents	Number of Sessions
1	World Class Manufacturing and the Information Age: The emergence of the Information Age, Competing in the Information Age, Business challenges of the Information Age, Operating Environment of the Information Age, India's global Competitiveness and Manufacturing Excellence, World Class Manufacturing and the Information Age Competition, Manufacturing Challenges of the Information Age – Time based competition, Managing knowledge, Problems in the Manufacturing Industry – Coordination, Need for Control, Fragmented Information Infrastructure, Insufficient processability of available information.	7 + 2
2	Gaining Competitive Advantage through World Class Manufacturing: Manufacturing Excellence and Competitiveness, What is World Class Manufacturing? Hall's Framework of Value-added Engineering, Schonberger's framework of World Class Manufacturing, Gunn's model of World Class Manufacturing, Maskell's model of World Class Manufacturing, America's best plants model of World Class Manufacturing, Malcolm Baldrige National Quality Award, The Philosophy of World Class Manufacturing, The Evolution of World Class Manufacturing, The first principles of World Class Manufacturing, The Practices of World Class Manufacturing, Quality in World Class Manufacturing.	7 + 2
3	Systems and Tools for World Class Manufacturing: The integration imperative, Overview of systems and tools, Making sense of the manufacturing alphabet soup, Information management tools, Material processing and handling tools. Information management tools – Product and Process Design Tools, Bar Code Systems, Kanban, SQC, Business Integration and Decision Support Tools. Material processing and handling tools – Flexible Manufacturing Systems, Rapid Prototyping, Lean production tools, Poka Yoke, SMED. An assessment of Manufacturing systems and tools.	7 + 2
4	World Class Manufacturing – The Indian Scenario: Competitiveness of Indian Manufacturing, Manufacturing Performance and planned strategies of Indian Manufacturing firms, Manufacturing readiness of Indian Firms, Manufacturing Objectives and strategy, Usage of management tools and technologies, Manufacturing Management Practices, The Manufacturing Strategic Intent Framework, Strategic use of IT in Indian Manufacturing, Classification by	7 + 2

	breadth of IT infrastructure and depth of manufacturing applications, Classification by breadth and integration of IT infrastructure, Manufacturing Strategy – World class Status and IT Use: Is India Ready for World Class Manufacturing?	
5	Leading India towards World Class Manufacturing: Business Strategy and Global Competitiveness, Generic Manufacturing Strategies for the Information Age, Developing strategic thinking in manufacturing, Issues in Strategic planning for World Class Manufacturing, Barriers to using IT strategically, Strategic Planning Methodology for World Class Manufacturing, Implementing the World Class Manufacturing Plan, Need for performance measurement – The PO-P System, The TOPP System, The AMBITE System, Quality Performance, Cycle Time, Delivery Performance and Customer Service, Financial Performance Measures, The Balanced Score Card, Human Resource Dimensions in World Class Manufacturing – Morale and Teamwork.	7 + 2

Learning Resources:		
1	Text Books	World Class Manufacturing – A Strategic Perspective by B S Sahay, K B C Saxena, Ashish Kumar, Macmillan Publishers India Ltd., 1 st Ed. World Class Manufacturing by K. Sridhara Bhat, Himalaya Publishing, 1 st Ed.
2	Reference Books	Making Common Sense Common Practice – Models for Manufacturing Excellence by Ron Moore, Elsevier Pub., 3 rd Ed. Competitive Manufacturing Management by John Nicholas, TMGH, 2 nd Edition.
3	Supplementary Reading Material	The Japanese Manufacturing Techniques by Richard Schonberger, The Free Press Just in Time Manufacturing by M. G. Korgaonker, Macmillan Publishers India Ltd., 1 st Ed.
4	Websites	http://www.enotes.com/world-class-manufacturer-reference/world-class-manufacturer
5	Journals	International Journal of Operations & Production Management- Journal of Manufacturing Systems International Journal of Manufacturing Technology & Management Journal of Operations Management Manufacturing & Service Operations Management

Human Resources Management (HR) Specialization

Semester	II	Specialization	HRM
Course Code	203HR	Type	Elective Core
Course Title	Global HR		

Course Objectives:	
1	To give exposure to the students to international HR
2	To make students understand various initiatives in global HR
3	To make students understand various issues in global HR

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Defining international HR, difference between domestic and international HR, Variables determining difference between domestic and international HR, The path to global status, Talent management, International business ethics and HRM	7 + 2
2	Managing and supporting international assignments: Linking international assignments with organizational strategy, Staffing for international assignments, Issues in staff selection, selection criterion, The role of expatriate,	7 + 2

	the role of non expatriate, dual career couples, are female expatriate different? role of the corporate HR function.	
3	International HR: Importance of pre departure training, programs, the effectiveness of pre departure training, developing staff through international assignments. Objectives of international compensation, key components of international compensation program, approaches to international compensation. Performance management in multinational, PM of international employees, Appraisal of international employees.	7 + 2
4	Key issues in international HR : Trade unions and international HR , the response of trade unions to multi nationals, the issue of social dumping, the impact of digital economy	7 + 2
5	Virtual Organization study: Field Study/ Desk Research Students to be divided in a group of 5 each. Each group to identify two organizations having presence in other country/countries and study their HR practices in the light of the above topics. This may be desk research or field visit. The groups will give hard copy of the work and also presentation.	7 + 2

Learning Resources:		
1	Text Books	International Human Resource Management by Peter j Dowling, Devis E Welch, 4 th Edition.
2	Reference Books	International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors International Human Resource Management by K Aswathappa and Sadhna Dash , TMGH
3	Supplementary Reading Material	International HRM- A cross cultural approach, Terence Jackson, SAGE publication.
4	Websites	http://www.cipd.co.uk/global/ www.shrm.org www.hrmguide.net
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	II	Specialization	HRM
Course Code	204HR	Type	Elective Core
Course Title	Employee Reward Management		

Course Objectives:	
1	To appraise students with reward management system practiced in organizations
2	To make students understand the process of setting reward management system
3	To give students exposure to the reward management practices followed various organizations

Syllabus:

Unit Number	Contents	Number of Sessions
1	Reward Management: Definition, Aims of reward management, achieving the aims, reward system, elements of reward system, factors affecting reward system, policy and practice, impact of environment, internal & external	7 + 2
2	Grade and pay structures: Types of grades and pay structures, Developing grade and pay structures, individual pay, team pay, paying for organizational performance	7 + 2
3	Reward management for special groups: Rewarding directors and senior executives, international reward, rewarding sales and customer service staff, rewarding knowledge workers, shop floor pay	7 + 2

4	Union role in Reward Management: Impact of Trade Union on reward determination, unions and alternative reward system, Govt. and legal issues in reward system, reward system in India, National wage policy	7 + 2
5	Desk Research/Field Work: Faculty to invite minimum 4 experts from manufacturing/service/NGO/Govt. Organizations to expose the students to reward management system practiced by those organizations	7 + 2

Learning Resources:		
1	Text Books	Dynamics of Personnel Management by Prof M N Rudrabasavraj Himalaya publishing
2	Reference Books	A Handbook of Employee Reward Management and Practice by Michel Armstrong Personnel and Human Resource Management by George T Milkovich and John w Boudream, Published by All India Traveller Bookseller
3	Supplementary Reading Material	Personnel Management Text and Cases by C B Mamoria and S V Gankar, Himalaya publishing
4	Websites	www.cipd.co.uk www.payscale.com www.livesalary.com.au/
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	II	Specialization	HRM
Course Code	205HR	Type	Elective Core
Course Title	Change Management		

Course Objectives:	
1	To make students understand meaning of change and need for organizational Change.
2	To appraise students with the change management process

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Definition of change, how people experience change?, Seven phases of change, shock and surprise, denial and refusal, rational Understanding, emotional acceptance, exercising and learning, Rationalization, integration.	7 + 2
2	Organizational Change: Definition, Change: a managerial necessity, Areas of change, management of environment and technology, change and the manager, managing change from gender perspective.	7 + 2
3	Model of Change Management: The organizational development model, people management, Organizational politics and change, the learning organization.	7 + 2
4	Leading Change: Leaders, heroes and Chief Executive officers. Student to study minimum two case studies	7 + 2
5	Executing Change: Challenges of execution, Why does change Succeed / Fail? Minimum two case studies one each of successful execution and one of failure	7 + 2

Learning Resources:		
1	Text Books	Change Management by Andrew Pettigrew and Richard Whipp Infinity Books
2	Reference Books	Change and Knowledge Management by B Janakiram, P V Ravendra, Shubha Murlidhar Published by biztantra Change Management by Robert a Paton and James McCalman , Sage Publication, 3 rd Edition

3	Supplementary Reading Material	Change Management by V Nilkant, S Ramnarayan , Sage publication Change: How to adapt and transform the business : Editors N Anand and Nigel Nicholson Published by Biztantra.
4	Websites	www.changedynamix.com http://www.oursouthwest.com/SusBus/mggchange.html
5	Journals	Journal of Organizational Change Management International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

International Business Management (IB) –Specialization

Semester	II	Specialization	International Business Management
Course Code	203IB	Type	Elective Core
Course Title	Global Logistics & Supply Chains		

Course Objectives:

1	To get acquainted with global dimensions of logistics management
2	To introduce basic operational aspects i.e. procedure, documentations & related legal aspects of global logistics
3	To sensitize students to basics of shipping line industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	1.1 Introduction to Global Logistics :International Logistics Development, International Trade Logistics Chain, Shipper's Logistics Requirements in trade, 7R's of Logistics Management, 5 P's of Logistics, International Commercial Terms – Use of Incoterms in a Contract, Incoterms Laws. 1.2 Logistics and Documentation: Consular Invoice, Commercial Invoice, Certificate of Origin, certificate of Value, Bill of Lading, Cargo Manifest or Packing List, Health Certificate, Import license, Insurance Certificate, Export Declaration Forms. 1.3 Transportation: Modes of transportation, Transport and Communication, Transport activities and Land Use, Transport, Energy and the Environment. 1.4 Air Cargo: Transportation of goods through Air, Transportation Infrastructure, World Air Cargo growth, Benefits of Airfreight, Airport classification, International Airports of India, Types of Aircraft, Unit loading devices, Airport Charges, International Country Codes.	7 + 2
2	2.1 Carriage of Goods by Land: Motor Vehicles Act, 1988, Central Motor Vehicles Rules, 1989, Carriers Act, 1865 – Definition of common carrier, Scheduled and Non Scheduled Goods, Railways Act, 1989 – Railway's liability, Merits and Demerits of Railway Transportation, Railway Freight rates. 2.2 Carriage of Goods by Sea & Ocean Freight & Freight Calculations: Ocean Shipping Methods, Ocean Freight or Tariff rates, Freight rates terminology used in international shipments, Freight surcharges, Freight Rebates, Conference Discounts, Contract Shippers, Weight or Measure in the Freight Cost Calculation, Freight Adjustments – Currency Adjustment Factor (CAF), Bunker Adjustment Factor (BAF). 2.3 Types of Ships: Mail and Supply Ships, Expedition Ships, Coasters, Bulk Carriers, Tankers, Refrigerated Vessels and Reefers, Livestock carriers, LNG Carriers, Car Carriers, Container Ships, Heavy lift Vessels, Tugs, Ro-Ro Vessels.	7 + 2
3	3.1 Shipping Formalities: Booking Shipping Space, Conference Shipping, Non-	7 + 2

	conference Shipping, Charter Shipping, Charter Party, Shipping Storage, Ocean Shipping procedure. 3.2 Shipping Intermediaries: Function and Roles of Custom Brokers, Freight Forwarders and Consolidators, Shipping Agents, Stevedores. 3.3 The Major Port Trusts Act, 1963. 3.4 Shipping Corporation of India: Products and Services, Bulk Carriers, LNG Carriers, STS Lighterage Operations	
4	4.1 Major Ports in India: Present Policy, Privatization Policy, Indian Port Policy Reform, Major Ports in India – Chennai, Cochin, Ennore, JNPT, Kandla, Mormugao, Mumbai, Paradip, NMPT, Pipavav, Tuticorin, Visakapatnam. 4.2 Important Sea Routes: Northern Sea route, North Atlantic Route, Mediterranean Route, Panama Route, Baltic Sea Route, Indian Ocean route, Cape Route, South Atlantic Route, North Pacific Route. 4.3 International Chamber of Shipping 4.4 World's Major Ports: Major Ports and Port codes, Seaports of the world.	7 + 2
5	5.1 Containerization: Origin of containerization, Origin of TEU, Container sizes - dimensions and capacity, Container Flavours, Swap Bodies, Other considerations, Registration, Container Classification numbers, Lift/Stacking fittings, Movement of containers, Recent Developments – Coltainer, Cargosprinter, Safety of container ships, Container Classification – General Cargo service, Specific cargo service, Unit Load Device, Rating – Tare Mass and Pay load of Containers, Marking and Identification of Containers. Benefits of containerization. 5.2 Inland Container Depots & Container Freight Stations: Functions, Benefits, Requirements for successful ICD/CFs, Designs and Layout, Equipping the ICD/CFs, Procedures for approval and implementation. Concor – The Multimodal Logistics Professionals.	7 + 2

Learning Resources:

1	Text Books	Logistics Management for International Business – Text and Cases, by Sudalaimuthu and Anthony Raj, PHI, 2009 Edition. Global Operations and Logistics: Text and Cases by Dornier, Ernst, Fender and Kouvelis, Wiley India, 2006
2	Reference Books	Global Logistics – New Directions in Supply Chain Management, Edited by Donald Waters, Kogan Page, Fifth Edition
3	Supplementary Reading Material	Logistics in International Business by Rajiv Aserkar, Shroff Publishers, 2 nd Edition.
4	Websites	
5	Journals	International Journal of Logistics Management Foreign Trade Review International Trade Forum International Trade Journal Journal of International Business and Economy Journal of International Trade & Economic Development Monthly Statistics of International Trade

Semester	II	Specialization	International Business Management
Course Code	204IB	Type	Elective Core
Course Title	Foreign Exchange Management		

Course Objectives:

1	To make the student aware about importance, concept and tools of Foreign Exchange Management.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Management of Foreign Exchange with special reference to India: Meaning of the Term " Foreign Exchange", Exchange Market, Statutory basis of Foreign Exchange, Evolution of Exchange Control, Outline of Exchange Rate and Types, Introduction to International Monetary Developments : Gold standard, Bretton Woods system, Fixed-Flexible Exchange Rate Systems, Euro market.	7 + 2
2	Sources of demand for and supply of foreign exchange – the balance of payments (bop) framework; nominal, real and effective exchange rates; determination of rate of exchange; monetary portfolio balance; purchasing power parity approaches; overvalued and undervalued currencies; exchange rate systems. India's Forex Scenario : BOP crisis of 1990, LOERMS, Convertibility.	7 + 2
3	General factors of exchange rate fluctuations; the DORNBUSCH Sticky – price theory of exchange rate volatility; exchange rate overshooting and the J-curve effect; central banking intervention for exchange rate stability; effect of depreciation on trade balance.	7 + 2
4	Nature functions and participants of foreign exchange market; spot and forward markets; forward premium; forwards in hedging and arbitrage; methods of quoting exchange rates; cross rates of exchange; arbitrage operations; bid-ask spreads; the Interest Rate Parity. Theorem; the Expectation Theory; International Fisher Effect.	7 + 2
5	Currency futures, options and determination of their market value, over-the-counter options; Fisher Black's Optional-Pricing model; currency and interest rate swaps; credit risk of swaps; Euro currency market and its instruments; measuring foreign exchange risk and exposure; basic techniques of exposure management; foreign exchange regulation in India.	7 + 2

Learning Resources:

1	Text Books	D Levi Maurice, International Finance, Prentice Hall of India, New Delhi Roth Paul, Mastering Foreign Exchange and Money Markets, Pitman, London
2	Reference Books	Giddy, IAN, Global Financial Markets, AITBS, New Delhi Apte P G, International Financial Management, Tata McGraw Hill, New Delhi
3	Supplementary Reading Material	Buckley, Multinational Finance, Prentice Hall of India, New Delhi
4	Websites	
5	Journals	Asian Economic Bulletin Asian Journal of Management Cases Economic and Political Weekly Global Business Review Global Journal of International Business Research International Business & Economics Research Journal Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Trade & Economic Development World Affairs: the Journal of International Issues

Semester	II	Specialization	International Business Management
Course Code	205IB	Type	Elective Core
Course Title	Global Competitiveness and Strategic Alliances		

Course Objectives:

1	To develop conceptual understanding of global competitiveness
2	To understand strategies and processes that lead to global competitiveness
3	To understand strategic alliance as an important initiative to achieve global competitiveness
4	To know steps to be taken to implement strategic alliance program

Syllabus:

Unit Number	Contents	Number of Sessions
1	Global Competitiveness: An Overview – Macroeconomic and Business Strategy Perspective, Framework for Assessing Competitiveness – Various Approaches; International and National Competitiveness Studies.	7 + 2
2	Developing Competitiveness – Role of Quality and Productivity in Achieving World Class Competitiveness - Role of Government Policy - Attaining Competitiveness through Integrated Process Management, Technology and Innovation - Human Capital and Competitiveness - Role of Information Systems in Building Competitiveness - Industrial Clusters and Business Development - Strategic Management of Technology and Innovation.	7 + 2
3	Global Competitiveness of Indian Industry – Status; Causes for lack of competitiveness - Strategic Options for Building Competitiveness -	7 + 2
4	Joint Ventures and other forms of Strategic Alliance-Benefits and Scope of Strategic Alliance – Forms of management/ ownership – Types of Alliance – Steps in implementing Strategic Alliance – Limitations and Pitfalls of Strategic Alliance	7 + 2
5	Internationalization of Indian Business - Case Studies of Globally Competitive Indian Companies.	7 + 2

Learning Resources:

1	Text Books	Momaya Kiran (2001). International Competitiveness: Evaluation and Enhancement, Hindustan Publishing Corporation (India). Fidelis Ezeela Harrison (1999). Theory and Policy of International Competitiveness, Greenwood Publishing Group.
2	Reference Books	International Business, 4th Edition, Griffin and Pustay, Prentice Hall
3	Supplementary Reading Material	Marcela, Vivian Walsh (2007). International Competitiveness and Technological Change, Oxford Press. Hamel G. and Prahalad C.K (1994). Competing for the future. Harvard Business Press. IMD, World Competitiveness Year Book, Latest issue. World Economic Forum, Global Competitiveness Report, Latest report.
4	Websites	
5	Journals	

Supply Chain Management – Specialization

Semester	II	Specialization	Supply Chain Management
Course Code	203SCM	Type	Elective Core
Course Title	Supply Chain Planning		

Course Objectives:

1	To understand essentials of Demand Management
2	To get acquainted to Supply Chain Aggregate Planning
3	To understand how to manage predictable variability in Supply Chain
4	To recognize the role of Network Planning and understand basic Network Planning Design Models

Syllabus:

Unit Number	Contents	Number of Sessions
1	Forecasting: Concept and definition of Forecasting & Demand, Role of Forecasting in SC, Traditional Forecasting Methods – Judgment Methods, Market Research Methods, Time Series Methods, Causal Methods. Selection of Appropriate Forecasting technique, Risks in Forecasting – forecasting error	7 + 2
2	Demand Management: Collaborative Planning, Forecasting & Replenishment (CPFR). Order fulfillment & Order Management. Customer Service Level & Expected cost of stock outs (Numericals Expected)	7 + 2
3	Aggregate Planning in SC: Concept of Aggregate Planning & its role in SC. Aggregate Planning Strategies, Aggregate Planning for Services, Aggregate Planning using MS-Excel, Role of IT in Aggregate Planning, Aggregate Planning in Practice	7 + 2
4	Managing Predictable Variability in SC: Decision Environment of SC – external factors responsible for decisions, Concept of Variability, Responding to predictable variability, Managing Supply, Managing Demand, Impact of seasonality	7 + 2
5	Network Decisions: Choices of Network Configurations – direct shipping, distribution through intermediary, customer pick up, Challenges in Network Configuration. Models – Strategic Facility Location Model with Single Capacity Choice, Strategic Facility Location Model with Two Capacity Choices, Demand Allocation Across different Facilities with Fixed Capacities, Gravity Location Model, Uncertainty and Application of Probability	7 + 2

Learning Resources:

1	Text Books	Supply Chain Management – Strategy, Planning and Execution by Sunil Chopra, Peter Meindl, D V Kalra, Pearson Education, 3 rd Edition Supply Chain Management Process, System & Practice by N.Chadrsekaran, Oxford, 1 st Edition
2	Reference Books	The Management of Business Logistics: A Supply Chain Perspective by Coyle, Bardi and Langley, Cengage Learning – India 7 th Edition.
3	Supplementary Reading Material	Managing the Supply Chain: A Strategic Perspective by Gattorna and Walters, Palgrave. A Logistics Approach to Supply Chain Management by Coyle, Langley, Gibson, Novack, Bardi, Cengage Learning, India Edition, 2009.
4	Websites	http://www.ibf.org/
5	Journals	Mapping the Future of Supply Chain Management: a Delphi study by Melny K, Steven A.; Lummus, Rhonda R.; Vokurka, Robert J.; Burns, Laird J.; Sandor, Joe., International Journal of Production Research, Aug2009, Vol. 47 Issue 16 Aligning Demand Management with Business Strategy by Jim R and Langabeer II, Supply Chain Management Review, May/June 2000. ABC of Collaborative Planning Forecasting and Replenishment by Ireland,

	Ron., Journal of Business Forecasting, Summer2005, Vol. 24 Issue 2 Collaborative Planning, Forecasting & Replenishment (CPFR): Realizing the Promise of Efficient by Sherman, Richard J., Journal of Marketing Theory & Practice, Fall 98, Vol. 6 Issue 4
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Semester	II	Specialization	SCM
Course Code	204SCM	Type	Elective Core
Course Title	Supply Chain Coordination		

Course Objectives:	
1	To understand role and importance of business functional coordination across the Supply Chain
2	To know the impact of ineffective Supply Chain coordination and its business implications
3	To understand how managerial levers and partnerships aid in achieving Supply Chain coordination

Syllabus:

Unit Number	Contents	Number of Sessions
1	Coordinate the Traditional Business Functions Across the Company and Across the SC: Functional Coordination, Supply Chain Relationships, Failing to coordinate Sales Function with SC Capacity, Failing to coordinate Industrial Service SC, Coordinate Retail Functions for Market Expansion, Coordinating Traditional Retail Functions for SC Economics, Coordinating R&D, Order Processing and Inventory Management	7 + 2
2	SC Coordination & Bull Whip Effect: Challenges in SC Coordination, Concept of Bull Whip Effect – impact on manufacturing cost, inventory cost, replenishment lead time, transportation cost, labour cost for logistics, product availability & relationships across the SC, Obstacles to Coordination in SC – incentive obstacles, Information Processing Obstacles, Operational Obstacles, Pricing Obstacles, Behavioural Obstacles, Role of IT in SC Coordination	7 + 2
3	Managerial Levers to achieve SC Coordination: Aligning of Goals & Incentives, Improving Information Accuracy, Improving Operational Performance, Designing Pricing Strategies to stabilize orders, Building Partnerships & Trust.	7 + 2
4	Building Strategic Partnerships within a SC: Deterrence Based View, Process Based View, Accessing Value of Relationship, Identifying Operational Roles & Decision Rights for each party, Creating Effective Contracts, Designing Effective Conflict Resolution Mechanisms.	7 + 2
5	Collaborative Planning, Forecasting & Replenishment: Retail Event Collaboration, DC Replenishment Collaboration, Store Replenishment Collaboration, Collaborative Assortment Planning, Organizational & Technology Requirements for successful CPFR, Risks & Hurdles for CPFR Implementation	7 + 2

Learning Resources:		
1	Text Books	Fundamentals of Supply Chain Management by John Mentzer, Response Books, 1 st Edition Supply Chain Management – Strategy, Planning and Execution by Sunil Chopra, Peter Meindl, D V Kalra, Pearson Education, 3 rd Edition Supply Chain Management Process, System & Practice by N. Chadrasekaran, Oxford, 1 st Edition
2	Reference Books	The Management of Business Logistics: A Supply Chain Perspective by Coyle, Bardi and Langley, Cengage Learning – India 7 th Edition
3	Supplementary Reading Material	A Logistics Approach to Supply Chain Management by Coyle, Langley, Gibson, Novack, Bardi, Cengage Learning, India Edition, 2009. Industrial Dynamics by Jay Wright, Forrester, 1961
4	Websites	www.apics.org

5	Journals	<p>The Bullwhip Effect in Supply Chains by Lee, Hau L; Padmanabhan, V. and Whang, Seungjin, Sloan Management Review , 1997Volume 38 Issue 3</p> <p>Taming the bullwhip by Lee, H.L., Journal of Supply Chain Management 2010, Volume 46 , Issue 1</p> <p>Capacity Choice and Allocation: Strategic Behavior and Supply Chain Performance by Cachon, Gérard P.; Lariviere, Martin A., Management Science, Aug1999, Vol. 45 Issue 8</p> <p>Quantifying the Bullwhip Effect in a Simple Supply Chain: The Impact of Forecasting, Lead Times and Information by Chen, Y. F., Z. Drezner, J. K. Ryan and D. Simchi-Levi , Management Science, 2000, Volume 46.</p> <p>Information Sharing and Coordination Mechanisms for Managing Uncertainty in Supply Chains: A Simulation Study by Datta, Partha Priya; Christopher, Martin G., International Journal of Production Research, Feb2011, Vol. 49 Issue 3</p> <p>Coordinating for Flexibility in e-Business Supply Chains by Gosain, Sanjay; Malhotra, Arvind; El Sawy, Omar A., Journal of Management Information Systems, Winter2004/2005, Vol. 21 Issue 3</p>
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Semester	II	Specialization	Supply Chain Management
Course Code	205SCM	Type	Elective Core
Course Title	Supply Chain Performance Measurement		

Course Objectives:	
1	To understand various types of traditional performance measures of supply chain , their use and drawbacks
2	To introduce a select world class performance measures of Supply Chain
3	To understand the right metrics for a Supply Chain

Syllabus:

Unit Number	Contents	Number of Sessions
1	Performance Measurement along the Supply Chain: Relationship between Company Strategy & Supply Chain Metrics, Functional classification of Decision areas in SCM – Procurement, Manufacturing, Distribution, Logistics, Global	7 + 2
2	Traditional Approaches to Performance Measurement: Productivity Measures, Quality Measures, Customer Service Measures, Cost Measures, Drawbacks of Traditional Measures	7 + 2
3	World Class Performance Measures for Supply Chains: Balanced Scorecard, Activity Based Management & Costing, EVA (In depth discussion & analysis expected)	7 + 2
4	Process Driven Metrics: SCOR framework, EFQM (In depth discussion & analysis expected)	7 + 2
5	Building & Leveraging Metrics to drive Supply Chain Performance: All metrics are not equal, Establishing the right Metrics, Linking Metrics to overall strategic objectives, Insights through cause & effect guided analysis, Quantifying financial impacts of SC Metrics, Identifying corrective actions	7 + 2

Learning Resources:

1	Text Books	<p>Supply Chain Management Process, System & Practice by N. Chadrsekaran, Oxford, 1st Edition</p> <p>Supply Chain Performance Measurement & Improvement Edited by Venkata Nimeesha Posa, ICFAI Press, 1st Edition</p>
2	Reference Books	New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007

		Supply Chain Management by Mentzer, Response Books, 2007
3	Supplementary Reading Material	Principles of Supply Chain Management : A Balanced Approach by Joel Wisner, Keong Leong, Keah-ChoonTan, Cengage Learning.
4	Websites	http://www.supplychainmetric.com/
5	Journals	Supply Chain Performance Measurement: A Literature Review by ArzuAkyuz, Goknur; Erman Erkan, Turan., International Journal of Production Research, Sep2010, Vol. 48 Issue 17 On Measuring Company Performance within A SupplyChain by Martin, P. Richard; Patterson, J. Wayne., International Journal of Production Research, May2009, Vol. 47 Issue 9 Aligning Business Process Reengineering in Implementing Global Supply Chain Systems by the SCOR model by Wang, William Y. C.; Chan, H. K.; Pauleen, David J., International Journal of Production Research, Oct2010, Vol. 48 Issue 19

Rural & Agribusiness Management (RABM) Specialization

Semester	II	Specialization	Rural & Agribusiness Management
Course Code	202RABM	Type	Elective Core
Course Title	Special Areas in Rural Marketing		

Course Objectives:

1	To explore the students to the Special Areas in Rural Marketing Environment
2	To help students to understand opportunities and emerging challenges in the upcoming rural markets .

Syllabus:

Unit Number	Contents	Number of Sessions
1	Rural Marketing in FMCG – FMCG :An Introduction, Characteristics of FMCG for rural markets, Challenges to FMCG Industry from a rural perspective, Adopting marketing strategies to rural markets.	7 + 2
2	Rural Market in Consumer durables – Consumer durables: An Introduction, Marketing of consumer durables vis – a vis FMCGs, Issues related to marketing of consumer durables in rural market.	7 + 2
3	Rural Market in Financial Services – Marketing of banking services in rural market, evolution of rural banking after independence, key reasons for poor performance of banks in nationalization period, challenges in marketing of banking services in rural market, opportunities for banking in rural areas, marketing strategies for banking services. Marketing of Mutual Funds in rural markets, Micro SIPs, etc.	7 + 2
4	Rural Market in Agricultural inputs – Indian tractor industry : A brief overview, fertilizer industry in India: An Introduction, Indian Agrochemical market: An Introduction, Global Agrochemical Market: A brief Overview.	7 + 2
5	Rural Market in Cottage Industries –Characteristics of Indian Handicraft industry, Nature of Indian Handicrafts, selected cottage industries clusters identified for enhanced exports, Challenges for rural cottage industries.	7 + 2

Learning Resources:

1	Text Books	1. Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH 2. Rural Marketing in India, Habeeb - ur – Rahman, Himalaya Publishing House
2	Reference Books	1. Singh Sukhpal 2004. <i>Rural Marketing- Focus on Agricultural Inputs</i> . Vikas Publishing House.

3	Supplementary Reading Material	1. Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson 2. Rural Marketing, Velayudhan, Sage 3. Rural Marketing, Gopaldaswamy, Vikas Publishing house
4	Websites	1. www.nhb.gov.in/ 2. www.dcsi.gov.np/ 3. www.fert.nic.in/
5	Journals	1. Agribusiness – An International Journal 2. Decision 3. Indian Cooperative Review 4. Indian Journal of Agricultural Economics 5. Indian Journal of Agricultural Marketing 6. Indian Journal of Marketing 7. Journal of Agri-business 8. Journal of Marketing Management 9. Journal of Marketing Research 10. Journal of Sales Management 11. Vikalpa

Semester	II	Specialization	Rural & Agribusiness Management
Course Code	204RABM	Type	Elective Core
Course Title	ICT for Agriculture Management		

Course Objectives:	
1	To Acquire A Clear Understanding Of Theory And Application Of Information & Communications Technology In Various Fields Of Agriculture Management.
2	To help students in developing the linkage across various technological fields of agriculture management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction : Basic terminology , Recent history of adoption of ICT in developing countries , Leapfrogging technology – the mobile phone , ICT and its ramifications for rural economies , Introduction to various ICT enabled rural services related to land, education, health, insurance, micro-credit, marketing etc. Village Resource Centre (VRC), Common resource Centre (CRC), Tele-education, community radio etc. Potential impact	7 + 2
2	ICT for production systems management : Types of ICT information service , Short-term productivity information services , Crisis management information services , Long-term productivity information services , Risk management information services , Common ICT platforms for information services , Collection and analysis , Delivery , Issues and challenges for ICT information services , Advantages of and opportunities for ICT information services	7 + 2
3	ICT for market access: Types of market access ICT service, Pricing services , Virtual trading floors , Holistic trading services, Downstream (and upstream) administration , Issues and challenges for market access ICT services , Advantages of and opportunities for market access ICT services	7 + 2
4	ICT for financial inclusion: Types of financial inclusion, ICT services , Transfers and payments , Agricultural credit , Savings for agricultural needs , Insurance , Common ICT platforms for financial inclusion services , Issues and challenges for ICT financial inclusion services , Advantages of and opportunities for ICT financial inclusion services.	7 + 2
5	Overview of Geographical Information Systems (GIS): Remote Sensing and	7 + 2

	Image Processing, GPS, GIS Data Modeling, Geographical Information Systems, Issues and Concerns in Land and Water Management, The GIS Approach. Planning and Implementing a GIS; Case studies on GIS; GIS and Precision farming; GIS Applications in micro resource mapping, principles in micro planning, modeling in resource mapping GIS Technology trend and next generation Systems.	
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Learning Resources:		
1	Text Books	
2	Reference Books	<ol style="list-style-type: none"> 1. Sustainable Agriculture, edited by A. Bandyopadhyay, BhoovigyanVikas Foundation 2. Cases on Developing Countries and Ict Integration: Rural Community Development, edited by Rebecca NthogoLekoko, Ladislaus M. Semali, IGI
3	Supplementary Reading Material	<ol style="list-style-type: none"> 1. The Relevance of Content in ICT Initiatives in Indian Agriculture – International Food Policy Research Institute (http://www.ifpri.org/sites/default/files/publications/ifpridp01180.pdf) 2. Developing a Rural Market e-hub: The Case Study of e-Choupal Experience of ITC www.planningcommission.nic.in/reports/sereport/ser/stdy_ict/4_e-choupal%20.pdf.
4	Websites	<ol style="list-style-type: none"> 1. www.deity.gov.in 2. www.nasscom.org/
5	Journals	<ol style="list-style-type: none"> 1. ASCI Journal of Management 2. Agricultural Extension

Semester	II	Specialization	Rural & Agribusiness Management
Course Code	205RABM	Type	Subject – Elective
Course Title	Millenium Development Goals		

Course Objectives:	
1	To make students understand the importance of millennium development goals and its applicability to rural economy
2	To highlight the contribution of agrarian economy and its role towards millennium development goals
3	To make students aware about the varied approaches towards the achievement of millennium development goals

Syllabus:

Unit Number	Contents	Number of Sessions
1	Millennium Development Goals – Origin and Concept, Strong international commitment, eight millennium development goals, Issues in Indian Agriculture	7 + 2
2	Role of Agriculture in Meeting the Millennium Development Goals – The Marginalization of Agriculture, Growth and poverty under structural adjustment, Prospects of reducing poverty by 2015. Agricultural growth is pro poor growth, Improving market access to encourage pro-poor growth, Agriculture and MDG 1, Perspectives on the role of Agriculture in meeting the Millennium Development Goals	7 + 2
3	Agriculture's Contribution to Food and Nutrition Security – The current growth path and increase in poverty, Growth in staples and poverty reduction,	7 + 2

	Assessing investment options and poverty reduction, Poverty Reduction through Agriculture led Economic Growth	
4	Global trends and emerging issues in meeting MDGs – Policy Actions and impact on MDG, Trade Policies, Policies for Developing countries, Policies in Development Assistance - the case of Food aid, Macroeconomic Reforms and National Government Infrastructure Investments, Importance of Rural Infrastructure, Public Investment and Infrastructure	7 + 2
5	Private Sector & Millennium Development Goals – Role of Private sector in supporting agriculture to meet the MDGs, The rural nonfarm private sector, Private-Public Partnerships and Investment Synergies, The Role of Governance Structures in Agriculture for Achieving the MDGs, The Role of Foreign Direct Private Investment in Agriculture for Achieving the MDGs	7 + 2

Learning Resources:		
1	Text Books	
2	Reference Books	<ol style="list-style-type: none"> 1. Agriculture, Food Security, Nutrition and the Millennium Development Goals, Joachim Von Braun, Mark W Rosegrant, International Food Policy Research Institute 2. Rural India: Achieving Millennium Development Goals and Grassroots Development, edited by Madaswamy Mon, Concept Publishing Company 3. Attaining the Millennium Development Goals in India: Reducing Infant Mortality, Child Malnutrition, Gender Disparities and Hunger-Poverty and Increasing School Enrollment and Completion, Anil B. Deolalikar, Oxford University Press India 4. Attaining the Millennium Development Goals in India: Role of Public Policy & Service Delivery, World Bank. South Asia Regional Office. Human Development Unit, World Bank 5. Development Communication in Practice: India and the Millennium Development Goals, J V Vilanilam, Sage Publications
3	Supplementary Reading Material	1. Millennium Development Goals: India Country Report 2011
4	Websites	<ol style="list-style-type: none"> 1. www.un.org/millenniumgoals 2. www.undp.org/mdg/ 3. www.un.org.in/ layouts/UNDP/MDG.aspx
5	Journals	<ol style="list-style-type: none"> 1. Food Policy 2. American Journal of Agricultural Economics

Family Business Management-Specialization

Semester	II	Specialization	Family Business Management
Course Code	203FBM	Type	Elective Core
Course Title	Intrapreneurship		

Course Objectives:	
1	To understand what an intrapreneur is, what the benefits are, the risks, and the responsibilities.
2	To learn how to manage a startup business or service within an existing company in ways that allows it to succeed, to make a profit and to continue to grow.
3	To understand the mechanics of putting together a business plan and presenting it for a new company.
4	To see how it is possible to overcome various financial, economic and political barriers and succeed with a new idea in an existing corporate environment.

Syllabus:

Unit Number	Contents	Number of Sessions
1	The concept of Intrapreneurship: Defining an intrapreneur, characteristics of people within an organization who are likely to become Intrapreneurs, Why Intrapreneurship is important now - Decentralization of ideas, Empowering the frontlines, User Driven innovation, The Digital Generation. Realizing the Promise of Intrapreneurship, Lens and Perspective of Intrapreneurship.	7 + 2
2	Ideas, Roles and Processes: Ideas – Scaling Ideas, Scope of Ideas, Degree of Change of Ideas, Orientation of Ideas, Navigating the idea space. Roles – The Intrapreneur, The Manager, The Observers, The Owner and/or the organization, The Process. Idea Generation and Mobilization: Organizational Perspective – Idea Generation, Idea Mobilization, Design Considerations for Idea Generation and Mobilization. Employee Perspective – Idea creation, Idea Mobilization.	7 + 2
3	Advocating & Screening: Organizational Perspective – Idea Advocacy, Idea Screening, Design Considerations for Idea Advocacy and Screening. Employee Perspective - Idea Advocacy, Idea Screening. Idea Experimentation: Organizational Perspective – Looking beyond R & D Labs for experimentation, Valuing an Experimentation Culture, Developing an Experimentation process to test the feasibility of ideas, Refining the Experimentation process of the organization. Design Considerations in Experimentation. Employee Perspective – Methods for Experimentation, Experimentation Simplified, and Getting help from friends, Experimenting Outside the Organization.	7 + 2
4	Idea Commercialization: Organizational Perspective – Creating the Commercialization Team, Conversation with the Idea creators, Identifying Resources and Assets, Markets, Packaging, pricing and Promotion. Implementation Plans. Performance Measurement. Employee Perspective – Appreciate the Commercialization Process, Working with the Commercialization team, Negotiating Compensation for Idea and Effort. Diffusion and Implementation of ideas: Organizational Perspective – Diffusing Ideas, Implementing ideas. Employee Perspective – Diffusing Ideas, Implementing ideas.	7 + 2
5	Intrapreneurship – from concept to sustained Competitive Advantage: Open up a dialogue, Take a Community approach, Lean Unlearn and Relearn, Build Multiple Avenues, Keep feedback mechanisms simple, Collect feedback with a plan in mind, Communicating Feedback, Technology doesn't drive the process, The Human Factor, Importance of Measurement, tracing the Maturity of Intrapreneurship Processes and linking them to business value.	7 + 2

Learning Resources:

1	Text Books	Intrapreneurship: Managing Ideas Within Your Organization By Kevin C. DeSouza
2	Reference Books	Managing Corporate Culture, Innovation and Intrapreneurship by Howard W. Oden Creating the Intrapreneur: The Search for Leadership Excellence by Victoria C. DePaul Corporate Entrepreneurship: Top Managers and New Business Creation. By – Vijay Sathe. Cambridge University Press, New York. 2003. ISBN: 978-0-521-61392-7 Morris, M.H. and Kuratko, D., Corporate Entrepreneurship, Ft. Worth, TX: Harcourt, 2002.
3	Supplementary	Intrapreneuring in Action, by Gifford Pinchot and Ron Pellman, Barrett Koehler,

	Reading Material	San Francisco, 1999, ISBN 978-1-57675-061-2 Essentials of Entrepreneurship and Small Business Management by Thomas W. Zimmerer and Norman M. Scarborough, Pearson Prentice Hall, 4th edition, 2005, ISBN 0-13-149178-4 Crossing the Chasm, by Geoffrey Moore, Harper Collins, 1999, ISBN 0-06662-002-3 Payback: Reaping the Rewards of Innovation by James P. Andrew, Harold L. Sirkin, John Butman, Harvard Business School Press; 1 st edition, 2007, ISBN: 978-1422103135 Intrapreneuring: Why You Don't Have to Leave the Corporation to Become an Intrapreneur by Gifford Pinchot, Harpercollins, 1986, ISBN: 978-0060913359
4	Websites	-
5	Journals	Internal entrepreneurship: strategy for growth, Roberts EB and Frohman A., Business Quarterly, 1972 The Four Models of Corporate Intrapreneurship by Robert C. Wolcott and Michael J. Lippitz, Reprint 49115; Fall 2007, Vol. 49, No. 1, pp. 75-82 Entrepreneurs and Intrapreneurs in Corporations by Teltumbde, Anand. Vikalpa: The Journal for Decision Makers, Jan-Mar2006, Vol. 31 Issue 1, p129,132, 4p; (AN 20500312) On the way to creativity: Engineers as intrapreneurs in organizations; Hanns C. Menzela, Iiris Aaltio, Jan M. Ulijna; Technovation 27 (2007), Pp 732-743 Connect and Develop Inside Procter & Gamble's New Model for Innovation; Larry Huston, Nabil Sakkab; Harvard Bus. Rev., March 2006 The Ten Commandments of Intrapreneurs, Mark Robinson, Management, Dec 2001, Pp 95-98 Managing in the Whitespace, Maletz, M.C., Nohria, N., Harvard Bus. Rev., Feb. 2001, 11p DuPont Tyvek(R): Commercializing a Disruptive Innovation, Jeffery, Mark; Cooper, Robert; Buchanan, Scott, 01/01/2006 HBS Number: KEL194 The 12 Different Ways for Companies to Innovate, Mohanbir Sawhney, Robert C. Wolcott and Inigo Arroniz, MIT Sloan Management Review, SPRING 2006 VOL.47 NO.3 The Middle Manager as Innovator (HBR Classic), Rosabeth Moss Kanter, HBR # R0407M Joline Godfrey and the Polaroid Corporation, Nancy A Kamprath, Melinda B. Conrad, HBSP 9-492-037, Rev April 4, 2000 The relationship between corporate entrepreneurship and strategic management, Barringer, B., and Harrison, J. (1999), Strategic Management Journal, 20: 421-444. Emerging Business Opportunities at IBM (A); DAVID A. GARVIN, LYNNE C. LEVESQUE, Harvard Bus. Sch. Pub. 9-304-075, Rev Feb 28, 2005

Semester	II	Specialization	Family Business Management
Course Code	204 FBM	Type	Elective Core
Course Title	Managing, Growing and Exiting The New Venture		

Course Objectives:	
1	To empower student with nuances of stages of venture and entrepreneurial conduct
2	To prepare student with the understanding of resources and external sources
3	To prepare student of separation and exit strategies

Syllabus:

Unit	Contents	Number of
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Number		Sessions
1	Entrepreneurial Strategy: Generating And Exploiting New Entries: New Entry, Generation of a New Entry Opportunity - Resources as a Source of Competitive Advantage, Creating a Resource Bundle That is Valuable, Rare, and Inimitable. Assessing the Attractiveness of a New Entry Opportunity - Information of New Entry, Comfort with Making a Decision under Uncertainty, Decision to Exploit or Not to Exploit the New Entry. Entry Strategy for New Entry Exploitation - Environmental Instability and First Mover (Dis) Advantages, Customer Uncertainty and First Mover (Dis) Advantages, Lead Time and First Mover (Dis) Advantages. Risk Reduction Strategies for New Entry Exploitation - Market Scope Strategy, Imitation Strategies, Managing Newness.	7 + 2
2	Strategies For Growth And Managing The Implications of Growth: Growth Strategies: Where to Look for Growth Opportunities - Penetration Strategies, Market Development Strategies, Product Development Strategies, Diversification Strategies, Example of Growth Strategies. Economic Implications of Growth. Implications of Growth for the Firm - Pressures on Existing Financial Resources , Pressures on Human Resources, Pressures on Management of Employees , Pressures on Entrepreneur's Time. Overcoming Pressures on Existing Financial Resources. Financial Control - Managing Cash Flow, Managing Inventory, Managing Fixed Assets , Managing Costs and Profits, Taxes, Record Keeping. Overcoming Pressures on Existing Human Resources, Overcoming Pressures on the Management of Employees , Overcoming Pressures on Entrepreneur's Time - Basic Principles of Time Management. Implications of Firm Growth to the Entrepreneur - A Categorization of Entrepreneurs and Their Firms' Growth.	7 + 2
3	Accessing Resources For Growth From External Sources: Using External Parties to Help Grow a Business, Franchising - Advantages of Franchising- to the Franchisee, Advantages of Franchising- to the Franchiser, Disadvantages of Franchising, Types of Franchising, Investing in Franchising. Joint Ventures - Types of Joint Ventures, Factors in Joint Ventures. Acquisition - Advantages of Acquisition, Disadvantages of Acquisition, Synergy, Structuring the Deal, Locating Acquisition Candidates. Mergers, Leveraged Buyouts, Overcoming Constraints by Negotiating for More Resources.	7 + 2
4	Going Public: Advantages and Disadvantages of Going Public – Advantages, Disadvantages. The Alternatives to Going public , Timing of Going Public and Underwriter selection – Timing, Underwriter Selection. Registration Statement and Timetable - The Prospectus, Part II, Procedure. Legal issues. After Going public - Aftermarket Support, Relationship with the Financial Community, Reporting Requirements, Myths concerning Going Public.	7 + 2
5	Ending The Venture: Bankruptcy- An overview, Reorganization - Surviving Bankruptcy, Prepackaged Bankruptcy, Extended Time Payment Plans, Liquidation, Strategy during Reorganization, Keeping the Venture Going, Warning Signs of Bankruptcy, Starting Over, The Reality of Failure, Business Turnarounds, Exit Strategy. Succession of Business - Transfer to Family Members, Transfer to Non-Family Members. Harvesting Strategy - Direct Sale, Employee Stock Option Plan, Management Buyout.	7 + 2

Learning Resources:		
1	Text Books	Entrepreneurship By Robert D Hisrich , Michel P Peters, Dean A Shepherd , TMGH, 6 th ed.
2	Reference Books	James Collins, William C. Lazier, Beyond Entrepreneurship: Turning Your Business into an Enduring Great Company.
3	Supplementary	

	Reading Material	
4	Websites	
5	Journals	The Role of the Founder in Creating Organizational Culture, Edgar H. Schein, Organizational Dynamics, Summer 1983.

Semester	II	Specialization	Family Business Management
Course Code	205FBM	Type	Elective Core
Course Title	Private Equity		

Course Objectives:	
1	To lay the foundations of a career in private investment activity in countries with transitional or developing economies, either as part of a corporate development effort, or through venture capital or buyout fund activity.
2	To develop an understanding of the fundamental dynamics of venture funding as a way of building a company, or considerations for buying a company amongst students who expect to engage in entrepreneurial activity.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: The structure of the VC industry , Company formation: structures, ownership and issues , Capitalization Tables and Valuation , Governance, Value Add and Exits; corporate venture capital funds. Issues in Private Equity in Emerging Markets (PEEM) and Development of Fund Strategy and Managing Crisis, History and trends , Contrasts with US/Europe , Hierarchy of risks , Risk mitigation strategies , Role of PE/VC in economic development.	7 + 2
2	Deal Sourcing, Due Diligence and Company Strategy in PEEM - I: Evolution of fund development in selected emerging markets , Contrasts in India, China and Brazil , Role of governments in the building of a venture capital base in emerging markets , Approaches to inventorying base of opportunities , Understanding the point of view and expectations of entrepreneurs, families and existing owners, Identifying and navigating relationships with corporate partners.	7 + 2
3	Deal Sourcing, Due Diligence and Company Strategy in PEEM - II: Working with international financial institutions, e.g., the IFC, World Bank and other regional development banks, Approaches to building deal flow in emerging markets, Special issues in setting up a system for deal processing , General transactional path , Special diligence factors in emerging markets and approaches to analyzing these , Challenges of deal origination , “Concept arbitrage” , Building companies around products or technologies transferred from other countries , The dangerous allure of “roll-up” strategies in emerging markets , Laying the groundwork for value added activity in the emerging market circumstances.	7 + 2
4	PE and VC Valuation Challenges in PEEM : Basic universal PE/VC valuation methods , Special considerations in emerging market PE , Special considerations in emerging market VC . Special considerations in term sheet provisions in PEEM - IFC’s “quasi-equity structures”, Country limitations in VC deal structure , PE and buyout considerations in deal structuring and contrast with US , Structuring PE deals without leverage.	7 + 2
5	Exit Planning, Alternatives and Execution in Emerging Markets : Alignment with entrepreneurs’ expectations and goals , Role and risks of local listing , Information resources for offshore listing , Inherent problems of illiquidity in emerging markets , Strategies for domestic and off-shore trade sales.	7 + 2

Learning Resources:		
1	Text Books	Poza, E. (2010). Family Business, 3rd Edition. Mason, OH: South-Western Cengage Learning. [ISBN : 0470998105] Tom Copeland et al: Valuation – Measuring and Managing the Value of Companies, Wiley 1996
2	Reference Books	Udayan Gupta (Editor), Done Deals: Venture Capitalists Tell Their Stories.
3	Supplementary Reading Material	Paul A. Gompers and Josh Lerner, The Money of Invention: How Venture Capital Creates New Wealth.
4	Websites	-
5	Journals	Zider, Bob “How Venture Capital Works” Harvard Business Review Roberts, Michael J. and Lauren Barley, “How Venture Capitalists Evaluate Potential Venture Opportunities” (HBSP 9-805-019) Amar Bhide: Bootstrap Finance – The Art of Start-ups, Harvard Business Review, November 1992, pp 109-117

Technology Management Specialization-

Semester	II	Elective	Technology Management
Course Code	203TM	Type	Elective Core
Course Title	Technology Transfer & Commercialization		

Course Objectives:	
1	To understand the key concepts and options in technology transfer and commercialization
2	To provide the students with working knowledge and skills to plan and implement technology assessment, market assessment, alignment of technology in technology transfer and transmission process.
3	To provide the students with understanding on issues concerning roles of various intellectual property rights, patent search, sustainability and competitive advantage, science and technology policy, start-up, and licensing and spin-off companies.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Technology Entrepreneurship and Innovation; Technology Transfer & Transmission Process; Technology Commercialization Process; Role of Intellectual Property in Protecting Innovation	7 + 2
2	Technology and Market Assessment: Customer Needs Driven Product Specifications; Negotiating the Deal and Marketing the Innovation; Financial Plan and Selection of Innovation Projects; Innovation and Risk Management; Technology Valuation and Impact Analysis; Market Assessment and Alignment of Technology.	7 + 2
3	Business Plan: Executive summary - Business description - Industry analysis and trends - Competitive analysis - Target market - strategic position – risk assessment - Market strategies - Design and development plan - Technology plan -management and organization - Financial factors - Financial features - sales, profits, cash flows and return on investment - Financial requirements - loan , equity source of collateral - Current business position- Relevant information about the company, its legal form of operation, when it was formed, the principal owners and key personnel - Major achievements - developments within the company that are essential to the success of the business.	7 + 2
4	Commercialization Strategy: Coming Full Circle in the Commercialization Loop; Business Plan Science and Technology Policy; Negotiating and Monitoring the Licensing Agreement; Start-Up and Spin-Off Companies; Joint Venture.	7 + 2
5	Case Studies: Case studies drawn from commercial, industrial and research applications.	7 + 2

Learning Resources:		
1	Text Books	<p>Cooke, I. and Mayes, P. (1996), Introduction to Innovation and Technology Transfer, Norwood: Artech House.</p> <p>Jolly, Vijay. 1997. Commercializing New Technologies, Getting From Mind to Market. Harvard Business School Press.</p> <p>Eskelin, A. (2001), Technology Acquisition: Buying the Future of your Business, Boston, Mass.: Addison-Wesley.</p> <p>Jolly, V.K (1997), Commercialisation of New Technologies, Greeting from Mind to Market, Boston, Mass.: Harvard Business School Press.</p> <p>K. Allen, Bringing New Technology to Market, Upper Saddle River, NJ: Prentice-Hall, 2003.</p> <p>Braun, Ernest. 1998. Principles of technology assessment in Technology in Context: Technology Assessment for Managers. New York: Routledge.</p>
2	Reference Books	<p>Dorf, R.C. (1999), The Technology Management Handbook, Boca Raton, Fla.: CRC Press.</p> <p>Inzelt, A. and Hilton, J. (1999), Technology Transfer: From Invention to Innovation, Kluwer Academic, Norwell.</p> <p>Melissa, A. Schilling (2008), Strategic Management of Technology Innovation, McGraw-Hill International Edition, 2nd Edition, Singapore.</p> <p>Muir, A.E. (1997), The Technology Transfer System, New York: Latham Book Publishing.</p> <p>Parr, R.L. and Sullivan, P.H. (1996), Technology Licensing: Corporate Strategies for Maximizing Value, New York: John Wiley & Sons.</p>
3	Supplementary Reading Material	<p>Clifford, M. Gross and Joseph P. Allen, (2003) "Technology Transfer for Entrepreneurs – A Guide to Commercializing Federal Laboratory Innovation", Praeger Publishers, USA.</p> <p>Iansiti, M. (1998), Technology Integration: Making Critical Choices in a Dynamic World, Mass.: Harvard Business School.</p> <p>Paulson, E. (2001), The Technology M&A Guidebook, New York: John Wiley & Sons.</p> <p>Megantz, R.C. (2002), Technology Management: Developing and Implementing Effective Licensing Programs, New York: John Wiley & Sons.</p> <p>Spencer, R.H. (2003), Technology Best Practices, New York: John Wiley & Sons.</p> <p>Timmons, J.A. (2003), New Venture Creation, Sixth edition, Chicago: Irwin.</p>
4	Websites	<p>Protecting Innovations by Utility Models (http://www.wipo.int/sme/en/ip_business/utility_models/utility_models.htm).</p> <p>Ramsey, W.S., "Financing a New Venture", http://www.williamramseylaw.com/pages/Pfinancing.html</p>
5	Journals	<p>Cohen, M. W., "Patents and Appropriation_ Concerns and Evidence", Journal of Technology Transfer, 30(1&2): 57-71, 2005.</p> <p>Farris, G.F., "Research in Innovation Management and Technology Transfer in China", The Journal of Technology Transfer, 32(1-2) 123-126, April 2007.</p> <p>Johnson, S.D., Gatz, E.F., & Hicks, D. (1997). Expanding the content base of technology education: Technology transfer as a topic of study. <i>Journal of Technology Education</i>, 8(2).</p>

Semester	II	Elective	Technology Management
Course Code	204TM	Type	Elective Core
Course Title	Technology Use and Assessment		

Course Objectives:	
1	To describe linkages among society, environment, and technology.

2	To describe a framework for technology assessment.
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Syllabus:

Unit Number	Contents	Number of Sessions
1	Technology Assessment: Definitions and Purpose of Technology Assessment: Policy, Decision-making (Organizational and personal). Assessment Criteria - Stakeholder Interests, Authority, Sustainability: Social, Economic, & Environmental, Efficiency, Ethical Considerations, Costs, Benefits, and Tradeoffs. Scope of Technology Assessment - Personal and Organizational, Formal and Informal, Small- and Global-Scale.	7 + 2
2	Technology and its Influence: Technology and its influence on Society, Government & Politics, Energy, Health, Environment, Education.	7 + 2
3	Selected Technology Assessment Techniques: Risk and Impact Assessment, Environmental Impact Assessment, Health Technology Assessment, Critical Incident, Futuring, Brainstorming, Interpretive structural modeling, Trend extrapolation, Opinion measurement, Scenarios, Checklists, Relevance trees, Cross-effect matrices, Simulation models, Sensitivity analysis, Probabilistic techniques, Benefit-cost analysis, Export base models, Decision analysis - Decision Trees, Policy capture, Life cycle analysis, Force field analysis.	7 + 2
4	Technology Use: Definitions and Purpose of the study of Use. Usability: System & Product Acceptability Criteria, Usability Defined, Usability Attributes (e.g., learnability, efficiency, and satisfaction), Usability Engineering Lifecycle - Goal Setting & Design Criteria, User-centered design, Ergonomics and anthropometrics, Trade-Offs. Usability Research Methods - Observation, Usability Tests, User Surveys, Task Analysis.	7 + 2
5	Conducting Research on Technology Use: Planning - Human subjects protection, Standards for verifiability, validity, and reliability. Gathering data - Analyzing and Interpreting data, Reporting.	7 + 2

Learning Resources:

1	Text Books	Porter, A. L., Rossinni, F., Carpenter, S. R, Roper, A. T., Larson, R. W., and Tiller, J. S. (1980). A guidebook for technology assessment and impact analysis. New York: North Holland. R.C. Megantz (1996), <i>How to License Technology</i> , John Wiley & Sons. R.L. Parr & P.H. Sullivan (1996), <i>Technology Licensing, Corporate Strategies for Maximizing Value</i> , John Wiley & Sons. P.H. Sullivan (1998), <i>Profiting from Intellectual Capital: Extracting value from Innovation</i> , John Wiley & Sons.
2	Reference Books	Porter, A.L., Roper, A.T., Mason, T.W., Rossinni, F.A. & Banks, J. (1991). Forecasting and management of technology. John Wiley & Sons. Barnum, Carol. (2002). Usability testing and research. NY: Longman
3	Supplementary Reading Material	Rubin, Jeffrey. (1994). Handbook of usability testing: How to plan, design, and conduct effective tests. NY: Wiley Nielsen, Jakob. (1993). Usability engineering. San Diego, CA: Morgan Kaufman
4	Websites	Ely, A., Van Zwanenberg, P. & Stirling, A. (2011). New models of technology assessment for development. Working paper from the STEPS Centre. Retrieved from http://www.steps-centre.org/PDFs/Technology_Assessment.pdf Mohr, H. (1999). Technology assessment in theory and practice. Society for Philosophy of Technology, 4(4). http://scholar.lib.vt.edu/ejournals/SPT/v4n4/mohr.html
5	Journals	Deal, W. (2002). Making the connection: Technological literacy and technology assessment. The Technology Teacher, 61(7), 16-18. International Journal of Technology Management

Semester	II	Elective	Technology Management
Course Code	205TM	Type	Elective Core
Course Title	Managing Innovation – II		

Course Objectives:	
1	To provide exposure to an integrative framework for innovation.
2	To highlight global and emerging market context of globalization
3	To describe government's role in innovation
4	To describe innovations in service sector context.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Globalization for Innovation: Technological Uncertainty, Market Uncertainty, Endogeneity, Generic Strategies for World Wide Innovation, Strategic Choice – Balancing Cost & Innovation, Role of Complimentary technologies, Protecting Entrepreneurial Rents – Team Up , Block, Run. Methods of Globalization – Acquisitions and Mergers, Strategic Alliances, Licensing, Internal Development.	7 + 2
2	Innovation for Emerging Economies: Value Stock, Techno-economic Factors – Economic Differences, Product Specificity. Entry Strategies – Reach for later stage of the Product Life Cycle, Reach Deeper into the Value Stock, Options Approach.. Implementation – Technology Transfer, Commercialization, Establishing Co-opetitors.	7 + 2
3	Role of National Governments in Innovation: Why a Government Role? – Public Nature of Knowledge, Uncertainty, Public Complementary Assets, Network Externalities, Politics. Government Actions – Financing R & D, Lead User, Provider of Public Complementary Assets. Regulator, Macro-Economic Fundamentals, Baby-Sitter and Godfather, Educator, Information Centre and Provider of Political stability.	7 + 2
4	Innovation in Services: Service Organizations do Innovate, The Concept of Innovation in Services, Type of Innovation in services, The CI-3 Framework – Customer Intelligence, Customer Intimacy, Customer Innovation. Brand Asset Monitoring, Customer Satisfaction & Loyalty Measurement, Touch Points Data Management. Customer Blending, Customer Mind Mapping, Customer Ecosystem Mapping. Innovation Process, Magnet team. Product Forums. Benefits of the CI – 3 Framework.	7 + 2
5	Cases on Innovation: Business / Process innovations, Social Innovations, Organizational innovations. Overview of National Innovation Systems – Brazil Denmark, Singapore, USA, Japan.	7 + 2

Learning Resources:		
1	Text Books	Innovation Management , Allan Afuah, Oxford Indian Edition. Business Innovation in the 21 st Century, Praveen Gupta, S Chand. A Case Study Special on Innovation – Making Aspirations Count, Business World Publication. Innovation Management, ShlomoMaital and D V R Seshadri, Response Books, Sage Publications, New Delhi.
2	Reference Books	Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books.
3	Supplementary Reading Material	Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition. Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press. The Innovator's ToolKit , Harvard Business Press. Fastrack to Success Innovation , Andy Bruce and David Birchall, Prentice Hall -

		Financial Times. Getting to Innovation, Arthur B VanGundy, PHI – Eastern Economy Edition.
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Henderson, R. & K. Clark. 1990. Architectural Innovation: The Reconfiguration of Existing Product Technologies and the Failure of Established Firms, in <i>Administrative Science Quarterly</i> , 35: 9-30. Cattani, G. 2006. Technological Pre-Adaptation, Speciation and Emergence of New Technologies: How Corning Invented and Developed Fiber Optics, in <i>Industrial and Corporate Change</i> , 15(2): 285-318. <i>International Journal of Innovation and Technology Management</i>