

UNIVERSITY OF PUNE
FACULTY OF MANAGEMENT
Post Graduate Diploma In Business Management (PGDBM)
TWO YEAR, 4 SEMESTER PART TIME PROGRAMME
Leading to Master in Business Studies (MBS) Programme

(2 year Part-time PGDBM + 1 year Part-time MBS
Equivalent to 2 year Full Time Master of Business Administration (MBA))

REVISED CURRICULUM
PGDBM I YEAR w.e.f Academic Year 2013-2014
PGDBM II YEAR w.e.f Academic Year 2014-2015

1. TITLE OF THE PROGRAMME: POST GRADUATE DIPLOMA IN BUSINESS MANAGEMENT (PGDBM) (PART TIME)

2. PREAMBLE:

The revised curriculum for the PGDBM 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 4 Semesters.

3.1 Credits:

The programme is a combination of:

- a) Full Credit Courses (100 Marks each) : 3 Credits each and 6 Credits for Project
- b) Half Credit Courses (50 Marks each) : 2 Credits each (4 Credits for RM Mini Project & Field Work)

Total Credits: 70 Credits (2000 Marks)

- a) 16 Full Credit Courses * 3 credits per course = 48 Credits
- b) Project = 06 Credits
- c) 04 Half Credit Courses * 2 credits per course = 08 Credits
- d) RM Mini Project & Field Work * 4 Credits = 08 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 PGDBM 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 PGDBM 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.

4. ELIGIBILITY:

A student seeking admission to this course must have the following qualifications:

- 1) Bachelor's degree of any statutory University or any recognized foreign university.
OR
- 2) Any diploma awarded by Board of Technical Education of any State Government or Central Government (post SSC three years' Diploma with 3 years post Diploma experience or post HSC two years' Diploma with 2 years post Diploma experience)

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. Some half Credit courses also have *University evaluation*.

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 paper 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 question 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 & for each half credit course by the Institute. 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 Project:

During the Fourth Semester each student shall undertake a *Project*. **The Project may or may not have a Functional Focus**, i.e. the student may take up a Project in his/her intended area of specialization or in any other functional area of management. Ideally the Project should exhibit a cross-functional orientation. The student shall submit a written structured report based on work done during this period.

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

Since most students enrolled for the PGDBM programme are expected to be working students, such working students may complete the Project at their workplace.

The report should be well documented and supported by –

1. Executive Summary
2. Organizational profile
3. Outline of the problem/task undertaken
4. Research methodology & data analysis (in case of research projects)
5. Relevant activity charts, tables, graphs, diagrams
6. Learning of the student through the project
7. Contribution to the host organization
8. References in appropriate styles.

It should reflect the nature and quantum of work undertaken by the student. *The learning outcomes and utility to the organization must be specifically highlighted.* The completion of the Project shall be certified by the Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ etc.) shall also certify the Project work.

The student shall submit **TWO hard copies & one soft copy (CD)** of the project report before 31st March in Sem IV.

In the interest of environmental considerations, students are encouraged to print their project reports on both faces of the paper.

There shall be an external viva-voce for the Project for 100 marks. The examiner's panel for the same shall include one external faculty member nominated by the University and one internal faculty member nominated by the Director.

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

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

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

5.4 Standard of Passing:

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

Diploma Requirements:

- a) **Earned Credits:** The Diploma requirements for the PGDBM programme is completion of 70 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 PGDBM diploma.

5.4.1 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.

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

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

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

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

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

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

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.

5.5 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 to Sem IV, shall be scaled down, to the required extent, if such percentage of marks are more than 20% of the marks scored in the University Examination for the respective course.

The marks obtained by the student in Half Credit Courses are not subject to scaling down.

5.6 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.

5.7 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 PGDBM Programme within 4 years from the date of admission, by earning the requisite credits.

5.8 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.

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 70 credits required for the PGDBM 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 70 credits required for earning the PGDBM diploma.
- 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.

5.9 External Students: There is no provision of external students.

5.10 Verification / Revaluation

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

7. Structure of the Programme

The programme is a combination of:

- a) Full Credit Courses (100 Marks each) : 3 Credits each and 6 Credits for Project
- b) Half Credit Courses (50 Marks each) : 2 Credits each (4 Credits for RM Mini Project & Field Work)

Total Credits: 70 Credits (2000 Marks)

- a) 16 Full Credit Courses * 3 credits per course = 48 Credits
- b) Project = 06 Credits
- c) 04 Half Credit Courses *2 credits per course = 08 Credits
- d) RM Mini Project & Field Work * 4 Credits = 08 Credits

Spread of Full & Half Credit Courses:

Semester	Full Credit Courses (100 Marks) (A)	Half Credit Courses (50 Marks) (B)	Total Courses (C = A + B)
I	4	2	6
II	4	2	6
III	4	2	6
IV	5	0	5
Total	17	6	23

Break Up of Courses:

Semester	Core Courses (A)	Specialization Courses (B)
I	6	0
II	6	0
III	5	1
IV	3	2
Total	20	3

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 Post Graduate Diploma in Business Management (PGDBM)

SEMESTER I:

Course Code	Course	Concurrent Evaluation	University Evaluation	Total Marks	Credit	No of Credits
101	Organizational Behaviour	50	50	100	Full	3
102	Accounting for Business Decisions	50	50	100	Full	3
103	Economic Analysis for Business Decisions	50	50	100	Full	3
104	Business Research Methods	50	50	100	Full	3
105	Management Fundamentals	00	50	50	Half	2
106	RM Mini Project	50	0	50	Half	4
		250	250	500		18

SEMESTER II:

Course Code	Course	Concurrent Evaluation	University Evaluation	Total Marks	Credit	No of Credits
201	Basics of Marketing	50	50	100	Full	3
202	Financial Management	50	50	100	Full	3
203	Legal Aspects of Business	50	50	100	Full	3
204	Business Communication	50	50	100	Full	3
205	Business Government & Society	00	50	50	Half	2
206	Field Work	50	00	50	Half	4
		250	250	500		18

SEMESTER III:

Course Code	Course	Concurrent Evaluation	University Evaluation	Total Marks	Credit	No of Credits
301	Human Resource Management	50	50	100	Full	3
302	Decision Science	50	50	100	Full	3
303	Operations & Supply Chain Management	50	50	100	Full	3
304	Specialization I	50	50	100	Full	3
305	Marketing Management	0	50	50	Half	2
306	MS Office and Advanced Excel	50	0	50	Half	2
		250	250	500		16

SEMESTER IV:

Course Code	Course	Concurrent Evaluation	University Evaluation	Total Marks	Credit	No of Credits
401	Geopolitics & the World Economic System	50	50	100	Full	3
402	Management Information Systems	50	50	100	Full	3
403	Specialization II	50	50	100	Full	3
404	Specialization III	50	50	100	Full	3
405	Project	50	50	100	Full	6
		250	250	500		18

Elective Courses (Specialization Courses)

Marketing Management (MKT) Specialization		
304 MKT	Specialization I	Contemporary Marketing Research
403 MKT	Specialization II	Integrated Marketing Communications
404 MKT	Specialization III	Consumer Behaviour

Financial Management (FIN) Specialization		
304 FIN	Specialization I	Financial Regulatory Framework
403 FIN	Specialization II	Corporate Finance
404 FIN	Specialization III	Merchant Banking and Financial Services

Information Technology Management (IT) Specialization		
304 IT	Specialization I	Software Engineering
403 IT	Specialization II	I T Management
404 IT	Specialization III	e-Business

Operations Management (OPE) Specialization		
304 OPE	Specialization I	Inventory Management
403 OPE	Specialization II	Planning & Control of Operations
404 OPE	Specialization III	MRP I and MRP II

Human Resources Management (HR) Specialization		
304 HR	Specialization I	Performance Management
403 HR	Specialization II	Labor Laws
404 HR	Specialization III	Industrial Relations

International Business Management (IB) Specialization		
304 IB	Specialization I	Indian Economy and Trade Dependencies
403 IB	Specialization II	International Business Economics
404 IB	Specialization III	Export & Import Procedures

Supply Chain Management (SCM) Specialization		
304 SCM	Specialization I	Essentials of Supply Chain Management
403 SCM	Specialization II	Inventory Management
404 SCM	Specialization III	Logistics Management

Rural & Agri Business Management (RABM) Specialization		
304 RABM	Specialization I	Agriculture and Indian Economy
403 RABM	Specialization II	Rural Marketing – I
404 RABM	Specialization III	Rural Credit and Finance

Family Business Management (FBM) Specialization		
304 FBM	Specialization I	Essentials of Family Business Management – I
403 FBM	Specialization II	Managing Innovation – I
404 FBM	Specialization III	Essentials of Family Business Management - II

Technology Management (TM) Specialization		
304 TM	Specialization I	Technology Competition and Strategy
403 TM	Specialization II	Fundamentals of Management of Technology
404 TM	Specialization III	Technology Forecasting

6.2 Medium of Instruction:

The medium of Instruction & Evaluation shall be English.

7. Equivalence of previous syllabus with the proposed syllabus

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

8. University Terms

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

9. Course wise detailed syllabus

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

Note:

1. *In the detailed syllabus, Number of Sessions indicated are as follows: 7 + 2 indicates 7 teaching sessions and 2 evaluation sessions. Kindly note that the numbers indicated are indicative and not prescriptive.*
2. *Faculty members and students should refer to the latest edition of the relevant books, wherever such latest editions are available.*

Annexure I

Semester	I	Specialization	NA
Course Code	101	Type	Generic Core – Full Credit [3]
Course Title	Organizational Behaviour		

Course Objectives:	
1	To develop an understanding of the behavior of individuals and groups inside organizations
2	To enhance skills in understanding and appreciating individuals, interpersonal, and group process for increased effectiveness both within and outside of organizations.
3	To develop theoretical and practical insights and problem-solving capabilities for effectively managing the organizational processes.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Fundamentals of OB</p> <p>Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Theoretical framework (cognitive, behavioristic and social cognitive), Limitations of OB.</p>	7 + 2
2	<p>Individual Process And Behavior:</p> <p>2.1 Attitude: Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude, Developing Emotional intelligence at the workplace, Job attitude, Barriers to changing attitudes</p> <p>2.2 Personality and values: Definition and importance of Personality for performance, The Myers-Briggs Type Indicator and The Big Five personality model, Significant personality traits suitable to the workplace (personality & job – fit theory), Personality Tests and their practical applications.</p> <p>2.3 Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect).</p> <p>2.4 Motivation: Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation</p>	8 + 2
3	<p>Interpersonal Processes And Behavior, Team And Leadership Development</p> <p>3.1 Foundations of Group Behavior: The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development</p> <p>3.2 Managing Teams: Why Work Teams, Work Teams in Organization, Developing Work Teams, Team Effectiveness & Team Building</p> <p>3.3 Leadership: Concept of Leadership, Styles of Leadership, Trait Approach, Contingency Leadership Approach, Contemporary leadership, Meaning and significance of contemporary leadership, Concept of transformational leadership, Contemporary issues in leadership, Contemporary theories of leadership, Success stories of today's Global and Indian leaders.</p>	8 + 2
4	Organization System:	5 + 2

	Organizational Culture: Meaning & Definition of Organizational Culture, Creating & Sustaining Organizational Culture, Types of Culture (Strong vs. Weak Culture, Soft vs. Hard Culture & formal vs. Informal Culture) , Creating Positive Organizational Culture, Concept of Workplace Spirituality.	
5	<p>Managing Change :</p> <p>5.1 Organizational Change: Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to change.</p> <p>5.2 Implementing Organizational Change: How to overcome the Resistance to Change, Approaches to managing Organizational Change, Kurt Lewin's - Three step model, Seven Stage model of Change & Kotter's Eight-Step plan for Implementing Change, Leading the Change Process, Facilitating Change, Dealing with Individual & Group Resistance, Intervention Strategies for Facilitating Organizational Change, Methods of Implementing Organizational Change, Developing a Learning Organization.</p>	7 + 2

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

Semester	I	Specialization	NA
Course Code	102	Type	Generic Core – Full Credit [3]
Course Title	Accounting For Business Decisions		

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	Basic Concepts: Overview of Financial Accounting, Cost Accounting and Management Accounting, Role of each in a business organization, Relationship between financial, cost and management accounting, Various concepts and conventions of financial accounting, Basics of cost accounting, Role of management accounting in the global business environment.	7+2
2	Understanding of Financial Statements: Financial statements of proprietary and partnership organizations, Financial statements of limited companies, schedule VIth of Companies Act, Objectives of financial statements.	6+2
3	Cost Accounting: Basic concepts of Cost Accounting, Classification and analysis of Costs, Relevant and irrelevant costs, differential costs, sunk costs, objectives of Cost Accounting, preparation of Cost Sheets.	6+2
4	Cost Control: Elements of costs, Material cost control, Procurement, Pricing of issues, Inventory control techniques, fixation of various levels , Economic Order Quantity, material losses , labour cost control , time keeping and time booking , labour turnover , overheads , collection, classification, absorption of overheads.	8+2
5	Decision making tools: Marginal costing, Make or buy , Optimizing product mix , Break-even point , Cost Volume Profit Analysis, Pricing decisions, budgeting – Cash, flexible and functional budgets.	8+2

Note:

1	Numerical Problems will be asked on the following topics: Pricing of issues – FIFO, LIFO, Simple Average and Weighted Average methods Fixation of maximum, minimum, re-order and average levels Computation of Economic Order Quantity Decision making tools – optimizing product mix, make or buy, acceptance of export order and other decision making areas. Computation of breakeven point and related areas. Budgeting – cash and flexible.
2	Weightage of Theory Questions will be 40% and numerical problems will carry 60% marks in the final question paper.

Learning Resources:

1	Text Books	Management Accounting – Dr. Mahesh Kulkarni
2	Reference Books	Financial Accounting for Managers – Mr. Sanjay Dhmiya, Pearson Publications Management Accounting – Mr. Anthony Atkinson, Robert Kaplan, Pearson Management Accounting – Mr. Khan and Mr. Jain, Tata McGraw hill
3	Supplementary Reading Material	Management Accounting - Mr. Ravi Kishore
4	Websites	Institute of Cost Accountants, Institute of Chartered Accountants
5	Journals	Indian Journal of Finance

Semester	I	Specialization	NA
Course Code	103	Type	Generic Core – Full Credit [3]
Course Title	Economic Analysis for Business Decisions		

Course Objectives:

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	Basic Concepts of Economics: Introduction to Economics , Basic Economic Problem, Circular Flow of Economic Activity , Nature of the firm - rationale, objective of maximizing firm value as present value of all future profits, maximizing, satisficing, optimizing, principal agent problem, Accounting Profit and Economic Profit , Role of profit in Market System , Adam Smith and Invisible Hand.	7 + 2
2	Demand and Supply: Market Equilibrium – Pricing under perfect competition, monopolistic competition, Case study on pricing under monopolistic competition , Oligopoly - product differentiation and price discrimination; price- output decision in multi-plant and multi-product firms. Demand Analysis and Forecasting: Determinants of Market Demand at Firm and Industry level – Elasticity of Demand - Market Demand Equation – Use of Multiple Regression for estimating demand – Case study on estimating industry demand (formulating equation and solving with the aid of software expected)	7 + 2
3	Cost Concepts: Cost Concept, Opportunity Cost, Marginal, Incremental and Sunk Costs, Cost Volume Profit Analysis, Breakeven Point , Case Study on marginal costs. Risk Analysis and Decision Making: Concept of risk, Expected value computation, Risk management through Insurance, diversification, Hedging , Decision Tree Analysis , Case Study on Decision tree Technique.	7 + 2
4	Money and Capital Markets in India: Role and Functions of Money Markets, Composition of Money Market, Money Market Instruments , Reserve Bank of India – Functions , Regulatory Role of RBI w.r.t. Currency, Credit and Balance of Payment, Open Market Operations. Role and Functions of Capital Markets, Composition of Capital market , Stock Exchanges in India , Role of SEBI , understanding of stock market quotations in financial press expected.	7 + 2
5	Public Finance Infrastructure: Familiarity with important terms/agencies/approaches/practices related to National Income (such as GDP, PPP, Growth Rate), Foreign Trade (such as GATT, WTO) and union budget (such as Revenue Account, Capital Account, Revenue Deficit, Fiscal Deficit, Plan and Non-plan expenditure) is expected. Understanding of Summarized budget for the current financial year is required (knowledge of detailed budget provisions not required).	7 + 2

Learning Resources:		
1	Text Books	Managerial Economics by Peterson, Lewis, Sudhir Jain, Pearson, Prentice Hall Indian Economy by Datt & Sundaram, 61 st Edition, S Chand Managerial Economics by D. Salvatore, McGraw Hill, New Delhi. Managerial Economics by Pearson and Lewis, Prentice Hall, New Delhi Managerial Economics by G.S. Gupta, T M H, New Delhi. Managerial Economics by Mote, Paul and Gupta, T M H, New Delhi.
2	Reference Books	Managerial Economics by Homas and Maurice, Tata McGraw Hill, 8th Edition Indian Economy by Mishra and Puri, 24th Edition, Himalaya Publishing House Managerial Economics by Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi. Managerial Economics by Varshney and Maheshwari, Sultan Chand and Sons, New Delhi. Managerial Economics by Joel Dean, Prentice Hall, USA. Managerial Economics by H L Ahuja, S Chand & Co. New Delhi.
3	Supplementary Reading Material	Economic Times Daily Business Standard Daily Business Today Business India Latest Monetary Policy Latest Fiscal Policy
4	Websites	www.rbi.org.in/home.aspx www.macrosan.org www.finmin.nic.in www.indiabudget.nic.in
5	Journals	Economic and Political Weekly

Semester	I	Specialization	NA
Course Code	104	Type	Generic Core – Full Credit [3]
Course Title	Business Research Methods		

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	1. Foundations of Research: 1.1 Research: – Definition, Why study Business Research? What is good research? Decision Support, Business Intelligence, Research applications in functional areas of Business, Emerging trends in Business research. 1.2 Research & the Scientific Method: Characteristics of scientific method. 1.3 Steps in Research Process 1.4 Concept of Scientific Enquiry: - Formulation of Research Problem – Management Question – Research Question – Investigation Question 1.5 Research Proposal: – Elements of a Research Proposal, Drafting a Research Proposal, Evaluating a research proposal (Students are expected to draft and evaluate a real life research proposal)	5 + 1
2	2. Research Design:	7 + 2

	<p>2.1 Concept Features of a good research design</p> <p>2.2 Qualitative research and Quantitative research approaches, Comparison - Pros and Cons of both approaches.</p> <p>2.3 Exploratory Research Design: Concept, Types: Qualitative techniques - Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation.</p> <p>2.4 Descriptive Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research</p> <p>2.5 Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group. (Elementary conceptual treatment expected)</p> <p>2.6 Hypothesis: Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing - Logic & Importance</p>	
3	<p>3. Measurement & Data:</p> <p>3.1 Concept of Measurement: what is measured? Problems in measurement in management research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio.</p> <p>3.2 Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking - Concept and Application.</p> <p>3.3 Types of Data - Secondary Data: Definition, Sources, Characteristics, Searching world wide web for data, Issues to be considered for secondary data, sufficiency, adequacy, reliability, consistency.</p> <p>3.4 Types of Data - Primary Data: Definition, Advantages and disadvantages over secondary data,</p> <p>3.5 Questionnaire Method: Questionnaire Construction - Personal Interviews, Telephonic survey Interviewing, Email/Internet survey, online survey sites, their utility, constraints</p>	7 + 3
4	<p>4. Sampling:</p> <p>4.1 Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response.</p> <p>4.2 Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling.</p> <p>4.3 Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample - Practical considerations in sampling and sample size, (sample size determination formulae and numerical not expected)</p>	6 + 2
5	<p>5. Data Analysis & Report Writing:</p> <p>5.1 Data Analysis : Editing, Coding, Univariate analysis - Tabular representation of data, frequency tables, Construction of frequency distributions and their analysis in the form of measures of central tendency – Mean, Median and Mode; their relative merits and demerits,</p> <p>5.2 Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram, Leaf and stem, Candle stick, Box plots. (Use of MS Excel)</p> <p>5.3 Bivariate Analysis: Cross tabulations, Use of percentages, Bivariate Correlation Analysis - meaning & types of correlation, Karl Person's coefficient of correlation and spearman's rank correlation; Scatter plots, Chi-square test including testing hypothesis of association, association of attributes. (Formulae and calculation are not expected. Interpretation of the given data and scenario analysis is expected for appropriate managerial decision inferences to be drawn.)</p> <p>5.4 Linear Regression Analysis: Meaning and two lines of regression; relationship between correlation and regression co-efficient (Formulae and</p>	10 + 2

	<p>calculation are not expected. Interpretation of the given data and scenario analysis is expected for appropriate managerial decision inferences to be drawn.)</p> <p>5.5 Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test, Non-parametric tests: Binomial test of proportion, Randomness test; Analysis of Variance: One way and two-way Classifications (Formulae and calculation are not expected. Interpretation of the given data and scenario analysis is expected for appropriate managerial decision inferences to be drawn.)</p> <p>5.6 Research Reports: Structure of Research report, Report writing and Presentation.</p> <p><i>Note: Extensive use of MS Excel is expected in learning unit no. 5</i></p>	
--	--	--

Learning Resources:		
1	Text Books	Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9 th Edition. Business Research Methods by Alan Bryman & Emma Bell, Oxford University Press, 2 nd Edition Research Methodology by C.R.Kothari, New Age International Publication, 2nd Edition Research Methods for Social Work by Allen Rubin , Earl R. Babbie , Cengage, 7 th Edition Research Methods in Business Studies: A Practical Guide by Pervez Ghauri , Dr Kjell Gronhaug , FT Prentice Hall Business communication by Dipak Chawala, Vikas Publication. by Dipak Chawala, Vikas Publication.
2	Reference Books	The Practice of Social Research by Earl R. Babbie, Wadsworth, 13 th Edition Business Research Methods by William G. Zikmund, Barry J. Babin, Jon C. Carr , Mitch Griffin , Cengage Learning, 8 th Edition Approaches to social research by Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press, 2 nd Edition Handbook of Research Design and Social Measurement by Delbert Charles Miller , Neil J. Salkind, Sage Publication, 6 th Edition Research Methods: The Basics by Nicholas S. R. Walliman, Nicholas Walliman , Routledge, 1 st Edition
3	Supplementary Reading Material	Business Research Methods by Naval Bajpai, Pearson, 1 st Edition
4	Websites	http://www.socialresearchmethods.net http://www.oup.com/uk/orc/bin/9780199202959

Semester	I	Specialization	NA
Course Code	105	Type	Generic Core - Half Credit [2]
Course Title	Management Fundamentals		

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Principles of Management: 1.1 Basic Concepts: Definition of Management, Contribution of F.W.Taylor, Henri Fayol, Elton Mayo, Mary Parker Follet, Rensis Likert, Chestard Bernard, Douglas McGregor, Peter Drucker, Michael Porter and C.K. Prahlad 1.2 Approaches to Management: Scientific Approach, System Approach and Contingency Approach. 1.3 Managerial Competencies: Communication, team work, planning and administrative, strategic and global competencies;	6 + 1
2	2.1 Organization: Formal and Informal, Line and staff relationship, Centralization Vs. Decentralization, Basic issues in organizing, work specialization, chain of command, span of management, Organization Structure - bases for departmentation. 2.2 Organizational Culture: Cultural Diversity, Multi Ethnic Workforce, Organizing Knowledge resource.	6 + 1
3	3.1 Planning: Nature & elements of planning, planning types and models, planning in learning organizations; Types, Steps, MBO, MBE, Planning Premises. 3.2 Decision Making: Risk and Uncertainty, Decision Trees, Decision making process, models of decision making, increasing participation in decision-making, decision-making creativity.	5 + 1
4	4.1 Controlling: Process, Standards and Bench Marking - Co-ordination-Principles of Co-ordination-Inter-dependence.	4 + 1
5	5.1 Challenges in Management: Change Management -Timing of Change-Reaction to change-Planning organizational Change-Technological Change-Effective use of Communication Devices and IT.	4 + 1

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

Semester	I	Specialization	NA
Course Code	106	Type	Generic Core – Half Credit [4]
Course Title	RM Mini Project		

Course Objectives:	
1	To develop research skills of students.
2	To develop an understanding of application of research in real life.

Students shall work in groups of 2 each and work on a small research problem. They shall work under the guidance of a faculty member and shall submit 2 copies of research report in spiral bound form. The Institute shall conduct an internal viva for 50 marks.

Students shall select a social issue / managerial issue of local relevance for investigation. They are also encouraged to use technology for research. It is not necessary that the student has to carry out the RM Mini Project in an industry.

It is expected that they develop the following abilities through this Project:

- a) Problem identification & definition
- b) Defining data requirements and identifying data sources
- c) Literature review
- d) Primary data collection
- e) Writing a report.

Semester	II	Specialization	NA
Course Code	201	Type	Generic Core – Full Credit [3]
Course Title	Basics of Marketing		

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Introduction to Marketing</p> <p>1.1 Definition & Functions of Marketing: Scope of Marketing, Core concepts of marketing such as Need, Want, Demand, Customer Value, Exchange, Customer & Consumer, Customer Satisfaction, Customer Delight, Customer Loyalty, Marketing v/s Market</p> <p>1.2 Markets: Definition of Market, Competition, Key customer markets, Marketplaces, Market spaces, Metamarkets</p> <p>1.3 Company Orientation towards Market Place: Product, Production, Sales, Marketing, Societal, Transactional, Relational, Holistic Marketing Orientation. Selling versus Marketing. Concept of Marketing Myopia.</p> <p>1.4 Introduction to the Concept of Marketing Mix: Origin & Concept of Marketing Mix and Definitions of 7Ps. People, Processes & Physical Evidence</p> <p>1.5 New Marketing Realities: Major Societal Forces, New Consumer Capabilities & New Company Capabilities.</p>	10 + 2
2	<p>Consumer Behavior:</p> <p>2.1 Meaning & importance of consumer behavior, Comparison between</p>	6 + 2

	Organizational Buying behavior and consumer buying behavior, Buying roles, 2.2 Five steps buyer decision process	
3	Marketing Environment: 3.1 Concept of Environment: Macro and Micro, Need for analyzing the Marketing Environment 3.2 Macro Environment: Analyzing the Economic, Socio-cultural, Demographic, Political – Legal - Regulatory, Technical, Environmental environments. 3.3 Linkage of Marketing Function with all functions in the organization. 3.4 Concept of Market Potential & Market Share	6 + 2
4	Segmentation, Target Marketing & Positioning: 4.1 Marketing as Value Delivery Process: Traditional & modern approaches 4.2 Segmentation: Definition, Need for segmentation, Benefits of segmentation to marketers, Bases for market segmentation of consumer goods & industrial goods, Criteria for effective segmentation. 4.3 Levels of Market Segmentation: Segment Marketing, Niche Marketing, Local Marketing, Mass Marketing. 4.4 Target Market : Concept of Target Market and criteria for selection of target market 4.5 Positioning: Concept of Differentiation & Positioning, Introduction to the concepts of Value Proposition & USP.	8 + 2
5	Product – The First Element of Marketing Mix: 5.1 Product :Meaning of product, Goods & Services Continuum, Classification of consumer products – Convenience, Shopping, Specialty, Unsought, classification of industrial products – material & parts, capital items, supplies & services 5.2 Product Levels: The customer value hierarchy 5.3 Product Mix: Width, Depth, Consistency & Product line.	5 + 2

Learning Resources:		
1	Text Books	Marketing Management - Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson , 13 th Edition Marketing Management, Rajan Saxena, TMGH, 4 th Edition
2	Reference Books	Principles of Marketing – Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson, 13 th Edition, Marketing Management, Ramaswamy & Namakumari, Macmillan, 4 th Edition.
3	Supplementary Reading Material	Marketing Whitebook (Latest Edition) Brand Equity Supplement of The Economic Times Brand Wagon Supplement of The Financial Express Strategist Supplement of Business Standard
4	Websites	NCAER - http://www.ncaer.org/ 2011 Census of India Reports - http://www.censusindia.gov.in/ http://www.marketingpower.com/Pages/default.aspx (American Marketing Association)
5	Journals	IIMB Management Review Vikalpa

Semester	II	Specialization	NA
Course Code	202	Type	Generic Core – Full Credit [3]
Course Title	Financial Management		

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	Concept of Financial Management – Scope and functions – Financial Planning and forecasting - Risk and return – portfolio investment – CAPM	3+2
2	Capitalization – under and over capitalization – capital structure- computation of cost of capital – trading on equity and various types of leverages- Management of profits – dividend policy, procedural and legal formalities involved in the payment of dividends – bonus shares	8+2
3	Capital budgeting – nature and significance – time value of money – methods of evaluating capital expenditure proposals.	8+2
4	Financial statement analysis including ratio analysis – funds flow and cash flow statements	8+2
5	Working capital management – types of working capital – working capital budget – operating cycle – components of working capital – cash, receivables and inventory	8+2

Note:
Numerical problems will be asked on the following topics only. Ratio Analysis Working capital management – working capital budget – receivables management Capital budgeting – payback period, average rate of return, net present value and profitability index, IRR. The weightage of theory questions and numerical problems will be 40% and 60% respectively.

Learning Resources:		
1	Text Books	Financial Management :- Dr. N. M. Vechalekar
2	Reference Books	Financial Management :- Khan and Jain Financial Management :- Prasanna Chandra Financial Management :- I. M. Pande
3	Supplementary Reading Material	Financial Management and Policy :- James C. Van Horne
4	Websites	NSE, BSE
5	Journals	Indian Journal of Finance

Semester	II	Specialization	NA
Course Code	203	Type	Generic Core – Full Credit [3]
Course Title	Legal Aspects of Business		

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	The Indian Contract Act 1871 Essential elements of valid contract Performance and discharge of contract Breach of contract - meaning and remedies Contracts of indemnity - meaning, nature-right of indemnity holder and indemnifier Contract of guarantee – meaning, nature and features – types of guarantee – provisions relating to various types of guarantee. Surety and co-surety – rights and liabilities – discharge of surety Agency – agent and principal, creation of agency – classification of agents – relationship between principal and agent – agent’s authority – revocation and renunciation – rights duties and liabilities of agents and principal – termination of agency.	7 + 2
2	Sale of Goods Act 1930 Contract of sale of goods – meaning – essentials of contract of sale – formalities of contract of sale Conditions and warranties Transfer of property or ownership Performance of contract of sale Rights of unpaid seller – rules as to delivery of goods	7 + 2
3	Negotiable Instruments Act, 1881 Negotiable Instruments – meaning – characteristics – types – parties – holder and holder in due course Negotiation and types of endorsements Dishonour of negotiable instruments - noting and protesting Liability of parties on Negotiable Instruments	7 + 2
4	Companies Act 1956 Company – definition – meaning – features and types of companies. Incorporation of a company – memorandum of association, articles of association and prospectus Share Capital- types of share capital – increase/decrease of share capital – buy-back of shares.	7 + 2
5	Other Laws: Consumer Protection Act 1986 – definitions of consumer, consumer dispute-complaint – goods –service – unfair trade practice – consumer dispute redressal agencies Information Technology Act – Digital Signature – Electronic Governance Intellectual Property Laws – Understanding of concepts of patents, copyrights, trademarks and designs	7 + 2

Learning Resources:		
1	Text Books	Elements of Mercantile Law by N.D. Kapoor, Sultan Chand, 32 nd Edition
2	Reference Books	Legal Aspects of Business, Akhileshwar Pathak, Tata McGraw Hill, 4 th Edition Business Law, S.S.Gulshan, Excel Books, 4 th Edition. Business Law for Management, K.R.Bulchandani, Himalaya Publications, revised 6 th Edition. Bare Acts
3	Supplementary Reading Material	Corporate Law Advisor LawZ Legal News & views
4	Websites	www.vakilno1.com www.indiankanoon.org www.sebi.gov.in/ www.companylawonline.com www.claonline.in
5	Journals	Management & Labour studies International Labour Review.

Semester	II	Specialization	NA
Course Code	204	Type	Generic Core – Full Credit [3]
Course Title	Business Communication Lab		

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

Syllabus:

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

	and Press Notes	
3	Effective Presentations: Principles of Effective Presentations, Principles governing the use of audiovisual media.	1 + 1
4	Interview Skills: Mastering the art of giving interviews in - selection or placement interviews, discipline interviews, appraisal interviews, exit interviews, web /video conferencing, tele-meeting.	2 + 3
5	Report Writing: Objectives of report, types of report, Report Planning, Types of Reports, Developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing.	2 + 4

Note:

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

Learning Resources:

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

Semester	II	Specialization	NA
Course Code	205	Type	Generic Core – Half Credit [2]
Course Title	Business Government and Society		

Course Objectives:

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

Syllabus:

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

Learning Resources:

1	Text Books	Business, Government and Society: A Managerial Perspective by John Steiner, George Steiner, Tata McGraw Hill Business, Government, and Society by Douglas E. Greer, Prentice Hall, 3 rd Edition
2	Reference Books	Business and Its Environment by David P., International Edition, 7 th Edition
3	Supplementary Reading Material	Economic Times Daily, Business Standard Daily
4	Websites	www.epw.in www.business.gov.in
5	Journals	Economic and Political Weekly Corporate Governance Academy of Management Journal Harvard Business Review

Semester	II	Specialization	NA
Course Code	206	Type	Generic Core – Half Credit [4]
Course Title	Field Work		

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

The student is required to conduct research on a topic related to one (or more) of contemporary issues in Management. The topic is chosen in consultation with the faculty. The student will prepare and present a

detailed research proposal prior to starting the work. A Field Work outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed project and make an oral presentation of the same. Through the Field Work, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area.

The completion of the project shall be certified by the Faculty Guide & approved by the Director of the Institute.

Field Work shall have a weightage of 4 credits. The Institute shall conduct a viva-voce for evaluation of the Field Work, for 50 marks. The Panel shall comprise of 2 internal Faculty members (One who has supervised the student and the other one as Jury) nominated by the Director. The Institute may invite an additional external examiner from the industry. Copies of report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

Semester	III	Specialization	NA
Course Code	301	Type	Generic Core – Full Credit [3]
Course Title	Human Resource Management		

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Framework of Human Resource Management: Introduction to HRM and framework - Nature of HRM, Scope of HRM, HRM: Functions and Objectives, HRM: Policies and practices HRM and SHRM - Nature of SHRM, The strategic functions of HRM understood and implemented in the company, Global competitiveness and Strategic HR, Linkage of organizational and HR strategies Models of SHRM - The Integrated system model, Devanna et.al's strategic human resource management "matching model"</p>	2+2
2	<p>HR Procurement: Job Analysis and Design - Job Analysis: introduction, Importance of job analysis, purpose of job analysis, benefits of job analysis, competency based job analysis, Job Design: Writing job description, introduction, and factors affecting job design. Job characteristics model (Hackman and Oldham, 1976) of effective job and job satisfaction. Human Resource Planning - The need of man power planning , What is Human Resource Planning, Definition, objectives, importance, benefits, the process of Human resource planning, Preparing manpower inventory.(supply Forecasting) Recruitment - Strategic approach to recruitment, Labour markets and recruitment, Geographic labour markets, Global labour markets, Industry and occupational labour markets, Educational and technical labour markets, Unemployment rate and labour markets, Recruiting and diversity considerations, Employment advertising, Recruiting Diverse workers, Recruiting Source choices: internal vs. external - Internal: Organizational Database, Job postings, Promotions and Transfers, Current Employee Reference and Re-recruiting of former employees and applicants, External: College and University recruiting, school recruiting, Labour Unions, Employment agencies and</p>	7+2

	headhunters, competitive sources, media sources, E-Recruiting methods - Internet job boards, Professional / career websites, Employer websites Selection - Introduction to selection process, Selection procedure,	
3	Training and Development - Employee Training and Development Nature of training, Training process, Training needs assessment, Training evaluation, Training design, Implementing Training programs(Training methods), Implementing management development programs	7+2
4	Employee Appraisal & Compensation - Performance- Definition, Why to measure performance, Use of performance data, measurement process, Performance feedback, Compensation- concept, Traditional approach, current trends in compensation, Linking compensation with performance- Advantages & Problems, Team based Incentives	11+2
5	Managing Employee Relations - Concept, Importance, Organizational Entry, employee Status, Flexible Work arrangement, Employee Surveys, Handbooks, Violations of Policy/ Discipline, Organizational Exit, Termination, Resignation, downsizing, Lay off Retirement	8+2

Learning Resources:		
1	Text Books	Personnel/ Human Resource Management by David DeCenzo, Stephen Robbins, Prentice Hall of India, 2008, 3 rd Edition Human Resource Management by J. John Bernardin, Tata McGraw Hill Publishing, 4 th Edition
2	Reference Books	Human Resource Management, A case study approach, Muller Camen, Croucher Leigh, Jaico Publishing House HRM Ethics & Employment Ashly Pinnington, Rob Macklin, Tom Campbell, 2 nd Edition Human Resources Management by Gary Dessler Managing Human Resources by R.S. Dwiwedi Human Resources Management by V.P. Michael Human Resources Management by Mirza & Zaiyadin Human Resources Management by L.M. Prasad Human Resources Management by Ashwathappa Managing Human Resources by Arun Monppa
3	Supplementary Reading Material	Case studies in Human Asset Management, Vol. I by Doris John, ICFAI Books, 1 st Edition HRM in Organizations by Izabela Robinson, Jaico Publishing House, 1 st Edition Armstrong's Essential Human Resource Management Practice- A guide to people management by Michael Armstrong, Koganpage, 1 st Edition Applied Psychology in HRM by Cascio & Aguinis, PHI, 6 th Edition.
4	Websites	www.shrmindia.org www.peoplematters.com www.hrmguide.net
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management Journal of Human Values Journal of Human Resources

Semester	III	Specialization	NA
Course Code	302	Type	Generic Core – Full Credit [3]
Course Title	Decision Science		

Course Objectives:

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Decision Sciences & Role of quantitative techniques Linear Programming: Concept, Formulation & Graphical Solution Assignment Models: Concept, Flood's Technique/ Hungarian Method, applications including restricted & multiple assignments Transportation Models: Concept, Formulation, Problem types: Balanced, unbalanced, Minimization, Maximization Basic initial solution using North West Corner, Least Cost & VAM, Optimal Solution using MODI	9+2
2	Queuing Theory: Concept, Single Server (M/M/I , Infinite, FIFO) and Multi Server (M/M/C , Infinite, FIFO) Markov Chains & Simulation Techniques: Markov chains: Applications related to management functional areas, Implications of Steady state Probabilities, Decision making based on the inferences Monte Carlo Simulation, scope and limitations.	8+2
3	Decision Theory: Concept, Decision under risk (EMV)& uncertainty Game Theory: Concept, 2 by 2 zero sum game with dominance, Pure & Mixed Strategy	6+2
4	CPM & PERT: Concept, Drawing network, identifying critical path Network Calculations: Calculating EST, LST, EFT, LFT, Slack & probability of project completion	6+2
5	5.1 Probability: Concept, Addition, Conditional Probability theorem based decision making, (Numerical based on functional areas of business expected). 5.2 Probability Distributions: Normal, Binomial. Interval estimation, standard errors of estimation.	6+2

Learning Resources:

1	Text Books	Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill Publications, 4 th Edition Quantitative Approaches to Management by Levin, Rubin, Stinson & Gardner Operations Research Theory & Applications by J K Sharma- MacMillan Publishers India Ltd., 4 th Edition
2	Reference Books	Introduction to Operations Research by Billey E. Gillett, TMGH Operations Research by Nita Shah, Ravi Gor, Hardik Soni, PHI Managerial Decisions Modeling with Spreadsheets by Bal Krishnan, Render, Stair, Jr., Pearson Education. Operations Research by R. Pannerselvam, Prentice Hall India, 2 nd Edition.
3	Supplementary Reading Material	Operations Research by Hamdy A. Taha, Pearson Publication
4	Websites	www.orsi.in
5	Journals	International Journal of Operations and Quantitative Management International Journals of Operations Research and Management Science Indian Journal of Advanced Operations Management

Semester	III	Specialization	NA
Course Code	303	Type	Generic Core – Full Credit [3]
Course Title	Operations and Supply Chain Management		

Course Objectives:

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Introduction to Operations and Supply Chain Management: Definition, Concept, Significance and Functions of Operations and SCM. Evolution from manufacturing to operations management , Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives</p> <p>1.2 Quality: Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions.</p>	5 + 2
2	<p>Operations Processes</p> <p>2.1 Process Characteristics in Operations: Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems</p> <p>2.2 Process Product Matrix: Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout</p> <p>2.3 Service System Design Matrix :Design of Service Systems, Service Blueprinting</p>	7 + 2
3	<p>3.1 Production Planning & Control (PPC): Role and Functions</p> <p>3.2 Demand Forecasting: Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning</p> <p>3.3 Production Planning: Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP , MRP II</p> <p>3.4 Production Control: Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts</p>	8 + 2
4	<p>4.1 Inventory Planning and Control: Continuous and Intermittent demand System, concept of inventory, need for inventory, types of inventory - seasonal, decoupling, cyclic, pipeline, safety - Implications for Inventory Control Methods.</p> <p>4.2 Inventory Costs: Concept and behavior of ordering cost, carrying cost, shortage cost.</p> <p>4.3 EOQ: Basic EOQ Model - EOQ with discounts</p> <p>4.4 Inventory control: Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS.</p> <p>(Numericals expected on Basic EOQ, EOQ with discounts & ABC), Inventory</p>	8 + 2

	turns ratios, Fixed Order quantity Model - Periodic Review and Re-order Point	
5	<p>5.1 Supply Chain Management: Generalized Supply Chain Management Model - Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash to Cash Conversion,</p> <p>5.2 Customer Service: Supply Chain Management and customer service linkages, Availability service reliability perfect order, customer satisfaction Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing</p>	7 + 2

Learning Resources:		
1	Text Books	<p>Operations Management Theory & Practice by B.Mahadevan , Pearson, 2nd Edition.</p> <p>Operations Now - Supply Chain Profitability & Performance by Byron J. Finch, McGraw Hill, 3rd Edition.</p> <p>Production and Operations Management by R B Khanna, PHI, New Delhi, 2011 Edition.</p>
2	Reference Books	<p>Supply Chain Logistics Management by Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill, 2nd Edition.</p> <p>Operations Management by William J. Stevenson, TMGH, 9th Edition.</p> <p>Operations Management by Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education, 8th Edition.</p> <p>Introduction to Materials Management , J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson, 5th Edition.</p> <p>Supply Chain Management - Strategy, Planning & Operation by Sunil Chopra, Peter Meindl, D. V. Kalra, Pearson Education.</p> <p>Production & Operations Management by S N Chary, McGraw Hill, 7th Edition</p>
3	Supplementary Reading Material	<p>Contemporary Logistics by Paul Murphy, Donald Wood, PHI, 9th Edition</p> <p>The Goal by Eliyahu Goldratt</p>
4	Websites	<p>www.apics.org</p> <p>www.supplychainmanagement.in</p>
5	Journals	<p>International Journal of Operations and Quantitative Management</p> <p>Udyog Pragati</p> <p>International Journals of Logistics and Supply Chain Management</p> <p>International Journal of Logistics and Planning Supply Chain Management</p>

UNIT COURSE 304 IS LISTED SEPERATELY UNDER SPECIALIZATION

Semester	III	Specialization	NA
Course Code	305	Type	Generic Core - Half Credit [2]
Course Title	Marketing Management		

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>New Product Development & Product Life Cycle:</p> <p>1.1 New Product Development :Need for new product development, Booz Allen &Hamilton Classification Scheme for New Products</p> <p>1.2 New Product Development Process: Idea Generation to commercialization.</p> <p>1.3 Branding: Introduction to Branding, Product Vs. Brand, Meaning of a brand, brand equity & brand elements.</p> <p>1.4 Packaging & Labeling: Meaning & role of Packaging & Labeling, Primary, Secondary & Shipment packages</p> <p>1.5 Product Life Cycle: Concept & characteristics of Product Life Cycle, Relevance of PLC, Types of PLC and Strategies across stages of the PLC.</p>	7 + 2
2	<p>Price:</p> <p>2.1Pricing Basics: Meaning, Importance and Factors influencing pricing decisions</p> <p>2.2Setting the Price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors' pricing, Selecting pricing method, Selecting final price.</p> <p>2.3Adapting the Price: Geographical pricing, Price discounts & allowances, Promotional pricing, Differentiated pricing,</p> <p>2.4Price Change: Initiating & responding to price changes.</p>	6 + 2
3	<p>Place:</p> <p>3.1 The Role of Marketing Channels: Channel functions & flows, channel levels.</p> <p>3.2 Channel Design Decisions: Analyzing customers' desired service output levels, establishing objectives &constraints, Identifying & evaluating major channel alternatives</p> <p>3.3 Channel Options: Introduction to Wholesaling, Retailing, Franchising, Direct marketing , E- Commerce Marketing Practices</p> <p>3.4 Market Logistics Decisions: Order processing, Warehousing, Inventory, and Transportation.</p>	6 + 2
4	<p>Promotion:</p> <p>4.1Introduction: The role of marketing communications in marketing effort.</p> <p>4.2Communication Mix Elements: Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing. Concept of Integrated Marketing Communications (IMC)</p> <p>4.3Developing Effective Communication: Identifying target audience, determining communication objectives, designing the communications, selecting communication channels</p> <p>4.4Deciding Marketing Communications Mix: Factors in setting marketing communication mix, measuring communication results</p>	10 + 2
5	<p>Marketing Planning & Control:</p> <p>5.1Product Level Planning: Preparation & evaluation of a product level marketing plan, Nature & contents of Marketing Plans- Executive Summary, Situation Analysis, Marketing Strategy, Financials, Control.</p>	6 + 2

	5.2 Marketing Evaluation & Control: Concept, Process & types of control - Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control, Marketing audit	
--	--	--

Learning Resources:		
1	Text Books	Marketing Management by Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson, 13 th Edition Marketing Management by Rajan Saxena, TMGH, 4 th Edition
2	Reference Books	Principles of Marketing by Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson, 13 th Edition, Marketing Management by Ramaswamy & Namakumari, Macmillan, 4 th Edition.
3	Supplementary Reading Material	Marketing Whitebook (Latest Edition) Brand Equity Supplement of The Economic Times Brand Wagon Supplement of The Financial Express Strategist Supplement of Business Standard Legends in Marketing by Jagdish N. Sheth
4	Websites	NCAER - http://www.ncaer.org/ 2011 Census of India Reports - http://www.censusindia.gov.in/ ASCI - www.ascionline.org/ http://www.marketingpower.com/Pages/default.aspx (American Marketing Association)
5	Journals	IIMB Management Review Vikalpa

Semester	III	Specialization	NA
Course Code	306	Type	Generic Core - Half Credit [2]
Course Title	MS Excel and Advanced Excel Lab		

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	1.1 Understanding Excel's Files, Ribbon and Shortcut: Create a workbook, Enter data in a worksheet, Format a worksheet, Format numbers in a worksheet, Create an Excel table, Filter data by using an AutoFilter, Sort data by using an AutoFilter	1
	1.2 Essential Worksheet Operations: Using Help (F1), Key Board Shortcuts	1
	1.3 Working with Cells and Ranges: Formatting Cells, Name Manager	1
	1.4 Visualizing Data Using Conditional Formatting: Apply conditional formatting	1
	1.5 Printing Your Work: Print a worksheet, Using Print Preview & Other Utilities	1
	Lab based Evaluation	1
2	2.1 Working with Dates and Times & Text: Working with Dates & Time, Creating Formulas that Manipulate Text – Upper, Proper, Lower, Concatenate, Text to column	1
	2.2 Creating Formulas That Count, Sum, Subtotal: Create a formula, Use a function	2

	in a formula	
	2.3 Creating Formulas That Look Up Values: VLookup, HLookup, Match & Index	2
	Lab based Evaluation	1
3	3.1 Creating Formulas for Financial Applications: Introduction to formulas e.g. PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation calculations	3
	3.2 Creating Charts and Graphics: Chart your data, Creating Sparkline Graphics, Using Insert Tab Utilities	2
	Lab based Evaluation	1
4	4.1 Using Custom Number Formats: Right click, Format Cells window	1
	4.2 Using Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply data validation & using utilities from Data Tab	1
	4.3 Protecting Your Work: Using Review Tab Utilities	1
	4.4 Performing Spreadsheet What-If Analysis: Create a macro, Activate and use an add-in	2
5	Lab based Evaluation	1
	5.1 Analyzing Data with the Analysis Tool Pak: Anova, Correlation, Covariance, Descriptive Statistics, Histogram, Random Number Generation, Rank and Percentile, Regression, t-Test, Z Test	2
	5.2 Using Pivot Tables for Data Analysis: Create Data Base for Pivot, Analysing Data with Pivot Tables, Producing Report with a Pivot Table	3
	Lab based Evaluation	1

Learning Resources:		
1	Text Books	Excel 2010 Bible [With CDROM] by John Walkenbach, John Wiley & Sons, 2010 Edition
2	Reference Books	Excel 2007 for Dummies by Greg Harvey New Perspectives on Microsoft Office Excel 2007
3	Supplementary Reading Material	www.hr diap.gov.in/Downloads/04.MS%20Excel.pdf www.stern.nyu.edu/~jsimonof/classes/1305/pdf/excelreg.pdf www.goodwin.edu/computer_resources/pdfs/excel_2010_tutorial.pdf www.microagecs.com/apps/training/courseware/excel.pdf www.lfpl.org/jobshop/docs/Intermediate-Excel.pdf
4	Websites	http://office.microsoft.com/en-us/ http://office.microsoft.com/en-us/excel-help/excel-help-and-how-to-FX102693827.aspx http://office.microsoft.com/en-us/excel/ http://office.microsoft.com/en-us/excel-help/excel-functions-by-category-HP005204211.aspx http://www.baycongroup.com/el0.htm http://spreadsheets.about.com/od/tipsandfaqs/f/excel_use.htm http://www.computerhope.com/shortcut/excel.htm http://www.techonthenet.com/excel/formulas/ http://www.functionx.com/excel/ http://people.usd.edu/~bwjames/tut/excel/ http://spreadsheets.about.com/od/excelfunctions/Using_Excel_Functions_in_Spreadsheets.htm http://www.computergaga.com/excel/functions/
5	Journals	http://www.elijournals.com/products/showproduct.asp?prodID=24&catID=1 http://www.spyjournal.biz/views/excel

Semester	IV	Specialization	NA
Course Code	401	Type	Generic Core – Full Credit [3]
Course Title	Geopolitics & the World Economic System		

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

Syllabus:

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

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

Semester	IV	Specialization	NA
Course Code	402	Type	Generic Core – Full Credit [3]
Course Title	Management Information Systems		

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	Management Information Systems: Need, Purpose and Objectives - Data, Information, Knowledge – Types of Information Systems - Information as a strategic resource - Use of information for competitive advantage Information Technology Infrastructure: Information Systems Architecture – Mainframe, Client Server, Web Based, Distributed, Grid, Cloud - Overview of Hardware, Software, Storage and Networking Devices – Networks Types - Topologies of Networks	7 + 2
2	2.1 Data Base Management Systems: Concept – Relational Model Applications – DBMS Architecture 2.2 Systems Engineering Analysis and Design: Systems Concept - Systems Development Life Cycle - Assessing Enterprise Information requirements – Alternative System Building Approaches - Prototyping - Rapid Development Tools – CASE Tools – Object Oriented Systems (<i>Only introduction to these tools & techniques</i>)	7 + 2
3	3.1 Decision Support Systems: Data Warehousing and Data Mining -Business Intelligence and Analytics - Group Decision Support Systems – Executive Information Systems - Executive Support Systems – Geographical Information Systems - Expert Systems and Knowledge Based Expert Systems – Artificial Intelligence	7 + 2
4	4.1 Digital firm Perspective: MIS Model for a digital firm – Organization Structure for digital firm – e-Business Models and Applications – Mobile computing, Call Centers, BPO 4.2 Management Issues in MIS: Information Security and Control - Quality Assurance -Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products	7 + 2
5	5.1 Applications of MIS in functional areas as well as in the service sector should be covered with the help of minimum 5 case studies.	7 + 2

Note:

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

Learning Resources:

1	Text Books	Management Information Systems by Obrien, Marakas and Ramesh Behl, TMGH Management Information Systems by Jawadekar, TMGH, 4 th Edition
2	Reference Books	Management Information Systems by Jaiswal and Mittal, Oxford University

		Press Decision Support Systems and Intelligent Systems by Turban and Aronson, Pearson Education Asia
3	Supplementary Reading Material	Management Information Systems by Laudon, Laudon, Dass, Pearson Education Asia, 11 th Edition Management Information Systems by Davis and Olson, Tata McGraw Hill
4	Websites	-
5	Journals	MIS Quarterly, University of Minnesota CSI Communications, Computer Society of India, Mumbai

UNIT COURSE 403 and 404 ARE LISTED SEPARATELY UNDER SPECIALIZATION

Semester	IV	Specialization	NA
Course Code	405	Type	Generic Core – Full Credit [6]
Course Title	Summer Internship Project		

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

Summer Internship Project: At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for 8 weeks. The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in the intended area of specialization or in any functional area of management. The student shall submit a written structured report based on work done during this period.

Such projects may be research project – based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc.

The report should be well documented and supported by –

- organizational profile,
- outline of the problem/task undertaken,
- relevant activity charts,
- tables, graphs, diagrams,
- references.

It should reflect the nature and quantum of work undertaken by the student. The report must reflect 400 man-hours of work and justify the same. The learning outcomes and utility to the organization must be specifically highlighted. This shall sensitize the students to the demands of the work place.

The completion of the SIP shall be certified by the Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ etc.) shall also certify the SIP work. The student shall submit TWO hard copies & one soft copy (CD) of the project report before 30th September in Sem III. The report may be printed on both sides of the paper.

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

The examiner's panel for the same shall include one external faculty member nominated by the University and one internal faculty member nominated by the Director.

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

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

- Elective Courses (Specialization Courses)

Semester	III	Specialization	Marketing
Course Code	304MKT	Type	Elective Core – Full Credit [3]
Course Title	Contemporary Marketing Research		

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

Syllabus:

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

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

Learning Resources:		
1	Text Books	Marketing Research - An Applied Orientation by Malhotra and Dash, Pearson Education. Marketing Research by Churchill, Jr, G.A. and D. Iacobucci (2005), South Western: Thomson, 9 th Edition.
2	Reference Books	Marketing Research by Boyd, H.P., R. Westfall and S. F. Stasch. (2004), Delhi: A.I.T.B.S., 7 th Edition. Marketing Research by Burns, G.A. and D. Bush (2006), South Western: Thomson, 9 th Edition. Marketing Research by Green, P.E., Tull, D.S. and G. Albaum (2007), New Delhi: Prentice Hall of India, 5 th Edition.
3	Supplementary	Marketing Research by Luck, D.J. and R.S. Rubin (2005), New Delhi: Prentice

	Reading Material	Hall of India, 7th Edition. Marketing Research by Tull, D.S. and D.I. Hawkins (2004), New Delhi: Prentice Hall of India, 6 th Edition.
4	Websites	http://www.nielsen.com/in/en.html http://www.ipsos.com/ https://www.globalopinionpanels.com/home www.jdpower.com/ http://www.ncaer.org/ http://www.marketresearch.com/
5	Journals	A Paradigm for developing Better Measures of Marketing Constructs, by Churchill, G. A., Jr. , Journal of Marketing Research, 26 (February) 1979, pp.64-73. A Comparison of Multidimensional Scaling Methods for Perceptual Mapping by Bijmolt, Tammo H. A.; Wedel, Michel. Journal of Marketing Research (JMR). May99, Vol. 36 Issue 2, p277-285. A survey of the challenges and pitfalls of cluster analysis application in market segmentation by Tuma, Michael N.; Decker, Reinhold; Scholz, Soren W., International Journal of Market Research. 2011, Vol. 53 Issue 3, p391-414. Improving the Predictive Power of Conjoint Analysis: The Use of Factor Analysis and Cluster Analysis by Hagerty, Michael R., Journal of Marketing Research (JMR). May85, Vol. 22 Issue 2, p168-184. An Examination of the Factors Influencing Consumers' Attitudes Towards Social Media Marketing by Akar, Erkan; Topcu, Birol., Journal of Internet Commerce. Jan-Mar2011, Vol. 10 Issue 1, p35-67. Setting Sales Quotas with Conjoint Analysis by Darmon, René Y., Journal of Marketing Research , Feb1979, Vol. 16 Issue 1, p133-140.

Semester	IV	Specialization	Marketing
Course Code	403 MKT	Type	Elective Core – Full Credit [3]
Course Title	Integrated Marketing Communications		

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction of IMC: IMC; IMC components – the foundation, advertising tools, promotional tools, integrated tools, refining the IMC program; The Value of IMC plans – information technology, changes in channel power, increase in competition, brand parity, integration of information, decline in the effectiveness of mass-media advertising; The role of IMC	5 + 1

2	Advertising: Overview of advertising management; Advertising and IMC process; Choosing an advertising agency; Advertising planning and research; Advertising goals – building brand images, providing information, persuasion, supporting marketing efforts, encouraging action; Advertising budget; Media Selection; The Creative Brief – objective, target audience, message theme, support, constraints; Advertising design; Advertising media selection.	5 + 1
3	Sales Promotion :The scope and role of sales promotion; Consumer oriented sales promotion; Trade oriented sales promotion; Coordinating sales promotion and advertising; Sales promotion abuse; Personal selling	5 + 1
4	Public Relations, Publicity and Corporate Advertising: Public Relations Publicity and Corporate advertising; Public Relations functions; Creating positive image building activities; Preventing or reducing image damage; sponsorship and event marketing; Role of internet in PR.	5 + 1
5	Evaluation Monitoring and Control :Measuring the effectiveness of promotional program; Conducting research to measure advertising effectiveness; Testing process; Establishing the program for measuring the advertising effects; Measuring the effectiveness of other program elements	5 + 1

Learning Resources:		
1	Text Books	Integrated Advertising, Promotion and Marketing Communication by Clow, Kenneth & Black, Donald, Pearson Education, New Delhi. Advertising and Promotion by Belch, George and Belch, Michael, Tata McGraw Hill, New Delhi.
2	Reference Books	Advertising Management by Jethwaney, Jaishree and Jain, Shruti, Oxford University Press, New Delhi.
3	Supplementary Reading Material	Advertising Principles and Practice by Wells, William, Burnett, John ad Moriarty, Sandra, Pearson Education, New Delhi.
4	Websites	http://www.ascionline.org/ http://www.aaaindia.org/ http://www.jpssm.org/
5	Journals	The Evolution of IMC: IMC in a Customer-driven Marketplace, by Schultz, Don E., Patti, Charles H. Journal of Marketing Communications. Apr2009, Vol. 15 Issue 2/3, p75-84. Comparing the Application of Integrated Marketing Communication (IMC) In Magazine Ads across Product Type and Time, by Grove, Stephen J., Carlson, Les, Dorsch, Michael J. Journal of Advertising. Spring2007, Vol. 36 Issue 1, p37-54. The Brand Capability Value of Integrated Marketing Communication (IMC), by Ratnatunga, Janek, Ewing, Michael T. Journal of Advertising. Winter2005, Vol. 34 Issue 4, p25-40 Performance Auditing of Integrated Marketing Communication (IMC) Actions and Outcomes, by Reid, Mike. Journal of Advertising. Winter2005, Vol. 34 Issue 4, p41-54 Integrated Marketing Communication (IMC) and Brand Identity As Critical Components Of Brand Equity Strategy, by Madhavaram, Sreedhar, Badrinarayanan, Vishag, McDonald, Robert E. Journal of Advertising. Winter2005, Vol. 34 Issue 4, p69-80 IMC: Has anything really changed? A new perspective on an old definition, by Luck, Edwina, Moffatt, Jennifer. Journal of Marketing Communications. Dec2009, Vol. 15 Issue 5, p311-325. Perceptions of IMC after a Decade of Development: Who's at the Wheel, and How Can We Measure Success? By Swain, William N., Journal of Advertising Research. Mar2004, Vol. 44 Issue 1, p46-65. The Self-Activation Effect of Advertisements: Ads Can Affect Whether and How

		<p>Consumers Think about the Self by Trampe, Debra, Stapel, Diederik A., Siero, Frans W. Journal of Consumer Research. Apr2011, Vol. 37 Issue 6, p1030-1045</p> <p>How Advertising Affects Sales: Meta-Analysis of Econometric Results by Assmus, Gert, Farley, John U., Lehmann, Donald R. Journal of Marketing Research (JMR). Feb1984, Vol. 21 Issue 1, p65-74.</p> <p>The March to Reliable Metrics by Smit, Edith G., Neijens, Peter C. Journal of Advertising Research. Mar2011 Supplement, Vol. 51, p124-135.</p>
--	--	--

Semester	IV	Specialization	Marketing
Course Code	404 MKT	Type	Elective Core – Full Credit [3]
Course Title	Consumer Behaviour		

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	Environmental Influences on Consumer Behaviour Basics: Meaning of Customers & Consumers, Consumer Roles, Consumerism & De-marketing Culture & Sub- Culture: Meaning, Characteristics & Relevance to Marketing Decisions Social Class: Meaning, Measurement, Effect on Lifestyles Social Groups: Meaning & Group Properties & Reference Groups Family: Family Life Cycle & Purchasing Decisions Marketing Mix :Influence of marketing mix variables	10 + 2
2	Individual Determinants of Consumer Behavior Personality & Self Concept: Meaning of Personality, Influence on Purchase Decisions Motivation & Involvement: Types of Buying Motives, Motive Hierarchy, Dimensions of Involvement Learning & Memory: Meaning & Principal Elements of Learning, Characteristics of Memory Systems, Recall Attitudes: Meaning & Characteristics, Strategies for Changing Attitudes, Intentions& Behaviors	9 + 2
3	Consumer Decision Making Process Problem Recognition: Types of consumer decisions, types of Problem Recognition, Utilizing problem recognition information Search & Evaluation: Types of information, Sources of Information Search, Search, Experience and Credence Aspects -Marketing Implications Situational Influences on Purchase Decisions Purchasing Process: Why do people shop? Store & Non-store Purchasing Processes, Purchasing Patterns. Post-purchase Evaluation & Behavior: Consumer Satisfaction, Dissatisfaction, Customer Delight, Consumer Complaint Behavior, Post- Purchase Dissonance.	8 + 2
4	Consumer Behavior Models Howard Sheth Model Engel – Blackwell – Miniard Model	4 + 2

5	Indian Consumer Demographic & Socio-economic Profile Measurement of social classes in India using Socio-Economic Classes (SEC) in Urban & Rural Markets Living Standards Measures (LSM). Characteristics of BoP Consumers.	4 + 2
---	---	-------

Learning Resources:		
1	Text Books	Consumer Behaviour by David L. Loudon & Albert J. Della Bitta, Tata McGraw Hill, 4 th Edition
2	Reference Books	Consumer Behavior by Leon Schiffman, Leslie Kanuk, S.Ramesh Kumar, Pearson, 10 th Edition Consumer Behaviour by Engel, Blackwell & Miniard Consumer Behavior - An Indian perspective by Dr. S.L Gupta, Sumitra Pal, Sultan Chand and Sons Consumer Behavior - In Indian Perspective by Suja R. Nair, Himalaya Publishing House. Why we Buy: The Science of Shopping by Paco Underhill, Simon and Schuster Paperbacks.
3	Supplementary Reading Material	We are like that only by Rama Bijapurkar, Penguin The Marketing White Book, Business World Economic Times, Business Standard, Mint, Business world. (Brand equity & Brand wagon)
4	Websites	http://www.censusindia.gov.in/default.aspx http://www.ncaer.org/ http:// www.consumerpsychologist.com
5	Journals	The Disciplinary Status of Consumer Behavior: A Sociology of Science Perspective on Key Controversies by Macinnis, Deborah J.; Folkes, Valerie S., Journal of Consumer Research. Apr2010, Vol. 36 Issue 6, p899-914. Consumer Learning and Its Impact on Store Format Selection- Detail Only by van Waterschoot, Walter; Kumar Sinha, Piyush; Van Kenhove, Patrick; De Wulf, Kristof., Journal of Retailing & Consumer Services. May2008, Vol. 15 Issue 3, p194-210. Interpersonal Influence on Consumer Behavior: An Attribution Theory Approach by Calder, Bobby J.; Burnkrant, Robert E. Journal of Consumer Research. Jun77, Vol. 4 Issue 1, p29-38. 10p. Satisfaction Attributions and Consumer Complaint Behavior by Krishnan, S.; Valle, Valerie A., Advances in Consumer Research. 1979, Vol. 6 Issue 1, p 445-449.

Semester	III	Specialization	Finance
Course Code	304 FIN	Type	Elective Core – Full Credit [3]
Course Title	Financial Regulatory Framework		

Course Objectives:	
1	To provide an overview of the various regulators operating in the Indian Financial System , their roles, functions and contribution to managing the economy.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Regulatory Framework - Need and Importance: Need and Importance of regulatory framework in finance field – Goals of Regulation - Price stability - Protecting the small investor - Preventing market misconduct. Effect of good regulation - better market outcomes. Structure of regulatory framework in India. Financial Regulation and Financial Inclusion Role of financial Regulators in promoting economic growth. Global Financial Crisis – Response of the Indian Regulators.</p> <p>Quasi-regulatory institutions: National Bank for Agriculture and Rural Development (NABARD), Small Industries Development Bank of India (SIDBI), National Housing Bank (NHB)</p> <p>Conflict between regulators. Problems of coordination, Managing Systemic Risks.</p>	7+2
2	<p>RBI : Functions of RBI, Credit control measures, qualitative credit control, and quantitative credit control, Regulatory measures taken by the RBI to facilitate financial inclusion. Supervisory framework for NBFCs</p> <p>SEBI: Introduction – Functions of SEBI, SEBI Guideline for issue of securities, (e- IPO) , bonus share, book building, OTCEI.</p> <p>IRDA: IRDA Act, Salient features of the IRDA Act, 1999. IRDA (Protection of Policy holders Interests) Regulations 2002. Duties, Powers & Functions of Authority.</p> <p>Pension Funds Regulatory and Development Authority: Role and Functions</p> <p>Board for payment and settlement systems: Role and Functions.</p> <p>Board of Financial supervision: Role and Functions</p> <p>Competition Commission of India: Role and Functions.</p>	7+2
3	<p>Companies Act 1956 : Private and public company, Prospectus, MOA, AOA, Share Capital, borrowing powers, accounts and audit, directors , winding up.</p>	7+2
4	<p>Regulatory Framework for International Funds: Regulatory framework for rising fund through GDRs and ADRs – External Commercial Borrowing</p> <p>Foreign direct investment Regulation: FDI, FII, FEMA etc. Foreign direct investment, Foreign Institutional Investments, provision of FEMA regarding acquiring property outside India. FC(R) Act 1952 - FMC regulation - Regulator of commodity derivative markets - commodity derivative brokers.</p>	7+2
5	<p>Legal Framework for Various Institutional Forms: Societies Registration Act, 1860 , Indian Trusts Act, 1882 , Not-for-profit Companies Registered under Section 25 of the Companies Act, 1956, Non Banking Finance Companies (NBFCs) , Nidhi Companies , Banking Regulation Act as applicable to Cooperatives, State Acts on Mutually Aided Cooperative Societies, Institutional Issues with MFIs in India. [Focus should be <u>only on</u> formation, accounts & audit , Investment of funds, Acceptance of Foreign Contribution and Taxation]</p>	7+2

Learning Resources:		
1	Text Books	<p>Indian Financial System and Markets by Siddhartha SankarSaha (Tata McGraw Hill)</p> <p>Financial Services by Shashi K. Gupta and NishaAggarwal (Kalyani Publications)</p> <p>Merchant Banking and Financial Services by Guruswamy, Third Edition (Tata McGraw Hill)</p> <p>Company Law by N.D. Kapoor</p>
2	Supplementary	Financial Institutions and Markets by Madura

	Reading Material	
3	Websites	RBI IRDA SEBI
4	Journals	

Semester	IV	Specialization	Finance
Course Code	403 FIN	Type	Elective Core – Full Credit [3]
Course Title	Corporate Finance		

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	Goals and governance of the firm: Corporate Investment and Financial Decisions (Investment decisions and financing decisions), Goals of the corporations.	7+2
2	Business Valuation: Concept of Valuation, Different Concept of Value - Book Value, Market Value, Intrinsic Value, Liquidation Value, Replacement Value, Salvage Value and Fair Value. Major approaches to valuation of business – Asset based, Earning based, Market value based, Fair value based. EVA and MVA	7+2
3	Corporate Value based Management System: Shareholders value, Concept and features of value based management, Need for value based management, Need, benefits and approaches of value based management system Corporate Governance Concept of corporate governance, Criteria for good corporate governance, corporate governance in India, Corporate governance (Clause 49 Listing Agreement), Models of corporate governance	7+2
4	Dividend Decisions: Meaning, Types of Dividend, Important Considerations in Dividend Policy, Theories on Dividend Policies (Walter's Approach, Gordon's Approach and Modigliani-Miller's Approach)	7+2
5	Corporate Restructuring: Concept of restructuring, Reasons for restructuring, broad areas of restructuring, Techniques of corporate restructuring – Expansion technique, divestment technique, other techniques, Strategies for restructuring	7+2

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

Learning Resources:	
1	Text Books Financial Management by Khan & Jain (TATA McGraw Hill) Contemporary Financial Management by Rajesh Kothari (Macmillan Publication) Financial Management by I. M. Pande (Vikas Publication) Corporate Finance, Theory and Practice, Aswath Damodaran (Wiley Publication) Financial Management Principle and Practices by S. Sudarsana Reddy (Himalaya Publication) Principles of Corporate Finance by Richard A Brealey, Stewart C Myers, Franklin

		Allen, Pitabas Mohanty (Tata McGraw Hill) Financial Management by Mr. Ravi Kishore (Taxmann)
2	Supplementary Reading Material	Principles of Corporate Finance by Megginson /Smart Corporate Finance: A Focused Approach by Ehrhardt Strategic Corporate Finance by Weaver
3	Websites	NSE, BSE, Institute of Cost Accountants, Institute of Chartered Accountants
4	Journals	Indian Journal of Finance ICFAI Journals on Finance

Semester	IV	Specialization	Finance
Course Code	404 FIN	Type	Elective Core – Full Credit [3]
Course Title	Merchant Banking & Financial Services		

Course Objectives:	
1	To understand the scope, evolution and role of merchant banking in the context of Indian financial system
2	To get acquainted with the procedure of public issue management
3	To know in detail the services offered by the merchant Bankers

Syllabus:

Unit Number	Contents	Number of Sessions
1	Meaning Scope, Participants And Instruments: Definition of Merchant Banking and its scope, Procedure for registration of Merchant Banking, Operational guide lines by SEBI for merchant bankers, code of conduct for Merchant Bankers, Indian Financial System and its participants. BSE, NSE and Over The counter Exchange of India - History, Role, functions, trading operations and settlement of transactions, regulations of stock exchanges. Money Market – Structure of Money Market, Money Market Instrument, Indian Money Market, Features and Defects, Players in the Indian Money Market, The reforms in Indian Money Market. Capital Market Instruments - Preference share, equity shares, Non-voting shares, Convertible Cumulative Debentures (CCD), preference shares, Fixed Deposits, Warrants, Debentures and Bonds, Global Depository receipts, American Depository receipts, Global Debt Instruments.	7+2
2	Public Issue Management And Regulations: Public issue management - Functions, Mechanism, role of issue manager, activities involved in public issue. various methods of Marketing of new issues - Pure prospectus method, Offer for sale method, Private placement method, Initial public offer method, Rights issue method, Bonus issue method, Book building process, stock option method, bought out method - meaning, feature, advantages, limitations, practical example. Prospectus - prospectus for public offer - its importance, difference between regular prospectus and abridged prospectus, letter of offer, disclosures in prospectus, abridged prospectus and letter of offer, types of prospectus - Red Herring prospectus, information memorandum, shelf prospectus. Underwriting- Definition, types - Firm, Sub underwriting, joint underwriting, syndicate underwriting, advantages, variants of underwriting - Offer for sale, bought out deals, private placements. Post issue activities - meaning, activities involved like allotment, price fixation, dispatch of certificates etc. Pricing models - Net Asset value, Profit Earning Capacity Value, Average Market Price.	7+2
3	Services Offered By Merchant Bankers: Mergers and Acquisition Services - merger, acquisition, takeover, hostile merger, step wise procedure for	7+2

	amalgamation, strategies adopted to avoid hostile merger - Divestiture, Crown jewels, Poison pill, greenmail, white knight, golden Parachutes, street sweep, bear hug, brand power, poison put, pac man defense, white squire. Types of mergers - horizontal, vertical, diagonal, forward, reverse, forward triangular, reverse triangular, conglomerate, congeneric, negotiated, arranged, unopposed, defended, competitive, tender offer. Valuation methods - net assets, discounted cash flow method, methods of financing - ordinary share, debt and preference shares, deferred payment, tender offer. Buy back of Shares, Delisting of Shares, Issue of Debentures - SEBI Guidelines. Portfolio Management Services - meaning, scope, registration of portfolio manager, duties, responsibilities, rights, contents of agreement between client and portfolio manager, reports to be furnished, code of conduct (regulation 13 of SEBI Regulation on Portfolio Managers). Credit Syndication services - meaning, institutions offering syndicate loans, types, procedure, project appraisal, documentation and security, sanction of a loan	
4	Financial Services - Part I: Meaning scope and evolution of financial services. Introduction of various financial services - Leasing, Hire purchase, Factoring, forfaiting, bill discounting, consumer finance, housing finance, insurance, credit cards, credit ratings, mutual funds and venture capital. Leasing - definition, meaning, types, process, advantages, limitations, financial implications. Hire purchase - meaning, scope, difference between hire purchase and leasing, calculation of interest, methods of interest calculation. Factoring, forfaiting, bills discounting - meaning, definitions, scope, advantages and limitations. Insurance - Meaning, overview, types - life and general - advantages, scope of growth in India.	7+2
5	Financial Services - Part II: Consumer Finance - Meaning, types, documents and security, players in the market - banks, NBFC, Cooperative banks, role of consumer finance in growth of economy. Housing Finance - Major institutions involved, types, rate of interest, advantages, scenario in India. Credit Ratings - origin, definition, advantages, credit rating agencies - global and Indian, symbols, CRISIL, ICRA, equity ratings, scope in India CIBIL. Mutual funds - Definition, products, SEBI requirements for Asset Management Company (AMC), Association of Mutual Funds Industry (AMFI), evaluating mutual fund, growth in India, Venture capital - definition, types, stages, exit mechanism, advantages, limitations, growth in India.	7+2

Learning Resources:

1	Text Books	Indian Financial Service - Mr. M. Y. Khan, McGraw Hill Publications, 2010, 5 th edition Merchant Banking and Financial Services - Mr. S. Guruswamy, Tata McGrawHill Financial Services, Markets and Regulations – Anil Agashe, Himalaya Publishing House Financial Institutions and Markets by Madura
2	Websites	RBI, SEBI, CRISIL, ICRA, MONEYCONTROL, ICICI Direct, Capital Market, Money hike.
3	Newspaper and Magazines	Economic Times, Business Standard, Hindu, Business Line, Financial Express, Money hike, Business India, Business Today, Business World, Capital Market.

INFORMATION TECHNOLOGY – SPECIALIZATION

Semester	III	Specialization	Information Technology
Course Code	304IT	Type	Elective Core – Full Credit [3]
Course Title	Software Engineering		

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

Syllabus:

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

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

Semester	IV	Specialization	Information Technology
Course Code	403 IT	Type	Elective Core – Full Credit [3]
Course Title	I.T. Management		

Course Objectives:	
1	To get a thorough update of Information Technology used in Business Organizations.
2	To develop understanding of managerial aspects so as to use Information technology effectively and efficiently.
3	To develop capability to integrate different but related aspects of Information Technology
4	To develop a view of IT Management, especially, for a large organization
5	To appreciate IT Management as an independent and important field of work, different from IT for Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Hardware Management – Historical Review - Types of Computers – Computer Peripherals - Input Technologies and Devices– Output Technologies and Devices - Storage Technologies and Devices - Future Scenario – Managerial considerations in acquisition, maintenance, controlling, replacement of Hardware	7+2
2	Application Software Management - Overview of General Purpose Application Software such as Software Suites, Messaging, Groupware, Conferencing Commercial and Corporate Tools and Overview of Application Specific Software such as Programming languages, ERP, e-Commerce, CRM, Scientific and Engineering Programs. System Software Management–Overview of Operating Systems, Network Management Programs, Database Management Programs, Servers, System Utilities, Performance and Security Monitors, System Development Programs. Managerial considerations in selection, maintenance, controlling, replacement of Software	7+2
3	Networking Management – Networking Trends – Internet Basics – Intranet and Extranet – Overview of Networking Alternatives, Networking types, Networking media, Networking processors, Networking software, Networking architecture and Networking protocols	7+2
4	Data Management–Database Concepts and Development - Types of Databases – Application Development thru DBMS - Database Administration Data Resource Management –Data warehouse and Data Mining - Data Recovery Practices and Technologies	7+2
5	(a) Security Management–Need, Case Studies – Types of Computer Crime – Cyber Law - Tools of security Management - Security Defenses – System Controls and Audit (b) People Management-- I.T. Organization of a large corporation – Selection and Recruitment – Training – Retention – Performance Measurement	7+2

Learning Resources:

1	Text Books	Management Information System Laudon, Laudon and Dass 11 th Edition Pearson Management Information Systems Obrien, Marakas, Behl 9 ^h Edition Tata McGraw Hill Management Information Systems W S Jawadekar, 4 th Edition Tata McGraw Hill
2	Reference Books	IT system Management by Rich Schiesser Enterprise Computing by Alan R. Simpson
3	Supplementary Reading Material	The Influence of IT Management Practice on IT Use in Large Organizations Journal MIS Quarterly Author: Boynton Andrew, Zmud Robert & Jacobs Gerry
4	Websites	www.csus.edu whatis.techtarget.com
5	Journals	MIS Quarterly, University of Minnesota CSI Communications, Computer Society of India

Semester

IV

Specialization

Information Technology

Course Code	404 IT	Type	Elective Core – Full Credit [3]
Course Title	e-Business		

Course Objectives:	
1	To appreciate e-Business as a significant business segment of the future
2	To get on overview of technological aspects of e-business
3	To understand strategic aspects of e-business
4	To develop capacity to initiate/lead an e-business venture/ business segment

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction, Background and Current Status, Case studies	6+2
2	e-Business Architecture - Enabling Technologies- Information distribution and messaging Technologies- Information Publishing Technology	7+2
3	e-Business Infrastructure - e-Business Design, Capacity Planning, Performance Modeling- Mobile commerce- framework and models	7+2
4	e-Business Models - e-Marketing, e-CRM, Internet advertising - e-Business Security/Payment Services - e-SCM, e-Procurement - Portals- Search Engines – Online Community building	8+2
5	e-Business Strategy into Action, Challenges, Legal Issues - Business Plan Presentation and Demonstration “Launching e-Business: From Idea to Realization”.	7+2

Learning Resources:		
1	Text Books	E-business by Rayudu, Himalaya Publication
2	Reference Books	Knowledge Management by Jawadekar, McGrawHill e-Commerce A Manager's Guide to e-Business by Parag Diwan & Sunil Sharma
3	Supplementary Reading Material	E-Government, E-Business, and National Economic Performance Journal: Communications of AIS , Shirish Shrivastava
4	Websites	e-business.com www.ecommercetimes.com
5	Journals	Journal of Electronic Commerce Research International Journal of Electronic Commerce

OPERATIONS MANAGEMENT – SPECIALIZATION

Semester	III	Specialization	Operations Management
Course Code	304OPE	Type	Elective Core – Full Credit [3]
Course Title	Inventory Management		

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	Elements of Inventory Management: Inventory concepts, Pressures for Low Inventory, Pressures for High Inventory, Role of inventory in Operations, Types	7 + 2

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

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

Semester	IV	Specialization	Operations Management
Course Code	403 OPE	Type	Elective Core – Full Credit [3]
Course Title	Planning & Control of Operations		

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

Syllabus:

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

Learning Resources:

1	Text Books	Operations Management: Theory and Practice by B Mahadevan, Pearson, 2 nd Edition.
2	Reference Books	Operations Management by Terry Hill, Palgrave, 2 nd Edition The fundamentals of Production Planning and Control by Stephen Chapman, Pearson, 1 st Ed.
3	Supplementary Reading Material	Operations Now by Byron Fitch, TMGH, 3 rd Edition.
4	Websites	www.apics.org
5	Journals	Demand Forecasting and Smoothing Capacity Planning for products with high random demand volatility by Huang, M.-G.; Chang, P.-L.; Chou, Y.-C., Forecasting Inventory: Using Demand to Determine Supply by Wilson, Eric., Journal of Business Forecasting, Fall2008, Vol. 27 Issue 3

Semester	IV	Specialization	Operations Management
Course Code	404 OPE	Type	Elective Core – Full Credit [3]
Course Title	MRP I and MRP II		

Course Objectives:

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

Syllabus:

Unit Number	Contents	Number of Sessions
-------------	----------	--------------------

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

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

Human Resource Management –Specialization

Semester	III	Specialization	HRM
Course Code	304HR	Type	Elective Core – Full Credit [3]
Course Title	Performance Management		

Course Objectives:

1	To orient the students with the concepts related to performance appraisal.
2	To facilitate learning related to performance management for employees

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Performance Management System: Definition, concerns and scope - Historical developments in Performance Management - Performance appraisal Vs performance management - performance management Vs Human resource management - processes for managing performance - Essence and Implications of Performance Management-critical appraisal	3 + 1
2	Performance Management Process: Performance planning Setting objectives - Organisational and individual performance plans - Components of Manager's performance and development plan - setting mutual expectations and performance criteria. Performance Managing, Objectives of performance managing, Process of performance Managing, Importance of performance managing. Performance Appraisal, Objectives of performance Appraisal, Process of performance appraisal, Types of Performance appraisal, Achieving effective Performance appraisal. Monitoring and Mentoring, Introduction - Supervision - Objectives and Principles of Monitoring - monitoring process - periodic reviews - problem solving - engendering trust - role efficacy.	8 + 2
3	Implementing Performance Management: Strategies for effective implementation of performance management-Top Management agreement commitment and leadership, Building Performance oriented Work culture. Factors affecting effective use of performance management-Corporate culture, alignment, Review and update	11 + 3
4	Reward for Performance: Reward System, Components of Reward System, Objective of Reward System, Linkage of performance management to reward and compensation System Performance Management Pitfalls and Remedies, Recognizing the problems and Pitfalls, Limitations, Shortcoming or efficiencies of performance appraisal, Guideline for performance appraisal and good practices	8 + 2
5	Ethics in Performance Management: Ethical Performance Management Defined, Objectives and Significance of Ethics in performance Management, Ethical issues and dilemmas in Performance Management, Ethical Strategies in Performance management, Performance Management in Multinational Corporations	5 + 2

Learning Resources:

1	Text Book	Performance Management: The New Realities by Michael Armstrong & Angela Baron, Jaico Publishing House, New Delhi, 2002 Appraising and Developing Managerial Performance by TV Rao Learning Systems Pvt Limited, Excel Books, 2003
2	Reference Books	Corporate Performance Management by David Wade and Ronad Recardo, Butter Heinemann, New Delhi, 2002.

		Performance Management by A.S. Kolhi & T. Deb, Performance Management Systems by A.M. Sharma
3	Supplementary Reading Material	Compensation Management in a Knowledge Based World by Henderson , Pearson Education, 9 th Edition
4	Websites	http://shrmindia.org http://humanresources.about.com/od/performancemanagement
5	Journals	International Journal of Business Performance Management International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	403 HR	Type	Elective Core – Full Credit [3]
Course Title	Labour Laws		

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

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Labour Laws: Why Labour Laws? Evolution of Labour Laws, Indian Perspective, Labour Laws and changing scenario, need for change in labour laws, Implementation of labour laws, Problems and challenges, ILO and its role.	3 + 1
2	The Payment of Wages Act 1936: Sections # 1 to 26, 12A, 13A, 14A, 15A, 17A, 17B, 22A, 25A, The Minimum Wages Act 1948, Sections # 1, 2, 11 to 18, 20, The Payment of Bonus Act 1965: Sections # 2, 4 to 17, 19, 20, 21, 22, 26, 28, 29, 30, 32	8 + 2
3	The Factories Act 1948: Sections #1, 3, 5, 6, 7, 10, 15 to 20, 23, 31, 40, 40A, 40B, 41, 42, 44, 45, 46, 47, 48, 49. All provisions under Chapter VI, VII, VIII	11 + 3
4	The Employee Provident Fund and Miscellaneous Provisions Act 195 : Sections# 2, 5, 6, 7, 8, 11, 12, 14, 15, 16, 17, 18, 20 The Payment of Gratuity Act 1972: Sections# 2, 4, 6, 7, 8, 10, 11, 12, 14, 15, 16, 17, 18, 20	8 + 2
5	The Employee State Insurance Act 1948: Sections # 2 and All provisions in Chapter IV, V, VIII The Workmen's Compensation Act 1923: Sections# 2 to 14, 16, 22	5 + 2

Learning Resources:		
1	Text Books	Labour Law by S.P. Jain Labour Law by Malik
2	Reference Books	Introduction to Labour & Industrial Laws, Avatar Singh, LexisNexis Labour & Industrial Laws by S.N. Mishra, Central law publication Elements of Mercantile Law by N.D. Kapoor, Sultan Chand Bare Acts

3	Supplementary Reading Material	APS Labor Digest
4	Websites	www.india-laws.com www.lawinfo.com www.lawsinindia.com
5	Journals	Management & Labour Studies International Labour Review

Semester	IV	Specialization	HRM
Course Code	404HR	Type	Elective Core – Full Credit [3]
Course Title	Industrial Relations		

Course Objectives:	
1	Give students insight into the IR scenario in India
2	Make students understand important laws governing IR
3	Create understanding about role of Govt., society and trade union in IR

Syllabus:

Unit Number	Contents	Number of Sessions
1	Understanding IR: Concept, Philosophy of IR, Evolution of IR, Indian perspective, Parties to IR, Employers' organizations, Trade unions, Role of Government, Role of society Approaches to IR: The Dunlop's Approach, The Social Action Approach, The Human Relations Approach, The Gandhian Approach, Theoretical foundation and legal framework of IR in India	6 + 2
2	The Industrial Disputes Act 1947: Sections # 2 to 19 Provisions under Chapter V, VA, VC and chapter VI, VII.	6 + 2
3	Trade Union Act 1926 : Section # 2, Chapter II, III and chapter V, The Maharashtra Recognition of Trade Unions and prevention of unfair labour practices Act 71, Section# 3 and the provisions under chapter II, III, IV, V, VI, VII, VIII, X	8 + 2
4	Industrial Employment (Standing Orders) Act 1946: Section # 2,3,5,6,7,9,10,11, 12,13,14 The Contract Labour (Regulation and Abolition) Act 1970 Section# 2 and all provisions under Chapter III, IV, V, VI, and VII	6 + 2
5	IR Initiative: Worker's Participation in Management, Concept, evolution, implementation, Challenges. Collective Bargaining, Concept, evolution and implementation. Study of best practices in IR : The students and faculty to identify organizations in the area and study their IR practices.	9 + 2

Learning Resources:		
1	Text Books	Employee Relations Management by P.N. Singh, Neeraj Kumar, Pearson Publication
2	Reference Books	Industrial Relations, Trade Unions & Labour Legislation by P.R.N.Sinha, Indu Bala Sinha, Pearson Publication IR- Emerging Paradigms by B.D.Singh, Excel Books IR in India Shifting Paradigms by Ratna Sen, Macmillan India
3	Supplementary Reading Material	Industrial Relations by Arun Monappa Tata McGraw Hill Edition Personnel Management and Industrial Relations by R.S.Davar Vikas Publishing

		Industrial Relations by A.M.Sarma Himalaya Publishing House 4. APS Labour Digest
4	Websites	www.india-laws.com www.Citehr.com www.ilo.org www.hrmguide.net www.nipm.in
5	Journals	Personnel Today Industrial Journal of Industrial Relations Indian Journal of Industrial Relations

International Business Management-Specialization

Semester	III	Specialization	IB
Course Code	304IB	Type	Elective Core – Full Credit [3]
Course Title	Indian Economy and Trade Dependencies		

Course Objectives:

1	To explore students to the diversity of issues prevalent in the Indian Economy.
2	To provide insights to the students about the trade related issues of the Indian Economy.
3	To make students realize the importance of trade in the present globalised era.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Indian Economy : Alternative Development Strategies – Trends in National Income, Growth and Structure since 1991 - New Industrial Policy 1991 – Recent changes in Trade Policy - Competition Policy - Public Sector Reform - Privatization and Disinvestments – Progress of Human Development in India	7 + 2
2	Planning and Economic Development : Redefining the Role of the State – Human Capital Formation in India – Problem of Foreign Aid – Economic Reforms and Reduction of Poverty –Measures to Remove Regional Disparities	7 + 2
3	Indian Industries : Review of Industrial Growth under 10 th and 11 th Five year plan - Growth and present state of IT industry in India – Outsourcing, Nationalism and Globalization – Small Sector Industrial Policy	5 + 2
4	a) Foreign Trade: Trends of Exports and Imports of India – Composition of India's Foreign Trade - Direction of India's Foreign Trade – Growth and Structure of India's Foreign Trade since 1991 – Balance of Payments since the New Economic Reforms of 1991. b) Foreign Capital : Need for Foreign Capital – Foreign Investment Inflows – Role of Special Economic Zones (SEZ)	10 + 2
5	India in the Global Setting : India in Global Trade – Liberalization and Integration with the Global Economy – Globalization Strategies – India's Foreign Exchange Reserves – Convertibility of the Rupee – WTO and India.	6 + 2

Learning Resources:

1	Text Books	Indian Economy by Datt & Sundharam, 61 st Edition, S Chand Indian Economy by Misra & Puri, 4 th Edition, Himalaya Publishing House
2	Reference Books	India's Economic Development Since 1947 3rd Ed. Editor : Uma Kapila
3	Supplementary Reading Material	Foreign Exchange Handbook by H.P Bharadwaj. World Development Reports (Recent years) Economic Times Daily Business Standard Daily The Hindu Business Line
4	Websites	http://www.wto.org/ http://www.imf.org/external/index.htm http://indiabudget.nic.in/
5	Journals	Economic and Political Weekly Foreign Trade Review Global Business Review International Trade Forum International Trade Journal Journal of Economic Perspectives Journal of International Trade & Economic Development Journal of Asian Business Monthly Statistics of International Trade World Affairs: the Journal of International Issues

Semester	IV	Specialization	IB
Course Code	403IB	Type	Elective Core – Full Credit [3]
Course Title	International Business Economics		

Course Objectives:	
1	To explore the students the relevance of various trade theories/models
2	To explore the students to understand deep current issues in International Trade
3	To enable students to use economic tools to analyze diversity of issues in the international economy.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Background for International Business Economics : Globalization and International Business – The Emergence of Global Institutions – Drivers of Globalizations - The Globalization Debate - The Gains from Trade - Foreign Trade Multiplier - Balance of Payments	5 + 2
2	The International Trade Theory : The Law of Comparative Advantage – The– Demand and Supply, Offer Curves, and the Terms of Trade – Factor Endowments and the Heckscher – Ohlin theory – Implications of Trade Theories - Economics of Scale, Imperfect Competition, and International Trade.	6 + 2
3	a) International Trade Policy : Trade Restrictions - Tariffs , Non-Tariff Trade Barriers - Tariff vs. Quota - The New Protectionism – Economic Integration - Custom Unions and Free Trade Areas - Major Regional Trade Agreements. b) Foreign Exchange : Foreign Exchange Market – Types of Foreign Exchange Transactions – Reading Foreign Exchange Quotations – Forward	10 + 2

		and Futures Market – Foreign-Currency Options – Exchange Rate Determination – Arbitrage – Speculation and Exchange-Market Stability	
4		World Financial Environment: Global Foreign – Exchange Markets – Economic Theories of Exchange Rate Determination - International Regime for FDI and MNC- Do Global Corporations Pose a Threat? - Consequences of Economic Globalization	7 + 2
5		International Banking : Reserves, Debt and Risk : Nature of International Reserves – Demand for International Reserves – Supply of International Reserves – Gold Exchange Standard – Special Drawing Rights – International Lending Risk – The Problem of International Debt – Financial Crisis and the International Monetary Fund – Eurocurrency Market	7 + 2
Learning Resources:			
1	Text Books	International Economics Theory and Policy , 6/E Paul Krugman, Maurice Obstfeld, Pearson Education International Economics, 9/E, Robert Carbaugh, Thomson – South Western International Business , 12/E, John Daniels, Lee Radebaugh, Daniel Sullivan and Prashant Salwan, Pearson	
2	Reference Books	Pugel, Thomas, International Economics, 13th edition, McGraw-Hill-Irwin, 2007. Friedman, Thomas, The World is Flat, 2nd edition, Farrar, Strauss and Giroux, New York, 2006 Edward Leamer, editor, International Economics, Worth Series in Outstanding Contributions, Worth Publishers, 2001 Jagdish N. Bhagwati, Arvind Panagariya, and T. N. Srinivasan, Lectures on International Trade, second edition (Cambridge, MA: MIT Press, 1998). Paul R. Krugman, Rethinking International Trade (Cambridge, MA: MIT Press, 1990).	
3	Supplementary Reading Material	Irwin, D.A. 1996. "The United States in a New Global Economy? A Century's Perspective." American Economic Review 86(May): 41-46. Krugman, Paul "The Narrow and Broad Arguments for Free Trade," American Economic Review, 83(2), pp. 362-366, may 1993. Economic Times Daily Business Standard Daily	
4	Websites	http://www.wto.org/ http://www.imf.org/external/index.htm	
5	Journals	Asian Economic Bulletin Foreign Trade Review Global Business Review Global Journal of International Business Research International Business & Economics Research Journal International Business and Management International Trade Forum International Trade Journal Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Trade & Economic Development Journal of Asian Business World Affairs: the Journal of International Issues	

Semester	IV	Specialization	International Business Management
Course Code	404IB	Type	Elective Core – Full Credit [3]
Course Title	Export & Import Procedures		

Course Objectives:	
1	To familiarize students with policy, procedures and documentation relating to foreign trade operations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Significance of procedures and documentation in international trade; procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS) classification System ;Role of ICC; INCOTERMS; nature of export/trading houses.	7 + 2
2	Export order processing; export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure.	7 + 2
3	Methods of payment in international trade; documentary collection of export bills; UCPDC guidelines; realization of export proceeds – provisions of RBI's Exchange Control Manual; pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.	7 + 2
4	Major export promotion schemes in India – EPCGS, duty exemption scheme; DEP scheme; SIL; facility for deemed exports; Export promoting institution's – role of export promotion councils, commodity boards and ITPO.	7 + 2
5	Regulations for International Trade: Major laws governing India's export import trade- Foreign Trade (Development & Regulation) Act, Pre-shipment Inspection & Quality Control Act, 1963 & Customs Act, 1962; Foreign Exchange Management Act, 2000	7 + 2

Learning Resources:		
1	Text Books	Export Import Procedures & Documentation by Dr. Kushpat S. Jain, HPH, 5 th Revised Edition, Aug. 2007 Export Marketing by B. S. Rathor & J. S. Rathor, HPH, 3 rd Revised & Enlarged Edition, 2006 Export Management by T. A. S. Balagopal, HPH, 18 th Revised Edition, 2006 Export Management by D.C. Kapoor, Vikas Publishing House, 2009 Export- Policy, Procedures and Documentation by M. I. Mahajan, Show white, 24 th Edition, 2010
2	Reference Books	Export Procedures and Documentation by M.D. Jitendra, Rajat Publications, Delhi. Export Markets and Foreign Trade Management by Pervin Wadia, Kanishka Publications, New Delhi.
3	Supplementary Reading Material	Nabhi's Exporters Manual and Documentation. Nabhi's New Import-Export Policy Procedures.
4	Websites	http://www.eximbankindia.com/
5	Journals	Foreign Trade Review Global Business Review International Trade Forum International Trade Journal Journal of Economic Perspectives

	Journal of International Business Journal of International Business and Economy Journal of International Trade & Economic Development Law & Policy in International Business Monthly Statistics of International Trade World Affairs: the Journal of International Issues
--	--

SUPPLY CHAIN MANAGEMENT – SPECIALIZATION

Semester	III	Specialization	Supply Chain Management
Course Code	304SCM	Type	Elective Core – Full Credit [3]
Course Title	Essentials of Supply Chain Management		

Course Objectives:	
1	To make students understand how supply chain impacts all areas of the firm
2	To introduce the basic concepts of supply chain management
3	To provide insights into supply chain's linkages with customer value

Syllabus:

Unit Number	Contents	Number of Sessions
1	21 st Century Supply Chains: Concept & definitions of Supply Chain (SC), Physical distribution, Logistics & Supply Chains, Generalized SC Model, Concept of SCM, Role of SC as a value driver: Integrative Management, Responsiveness, Financial Sophistication	6 + 1
2	Supply Chain Structure: Shift from enterprise to network, Structure of a SC, Push based SC, Pull based SC, Tradeoff between Push & Pull, Identifying appropriate Push & Pull Strategy for SC, Commodity & cost centric SC, Agile SC	7 + 2
3	Total SCM: Changing business landscape – driving forces: Shift from Operations to Services, Impact of globalization & technological revolution, Shift from linear SC to collaborative networks, power shifts in the SC- demands for flexibility of partnerships, core competencies, growth in outsourcing, Increased complexity of processes	7 + 2
4	SCM Building Blocks: Overview of customer focus & demand, resources & capacity management, procurement & supplier focus, inventory management, operations management, distribution management in SCM	7 + 2
5	Customer Value: Empowered consumer, Customer focused Marketing & SC service outputs, customer service – availability, operational performance, reliability. Customer satisfaction – customer expectations, enhancing customer satisfactions, limitations of customer satisfaction. Customer success – achieving customer success, value added services, customer value requirement mapping, CRM	8 + 3

Learning Resources:		
1	Text Books	Supply Chain & Logistics Management by Bowersox, Closs & Cooper, TMGH, 2 nd Edition. Designing & Managing the SC – Concepts, Strategies & Case studies by Levi, Kaminsky et. al., TMGH, 3 rd Edition. Supply Chain Management: Strategy Planning & Operations by Sunil Chopra, Peter Meindl, Pearson, 1 st Edition. Supply Chain Management Process, System & Practice by N.Chadraseskaran, Oxford, 1 st Edition Total Supply Chain Management by Basu & Wright, Elsevier, 1 st Edition.
2	Reference Books	Logistics Management & Strategy by Harrison and van Hoek, Prentice Hall, 2005. Supply Chain Management by Mentzer, Response Books, 2007 Logistics Management : The Supply Chain Imperative by Vindo Sople, Pearson Education, 2007
3	Supplementary Reading Material	Competitive Advantage, Michael Porter, Free Press, 1985 Latest Economic Survey of India – Chapter on Infrastructure and Communications. New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007
4	Websites	http://csmp.org/ www.supplychain.org
5	Journals	Logistics And Supply Chain Practices In India by Srivastava, Samir K., Vision , Jul-Sep2006, Vol. 10 Issue 3 What Is the Right Supply Chain for Your Product? by Fisher, Marshall L., Harvard Business Review, Mar/Apr97, Vol. 75 Issue 2 Supply Chain Management: More Than a New Name for Logistics, by Cooper, Martha C.; Lambert, Douglas M.; Pagh, Janus D., International Journal of Logistics Management, 1997, Vol. 8 Issue 1 Customer Service, Customer Satisfaction, and Corporate Performance In The Service Sector, by Dresner, Martin; Kefeng Xu., Journal of Business Logistics, 1995, Vol. 16 Issue 1 Supply Chain Management: Relationships, Chains and Networks, by Harland, C. M., British Journal of Management, Mar96 , Special Issue, Vol. 7

Semester	IV	Specialization	Supply Chain Management
Course Code	403SCM	Type	Elective Core – Full Credit [3]
Course Title	Inventory Management		

Course Objectives:	
1	To understand the Process of Aggregate Planning and its link with Inventory Management
2	To understand concept of Supply Chain Inventory and study a few basic variants of EOQ models
3	To recognize role and importance of Supply Chain Inventory Management in delivering perfect customer order
4	To acquaint with safety and environmental aspects of Inventory Management

Syllabus:		
Unit Number	Contents	Number of Sessions
1	Aggregate Planning & Inventory Management: Introduction, Operations Planning, Aggregate Production Plan – Chase Production Strategy, Level Production Strategy, Mixed Production Strategy. MPS, Dependent & Independent Demand. Bill Of Materials, Overview of MRP & MRP II	4 + 1

2	Managing SC Inventory & Delivering Perfect Customer Orders-I: Understanding SC Inventory – types of inventory, inventory related costs, Inventory Investment – Asset or Liability? The Right reasons for Investing in Inventory – (support production, operational & customer service requirements, hedge against marketplace uncertainty, opportunity buying). The Wrong reasons for Investing in Inventory – (poor quality & material yield, unreliable supplier delivery, extended order-cycle times, inaccurate demand forecasts, specifying custom items for standard applications, extended material pipelines, inefficient manufacturing processes). Special Applications of EOQ Approaches – adjusting simple EOQ model for modal choice decision, adjusting simple EOQ model for volume transportation rates, adjusting simple EOQ for private carriage	6 + 1
3	Managing SC Inventory & Delivering Perfect Customer Orders-II: Managing Inventory Investment – Three V model of inventory management, achieve perfect record integrity, improve product forecasting, Standardize and Simplify product design, leverage companywide purchase volume, use suppliers for on-site inventory management, develop SC planning systems and support structure, Reduce Supplier-buyer cycle times, Delivering the Perfect Customer Order – MRP, DRP, SC inventory planning, automated inventory tracking system, Inventory at Multiple Locations – The Square Root law, inventory for outbound systems, Demand Pull Approach to manage Inventory	5 + 1
4	Safety & Environmental Aspects of Inventory Management: Environmental Aspects of Storage – identification of land contamination , water and air contamination & monitoring for fugitive emission, spillages, leakages, dumps, & disposables. Explosive Storage - Petroleum act - storage of explosive – precautions during loading, unloading, storage, transportation & usage, Gas Cylinder rules, Fire and other Hazards & precautions for mitigation, Cross contamination & Hygiene precaution in case of chemicals & pharmacy food storage material, Hazardous Waste Storage and Management – Storage and disposal methods and legal compliance	5 + 1
5	Key Operational Aspects in SC:Creating the Lean SC – JIT Purchasing, JIT Transportation and JIT Production. Kan-Ban, VMI	4 + 1

Learning Resources:		
1	Text Books	Purchasing & Supply Chain Management by Monczka, Trent, Handfield, Thomson South Western, 3 rd Edition Supply Chain Management Process, System & Practice by N.Chadrsekaran, Oxford, 1 st Edition
2	Reference Books	Purchasing & Supply Chain Management by Dobler, Burt, TMGH, 6 th Edition.
3	Supplementary Reading Material	The Management of Business Logistics by Coyle, Bardi, Langley, CengageLearning, 5th Indian Reprint
4	Websites	www.apics.org/
5	Journals	Sharpening Inventory Management by <i>Armstrong, David J. , Harvard Business Review, Nov/Dec85, Vol. 63 Issue 6</i> Empowering Kanban through TPS - Principles - An Empirical Analysis of the Toyota Production System, <i>Thun, Jorn-Henrik; Druke, Martin; Grubner, Andre, International Journal of Production Research, Dec2010, Vol. 48 Issue 23</i> Kanban, MRP, and Shaping The Manufacturing Environment by <i>Krajewski, Lee J.; King, Barry E.; Ritzman, Larry P; Wong, Danny S., Management Science, Jan1987, Vol. 33 Issue 1</i> Prerequisites to Vendor-managed Inventory by <i>Niranjan, Tarikere T.; Wagner, Stephan M.; Nguyen, Stephanie M., International Journal of Production Research, Feb2012, Vol. 50 Issue 4</i> A Logistics Network Design Model With Vendor Managed Inventory by <i>Shu, Jia; Li, Zhengyi; Shen, Houcai; Wu, Ting; Zhong, Weijun., International Journal of</i>

		<p><i>Production Economics, Feb2012, Vol. 135 Issue 2</i></p> <p>Adaptive Fuzzy Vendor Managed Inventory Control For Mitigating The Bullwhip Effect In Supply Chains by Kristianto, Yohanes; Helo, Petri; Jiao, Jianxin (Roger); Sandhu, Maqsood., <i>European Journal of Operational Research, Jan2012, Vol. 216 Issue 2</i></p> <p>Study of Vendor-Managed Inventory practices in Indian industries by Atul B. Borade; Satish V. Bansod., <i>Journal of Manufacturing Technology Management, Oct2010, Vol. 21 Issue 8</i></p>
--	--	---

Semester	IV	Specialization	Supply Chain Management
Course Code	404SCM	Type	Elective Core – Full Credit [3]
Course Title	Logistics Management		

Course Objectives:	
1	To make students understand the role and importance of logistics in modern day economy.
2	To discuss the relationship between logistics and other functional areas.
3	To analyze logistics systems from different perspectives to meet desired corporate objectives.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Context of Logistics: Introduction, definitions, logistics in the economy a macro perspective, aim of logistics, activities of logistics, value added role of logistics	5 + 1
2	Logistics in the firm: Micro dimensions of logistics, interface with operations, manufacturing, marketing, supply chain, Problems with fragmented logistics, Integrating logistics within an organization, integrating logistics along the SC,	7 + 2
3	Approaches to analyzing logistics systems: Materials Management v/s physical distribution, Cost centres, nodes v/s links, logistics channel, cost perspective & level of optimality, short run or static analysis, long run or dynamic analysis	8 + 2
4	Logistics Relationships: Types of relationships, Competitive relationship, product relationship, spatial relationship, intensity of involvement, logistics outsourcing activities – concept & types of 3PL, 4PL, need for collaborative relationships	7 + 2
5	Service Response Logistics: Overview of service Operations – service productivity, global service issues, service strategy development, service delivery systems, service location & layout, primary concerns of service response logistics – service capacity, waiting times, distribution channels, service quality	8 + 3

Learning Resources:		
1	Text Books	The Management of Business Logistics by Coyle, Bardi, Langley, Cengage Learning India Ed, 7 th Edition. Logistics – An introduction to SCM by Donald Waters, Palgrave Macmillan, 1 st Edition Principles of SCM – A Balanced Approach by Wisner, Leong, Tan , Cengage Learning India Ed., 1 st Edition
2	Reference Books	Logistics and Supply Chain Management: Cases and Concepts by Raghuraman and Rangaraj, Macmillan Business Books
3	Supplementary Reading Material	Business Logistics: Management of Physical Supply and Distribution, Heskett, Ivie and Glaskowsky, Ronald Press, New York.
4	Websites	http://www.logisticsmgmt.com/

		www.asianclm.com/
5	Journals	Principles Of Logistics Management by Payne, Stanley L.; Kramer, Walter H., Journal of Marketing, Apr1967, Vol. 31 Issue 2, The Principles of Logistics Revisited by Voorhees, Roy Dale; Sharp, Merrill Kim., Transportation Journal (American Society of Transportation & Logistics Inc), Fall78, Vol. 18 Issue 1,

RURAL AND AGRI BUSINESS MANAGEMENT (RABM) – SPECIALIZATION

Semester	III	Specialization	Rural & Agribusiness Management
Course Code	304RABM	Type	Elective Core – Full Credit [3]
Course Title	Agriculture and Indian Economy		

Course Objectives:

1	To expose learners to the environment in which the agri-business is conducted.
2	Focus will be on understanding micro and macro environmental forces and their impact on agri-business.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Indian Agriculture under the Five Year Plans : The Green Revolution, The place of agriculture in the national economy, progress of agriculture under the Five Year Plans, Present position of Indian Agriculture : Looming Crisis, New Thrust Areas in Agriculture, National Commissions of Farmers and Green Revolution, Crop Pattern in India since 1951.	7 + 2
2	Food Security in India: Green Revolution, Second Green Revolution – the future prospects, Concept of Food Security , Food self-sufficiency and food security, Poverty and need for Public Distribution Systems, Policy Options for reforms of PDS, Food Insecurity at Global level, Food Security Act – Salient features and implications.	7 + 2
3	Irrigation and other agricultural inputs: Irrigation, multipurpose river valley project – a controversy, irrigation in the 12 th plan, private sector participation in irrigation, fertilizers and manures, improved seeds, soil conservation and reclamation, livestock and dairy development, mechanization of agriculture	7 + 2
4	Land Reforms: The need and scope for land reforms in a developing economy, the abolition of intermediaries, tenancy reforms, ceiling on land holdings, an appraisal of land reforms Size of Farms and Productive Efficiency: Meaning of economic holding, changing pattern of ownership and operational holdings in India, Farms size, Productivity/ Profitability and farm efficiency, the problem of sub division and fragmentation of holdings, cooperative farming	7 + 2
5	Agriculture Labour: Present position of agricultural Labour in India, Agricultural Labour and Minimum Wages, Abolition of Bonded Labour, Recommendations of National Commissions on Rural Labour (NCRL) Unorganized Sector and Informalisation of the Indian Economy: Unorganized sector and India's Informal economy, size of unorganized sector, poverty, vulnerability and unorganized sector employment – the high degree of correlation, estimate of organized and unorganized workers, self-employed workers in non-agricultural sector, agricultural labourers, bonded labour, working conditions, of	7 + 2

	farmers, action programme for the unorganized sector, assessment of NCEUS recommendations	
--	---	--

Learning Resources:		
1	Text Books	Indian Economy, Datt and Sundharam, S Chand Indian Economy Since Independence, edited by Uma Kapila, Academic Foundation Indian Agriculture - issues and perspectives, Edited by N Janardhana Rao, ICFAI University Press
2	Reference Books	Adhikary M. 1986. <i>Economic Environment of Business</i> . S. Chand & Sons. Aswathappa K. 1997. <i>Essentials of Business Environment</i> . Himalaya Publications Francis Cherunilam 2003. <i>Business Environment</i> . Himalaya Publications
3	Supplementary Reading Material	Food Security in India: Performance, Challenges and Policies (http://www.oxfamindia.org/sites/default/files/VII.%20Food%20Security%20in%20India-Performance,%20Challenges%20and%20Policies.pdf) National Food Security Mission - Operational Guidelines (http://agricoop.nic.in/nfsm/nfsm.pdf)
4	Websites	www.agricoop.nic.in/agristatistics.htm www.indiaseeds.com/ www.apeda.gov.in
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Indian Management Studies Journal Journal of Agri-business Management Review Prabandhan Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	403RABM	Type	Elective Core – Full Credit [3]
Course Title	Rural Marketing – I		

Course Objectives:	
1	To objective of this course is to develop understanding of issues in rural markets
2	To provide an overview of marketing environment, consumer behaviour, distribution channels, marketing strategies, etc. in the context of rural markets in India.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Rural Marketing Opportunities: What is a Rural Market?, Taxonomy of the Rural Market, Go Rural Decision, Rural Inhibiting factors, Approach Decision: Rural Marketing Models, Bottom of the Pyramid Approach, Integrated, Innovation and Inclusive – Growth Model, Evolution and Scope, Rural versus Urban Marketing, Becoming a Rural Marketer, Testing rural marketing potential. Understanding the Rural Economy: Rural marketing Environment, social environment, economic environment, technological environment, innovations, political environment and development initiatives, implications on rural marketers	7 + 2
2	Rural marketing experiences: Case of HUL – Project Shakti, Case of CFCL –	7 + 2

	Uttam Bandhan, Case of ITC – e-Choupal, Case of Colgate – Education, Case of HLL – Social Marketing, lessons from experience	
3	Rural Consumer Behavior: Rural consumer on the growth, models of consumer behavior, buying decision process, Opinion Leaders, Environmental factors influencing the decision making process, buyer characteristics, buying behavior patterns, brand loyalty, innovation adoption	7 + 2
4	Rural Marketing Research: Significance of information, sources of information, marketing research – key decisions, approaches and tools – case for innovation, participatory approaches, innovative tools, rural versus urban marketing research, rural research business, challenges in rural marketing research.	7 + 2
5	Selecting and Attracting Markets: Concepts and process, case for segmentation, bases for segmentation, emerging segments – women and youth, guides to effective segmentation, targeting, positioning, Case Study.	7 + 2

Learning Resources:		
1	Text Books	Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH Rural Marketing, Velayudhan, Sage Rural Marketing, Gopalaswamy, Vikas Publishing house Rural Marketing in India, Habeeb - ur – Rahman, Himalaya Publishing House Rural Marketing Text and Cases, S L Gupta, Wisdom Publications
2	Reference Books	Singh AK & Pandey S. 2005. <i>Rural Marketing</i> . New Age. Singh Sukhpal. 2004. <i>Rural Marketing</i> . Vikas Publishing House.
3	Supplementary Reading Material	Rural Marketing, Badi and Badi, Himalaya Publishing House Agricultural Marketing in India, Acharya and Agarwal, Oxford and IBH Publishing Agricultural Marketing – New Trends and Techniques, K K Tiwari, D.N.D Publications New Perspectives in Rural Agricultural Marketing, Ramkishan, Jaico Rural Agriculture and Marketing, Verma, Jiloka and Mandal, Deep and Deep Publications
4	Websites	www.agmarknet.nic.in/ www.market.ap.nic.in/ www.bambootech.org/
5	Journals	Agribusiness – An International Journal Decision Indian Journal of Agricultural Marketing Indian Journal of Marketing Indian Management Studies Journal Journal of Agri-business Journal of Marketing Management Journal of Marketing Research Journal of Sales Management Management Review Prabandhan Vikalpa

Semester	IV	Specialization	Rural & Agribusiness Management
Course Code	404RABM	Type	Elective Core – Full Credit [3]
Course Title	Rural Credit and Finance		

Course Objectives:

1	To help students to understand various facets of agricultural credit in Indian rural market
2	To motivate students to know the relationship between and the institutional structural bodies and their linkages with rural credit.
3	To initiate students into the world of Micro Financial Institutions and their interventions in the rural finance

Syllabus:

Unit Number	Contents	Number of Sessions
1	Role and Characteristics of Indian Agriculture :Introduction, Role of Agriculture in Economic Development, Characteristics of Indian Agriculture.	3 + 2
2	Critical Review of Agricultural Finance :Role of Credit in Agriculture, Agricultural Finance in India, Classification of Agricultural Finance, Significance of Co-op. Credit, Some Issues of the Present System. Financial Intermediaries In Agriculture: Functions, Structure and Performance.	9 + 2
3	Cooperative Banks: Concept and special features of co-operative banking, Structure of co-operative credit system in India, Primary Level Credit Institutions (PACs, LAMPs. MPCs, FSS) their functioning and problems, District Central Cooperative Banks Structure and functions , Apex Co-operative Banks Structure and functions , Impact of liberalization on Co-operative Banks with particular reference to de regulation of interest rates and prudential norms.	8 + 2
4	Theories of Agricultural Finance :Risk and Uncertainty Theory, Demand and Supply Theory, Business Vs. Social and Moral Theory, Cost Theory, Productive Vs. Consumption , – The concept of 3 C's, 7 P's and 3 R's of credit, Credit Analysis, Kind Loans Vs. Cash Loans, Principle of Micro- and Macro-Finance, Principle of Supervised Credit, Principle of Crop Loan, Principle of Co-op. Credit, Principle of Better Credit.	8 + 2
5	Rural Finance and Microfinance: Players and Approaches;Microfinance & Rural Finance – Lessons from microfinance and historical interventions, Rural finance: approach, delivery channels and actors involved, and linkages, Triangle of microfinance and the role of BDS in rural finance.	7 + 2

Learning Resources:

1	Text Books	Agricultural Development Rural Credit And Problems Of Its Recovery, By A. Ranga Reddy, Mittal Publications
2	Reference Books	Theories of Agricultural Finance, Jugale, Atlantic Publishers Barry, P.J., and P.N. Ellinger. Financial Management in Agriculture. 7th ed. Pearson Education, Inc., 2012. Ross, S.A., R.W. Westerfield, B.D. Jordan. "Essentials of Corporate Finance. The McGraw-Hill/Irvin, 2011. Keown, A.J., J.D. Martin, J.W. Petty, and D.F. Scott. Foundations of Finance. 7th ed. Prentice Hall, 2010.
3	Supplementary Reading Material	Innovations in Rural and Agriculture Finance – International Food Policy Research Institute http://www.ifpri.org/sites/default/files/publications/focus18.pdf
4	Websites	Ministry of Statistics and Programme Implementation Reserve Bank of India

		Agricultural Finance Corporation Limited (AFCL)
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Indian Journal of Finance Indian Management Studies Journal Journal of Agri-business Management Review Prabandhan Vikalpa

Family Business Management (FBM) - Specialization

Semester	III	Specialization	Family Business Management
Course Code	304FBM	Type	Elective Core – Full Credit [3]
Course Title	Essentials of Family Business Management – I		
Course Objectives:			
1	To motivate the entrepreneurial instinct of students and expose them to family owned business challenges and issues.		
2	To develop and strengthen entrepreneurial quality and motivation especially towards Family owned business.		

Syllabus:

Unit Number	Contents	Number of Sessions
1	Family businesses Uniqueness: Definitions of Family business, What constitutes a family business? Succession and Continuity, Economic impact, What Makes it Unique - The Nature, Importance, and Uniqueness of Family Business - Special strengths - family business culture and values, predictable problem resolution, commitment, Knowledge, Flexibility in work, time and money, Long-range thinking, A stable culture, Speedy decisions, Reliability and pride. Dilemmas and challenges for family businesses- Resistance to change, Business challenges, Succession, Emotional issues, Leadership. A competitive edge and outperformance? Successful sectors for family businesses. The system theory perspective, Blurred System Boundaries, The Alternative to Blurred system boundaries: joint optimization, The agency theory perspective, The strategic perspective: competitive challenges faced by family businesses, Competitive advantage: the resource based view, The stewardship perspective.	7 + 2
2	Family business dynamics: People, system and growing complexity: Family culture, organizational culture, and cultural blur in family firms, A system perspective on continuity resulting from generational conflict and culture change, Family business people – Founders, Women in family businesses, Husband and wife teams, In-laws, Multifamily ownership, Non-family employees, Managing conflicts in family firms. Family unity and a positive family –business interaction as a resource in the creation of inimitable competitive advantages. Family business systems - Seeking a balanced approach, Introducing the ownership dimensions. Family business life cycles: a story of growing complexity - Life-cycle stages, A customer-active paradigm, continuous evolution-not revolution-and family business continuity, Ownership transitions. Erosion of the future entrepreneurial culture. The need to preserve	7 + 2

	the entrepreneurial spirit and promote a positive-sum dynamic in later generation. Great Family Businesses.	
3	The family's relationship with business: developing a strategic vision and building teamwork: Articulating values and shared vision, Effective business families, How families add value: the family-business interaction factor, Ingredients of successful planning - Family emotional intelligence, Establishing open communication, Family Communication: Family Meetings, The benefits of family meetings, Family Councils, and Family Offices, Family retreats, Family constitutions Family Meetings, The use of facilitators and advisors, The family employment policy, Ownership and family policy making, Guidelines for policy making, The family contribution, Creative versus destructive conflict, Building family teamwork. Unifying plans, processes and structures - Designing family governance.	7 + 2
4	The next generation: human resource management and leadership perspective: To join or not to join? The importance of outside experience - Self-esteem and confidence -Wider business experience, Credibility with non-family employees. Systems overlap and human resource management issues – Recruitment, Training and development, Remuneration, Performance appraisal and promotion. Working in the business - Seek out a mentor, Gain the respect of employees, Tread carefully, Beware sibling rivalry, Work at establishing personal identity, Relationship with the senior generation	7 + 2
5	Getting help: making the most of outside resources: The Perspective of nonfamily managers, Career opportunities for nonfamily managers, Non-family managers - Relationship with the family, Introducing external executives, Motivation and rewards, Incentive design and delivery. Extending the family culture to nonfamily managers, Motivating and retaining nonfamily managers, Non-executive directors -Selecting the right candidate, Board practices. Professional advisers and consultants - Are your advisers keeping pace with your needs? Consultants, Family business consultants, Beware conflicts of interest, Relationships underpinning an advisory role, A nonfamily manager as a bridging president or CEO, Outsider advisors: the family business consultant.	7 + 2

Learning Resources:

1	Text Books	Family business: The essentials by Peter Leach, Profile books Ltd. Family Business by Ernesto J. Poza
2	Reference Books	Entrepreneurs: Talent, Temperament, Technique 2 nd Edition. By – Bolton, Bill and John, Thompson. Butterworth-Heinemann, MA. 2004. ISBN: 978-81-312-1366-7 Unleashing your Entrepreneurial Potential. By – Raghu Nanadan. Response Business Book from Sage, New Delhi.2009. ISBN: 978-81-7829-908-2 Peter Drucker: Innovation and Entrepreneurship – Practice and Principles, Affiliated East West Press, 1986 Robert Hisrich and Michael Peters: Entrepreneurship, Tata McGraw Hill, 2002 Jack Kaplan: Patterns of Entrepreneurship, Wiley, 2004 John Mullins: New Business Road Test, Prentice Hall, 2004
3	Supplementary Reading Material	Management of Succession in Family-Owned Business. Edited by Pramod Verma. The ICFAI University Press, Hyderabad. 2007. ISBN: 978-81-314-1185-8 Family Wars: Classic Conflicts In Family Business and How to Deal With Them. By - Grant Gordon and Nigel Nicholson. Kogan Page, London. 2008. ISBN: 978-0-7494-5457-9
4	Websites	-
5	Journals	The Role of the Founder in Creating Organizational Culture, Edgar H. Schein, Organizational Dynamics, Summer 1983.

	Milestones for Successful Venture Planning, Z. Block and I. C. Macmillan (1985), HBR
--	--

Semester	IV	Elective	Family Business Management
Course Code	403FBM	Type	Elective Core – Full Credit [3]
Course Title	Managing Innovation – I		

Course Objectives:	
1	To develop innovative approach to business related skills of marketing, quality management production, distribution and human resource management etc.
2	To develop aptitude towards innovative approaches by empowering them with necessary tools.

Syllabus:

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

Learning Resources:		
1	Text Books	Innovation Management , Allan Afuah, Oxford Indian Edition. Innovation Management , Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi. Innovation: the attacker's advantage, Foster, Richard N., London, Macmillan, 1986.
2	Reference Books	Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books.
3	Supplementary	Innovating at the Edge – How organizations Evolve and Embed Innovation

	Reading Material	Capability, Tim Jones, Butterworth-Hienemann, South Asian Edition. Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press. The Innovator's ToolKit , Harvard Business Press. Fastrack to Success Innovation , Andy Bruce and David Birchall, Prentice Hall - Financial Times. Getting to Innovation, Arthur B VanGundy, PHI – Eastern Economy Edition.
4	Websites	-
5	Journals	-

Semester	IV	Specialization	Family Business Management
Course Code	404FBM	Type	Elective Core – Full Credit [3]
Course Title	Essentials of Family Business Management – II		

Course Objectives:	
1	To empower students with the understanding of Corporate Governance and Corporate Sustainability
2	To sensitise students to the issues at various stages (life Cycle) of the family business
3	To empower student to understand and handle such family issues

Syllabus:

Unit Number	Contents	Number of Sessions
1	Professionalizing the boardroom: the role of balanced board of directors: Ownership of an Enterprise Built to Last, Shareholder priorities, Responsibilities of shareholders to the company, Effective governance of the shareholder-firm relationship, Information, communication, and education of shareholders, Family Business Governance - Advisory Boards and Boards of Directors, Recruitment and selection, Compensation and motivation, The rubber stamp board, Making the transition, Establishing a well-balanced board, Board composition, Organizing the board. Effective working boards -Relationship with the family. Two-tier boards. The impact of Sarbanes-Oxley on the family business and its board.	7 + 2
2	Cousin companies: family governance in multigenerational family firms: Introduction, Evolution of family business ownership, Culture shock. Complexity in cousin companies - Family complexity, Ownership complexity. Responding to growing complexity - Ownership policies, Business policies, Family policies. Setting up a family governance process - Recording decisions- the family constitution. Structuring family governance - Family council, Boundaries between the board and the family council, The family assembly, The annual shareholders meeting, The family office, The top management team. Other governance entities, Roles and membership. Getting the structure working.	7 + 2
3	Managing succession: the leadership challenge: The succession paradox, Resistance to succession planning - The founder, The family, Employee and environmental factors. Leading the transition - Start planning early, Encourage intergenerational teamwork, Develop a written plan, Involve everyone and obtain outside help, Establish a training process, Plan for retirement, Decide when to retire and stick to it. Selecting the right successor - Whom to choose? What if no one fits the bill? Is the next generation good enough to run the business? Rewards and challenges for latter-generation family members, Next-generation attributes, interests, and abilities: ingredients	7 + 2

	for responsible leadership, Crafting the next-generation career plan, Sibling and cousin teams, A top management team, Managing interdependence, A vision for the company: taking it to the next level, Partnerships and a focus on the future , Incumbent generation leadership: governance and resolution of the past. Succession in older family businesses - Second to third generation, Third to fourth generation and beyond. New generation, new system, new culture.	
4	Transfer of Power and Building financial security and relinquishing control: The CEO as architect of governance, The transfer of power, The CEO as architect of succession and continuity, CEO exit style and the transfer of power, Promoting trust among family members in the process of transferring power, The unique roles of the CEO spouse, Role types of the CEO spouse and the transfer of power, Implications of CEO exit styles and CEO spouse roles for succession and the transfer of power. Building financial security -Money into or out of the business. Setting the business - A hard decision, Sale mechanics and Principle exit options. Passing down the business - Capturing values for later generations, Estate-planning principals, Treating heirs fairly. Ownership and control considerations - Life insurance, Splitting the company, Conditions attaching to ownership, Isolating voting control. Implementing the estate plan - Trusts and their uses, The benefits of life insurance	7 + 2
5	Change and Adaptation: The Future of Family Business, Continuity and culture, Changing the culture, New leaders of the evolution, The raw materials of a new culture, Three states of evolution - The future state, The present state, The transmission state. Continuity and family management ownership structures, Commitment planning, Institutionalizing the change, The future: can the family business compete and thrive? Agility in the face of change, Competition and value creation, Tapping the next generation, Thriving trough competition, Organic competencies and the business's future, Intrapreneurship: Intergenerational growth in entrepreneurial families, Global opportunities, Positive-Sum dynamics through family and enterprise leadership, Family firm recourses for the future.	7 + 2

Learning Resources:		
1	Text Books	Family business: The essentials by Peter Leach, Profile books Ltd. Family Business by Ernesto J. Poza
2	Reference Books	Entrepreneurs: Talent, Temperament, Technique 2 nd Edition. By – Bolton, Bill and John, Thompson. Butterworth-Heinemann, MA. 2004. ISBN: 978-81-312-1366-7 Unleashing your Entrepreneurial Potential. By – Raghu Nanadan. Response Business Book from Sage, New Delhi.2009. ISBN: 978-81-7829-908-2
3	Supplementary Reading Material	Management of Succession in Family-Owned Business. Edited by Pramod Verma. The ICFAI University Press, Hyderabad. 2007. ISBN: 978-81-314-1185-8 Family Wars: Classic Conflicts in Family Business and How to Deal With Them. By - Grant Gordon and Nigel Nicholson. Kogan Page, London. 2008. ISBN: 978-0-7494-5457-9
4	Websites	-
5	Journals	Siblings and Succession in the Family Business, Warren D. Miller, HBR # 98108 Transferring Power in the Family Business, Louis B. Barnes and Simon A. Hershon, HBR # 76401 Conflicts That Plague Family Businesses, Harry Levinson, HBR # 71206

Technology Management (TM) Specialization

Semester	III	Specialization	Technology Management
Course Code	304TM	Type	Elective Core – Full Credit [3]
Course Title	Technology Competition and Strategy		

Course Objectives:

1	To highlight the role of technology and innovation as value drivers.
2	To emphasize the open systems view and underscore the role of environment in Technology strategy.
3	To highlight linkages between technology and business strategy

Syllabus:

Unit Number	Contents	Number of Sessions
1	Technology & Competition: Competitive Domains, Competitive Consequences of Technological Change – Creation of New Products, Changes in the Value Chain, Changes in the Value Constellation, Competitive Rivalry. Technological Characteristics of Competitive Domains – Technological Opportunity, Appropriability, Resource Requirements, Collateral Assets, Institutional Milieu, Speed. Dynamics of Change in the Competitive Domain – Technology Emergence Phase, Incremental Change Phase. Framework for Analysis of Technology Emergence, Influence of Environmental trends on competition. Technology as critical to Business Outcomes – Technology Strategy and Technology Leadership.	7 + 2
2	Technology Intelligence: Signals of New Technology, What is Technology Intelligence, Importance of Technology Intelligence, Levels of Technology Intelligence, External versus Internal Technology Intelligence. Mapping the Technology Environment – Steps in Mapping, Mapping the Macro-level and Industry Level Environment. Mechanisms for Data Collection – Challenges, Organizational Arrangements and Key Principles for Data Collection. Contemporary Challenges in Mapping the Technology Environment.	7 + 2
3	Business Strategy and Technology Strategy: Business Strategy , Strategic Analysis and Decision Making using Product Evaluation Matrix, Market-Growth-Market-Share Analysis Matrix, X-Y Coordinating Method, M-by-N Matrix, SWOT Matrix, Formulation of Technology Strategy, Core Competencies, Exploitation of Core Competencies, Integration, Linking Technology & Business Strategies, Creating the Product-Technology-Business Connection. Technology's Interface with – Market, Customers and Suppliers. Customer-Supplier and Product-User relationships.	7 + 2
4	Technology Strategy Choice: Technology – Business Connection, Domains of Technology Choice, Linkages between Technology Choice and Competitive Advantage, Technology Strategy Definition, Role of Chief Technology Officer, Key principles underlying Technology Strategy – Objectives, Drivers, Decision criteria. Technology Strategy Types – Appropriateness of the Technology Strategy Types, Diversified Firms, A Framework for formulating Technology Strategy – Strategic Diagnosis, Formulation of Technology Strategy, Crafting and Implementation Approach, Execution. Technology Strategy – Superior Performance Characteristics. Accountability to Shareholders, Government and Other Stakeholders/ Performance Measurement.	7 + 2
5	Technology Strategy – Collaborative Mode: Collaborative Arrangements – Definitions, Trends, R&D Alliances, Marketing Alliances, Outsourcing Alliances, Collaboration between small and large firms, Strategic and Operational	7 + 2

	Reasons for Collaborative Arrangements. Collaborative Arrangements in the domain of Technology Strategy – Appropriation of technology, Deployment of technology in New Products, Deployment of technology in the Value Chain, Marketing of technology. Risks of Collaborative Activity – Intellectual Property Right Risk, Competitive Risk, Organizational Risk. Cases on R & D Collaborations, Global Technology Alliances. The form of Collaborative Arrangement.	
--	--	--

Learning Resources:		
1	Text Books	Managing Technology and Innovation for Competitive Advantage, V K Narayanan, Pearson Education, 2009 Edition. Technology Management – Text and International Cases, Norma Harrison and Danny Samson, MGH.
2	Reference Books	Strategic Management of Technology & Innovation, Robert A Burgelman, Modesto A Maidique, Steven C Wheelwright, MGH International Edition. Management of Technology – The Key to Competitiveness and Wealth Creation, Tarek Khalil and Ravi Shankar, TMGH, New Delhi, 2 nd Edition. Technology & Business Strategy – An Introduction, Edited by Prashanta Kumar Banerjea, ICFAI books.
3	Supplementary Reading Material	Managing Strategic Innovation and Change – A Collection of Readings, Michael L Tushman and Philip Anderson, Oxford University Press. 2 nd Edition. Management of Technology and Innovation – Competing through Technological Excellence, P N Rastogi, Response Books, 2 nd Edition. Utterback, James. "Invasion of a Stable Business by Radical Innovation." Chapter 7 in Mastering the Dynamics of Innovation. Cambridge, MA: Harvard Business School Press, 1994. ISBN: 9780875843421.
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	McGahan, Anita. "How Industries Change." Harvard Business Review, October 1, 2004. Lieberman, M. & C. Montgomery. 1988. First Mover Advantages: A Survey, in <i>Strategic Management Journal</i> , 9: 41-58. Henderson, Rebecca, and Kim Clark. "Architectural Innovation: The Reconfiguration of Existing Product Technologies and the Failure of Established Firms." <i>Administrative Science Quarterly</i> 35 (1990): 9-30. Bowman, E. H. & D. Hurry. 1993. Strategy through the Option Lens: An Integrated View of Resource Investments and Incremental-Choice Process, in <i>Academy of Management Review</i> , 18(4): 760-782. Linton, J. D., S T. Walsch & J. Morabito. 2002. Analysis, Ranking and Selection of R&D Projects in a <i>Portfolio</i> , in <i>R&D Management</i> , 32(2): 139-148. Arthur, W.B.: Increasing Returns and the New World of Business, Harvard Business Review July 1996

Semester	IV	Specialization	Technology Management
Course Code	403TM	Type	Elective Core – Full Credit [3]
Course Title	Fundamentals of Technology Management		

Course Objectives:	
1	To provide students with a broad perspective on the key issues involved in the effective management of technology and innovation, including market, technological, and organizational factors, in today's fast-changing, competitive, global environment
2	To stress technology's crucial role in creating wealth and achieving competitiveness

3	To describe technology product life cycle linkages.
---	---

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Technology Management: Definition of Technology, Characteristics of Technology. Levels of Development of Technology. Technology & Society, Technology as Socially Constructed. Relation of Knowledge and Technology, Technology and Business. Levels of technology Development – Ideas, Theories, Perspectives, Tacit Knowledge, Physical embodiment in products, services of procedures. Management of Technology (MOT), MOT at the level of the firm, National and Government Level. Need for MOT in the present Global context. Firm as a Value Chain, Industries as Competitive Domain, Value Creation and Competitive Advantage. Market Based views and Resource Based views in Management. General Manager's Perspective on Managing Technology.	7 + 2
2	Technology & Wealth Creation: Role of Technology in wealth creation, Historical perspective, Creation of wealth, Long Wave Cycle, Evolution of Production Technology, Product Technology, Technology & the National Economy.	7 + 2
3	Critical Factors in Managing Technology: Creativity – Invention – Innovation. Link between Science and Technology. Types of Innovation. Creativity & Innovation. Bringing Innovation to Market. Technology – Price Relationship. The Timing Factor. The Vision to Change Strategy. Productivity, Effectiveness and Competitiveness. Leaders versus Followers.	7 + 2
4	Management of Technology - The New Paradigms: Technology Trends, Resources and the Business Environment, The Structure and Management of Organizations, Project Planning & Management, Management of Human Resources, MOT guiding principles for Managing Enterprises, Changes in the Business Environment – Communication, Integration, Collaboration, Strategic Directions of the Industry, Changes in Organizational forms and structures, Financial Sector Structure.	7 + 2
5	Management of Technology & Competitiveness: Definitions and Indicators of Competitiveness, Investment, Productivity, Trade, Standard of Living, Management of Technology & Global Competitiveness, Case of Japan, Singapore, Various Indices on Competitiveness - Standard of Living Indexes, Trade Indexes, Productivity Indexes, Investment Indexes, Patents Index. Emergence of the Tigers, Competitiveness – The Game of Nations, Competitiveness of Firms – The Micro Level. Competitiveness of India and China – a comparative analysis.	7 + 2

Learning Resources:

1	Text Books	Management of Technology – The Key to Competitiveness and Wealth Creation, Tarek Khalil and Ravi Shankar, TMGH, New Delhi, 2 nd Edition.
2	Reference Books	Managing Technology and Innovation for Competitive Advantage, V K Narayanan, Pearson Education, 2009 Edition. Strategic Management of Technology & Innovation, Robert A Burgelman, Modesto A Maidique, Steven C Wheelwright, MGH International Edition.
3	Supplementary Reading Material	Technology, Management & Society – Peter Drucker, Harvard Business Review Press. Technology Management – Text and International Cases, Norma Harrison and Danny Samson, MGH. Managing Strategic Innovation and Change – A Collection of Readings, Michael L Tushman and Philip Anderson, Oxford University Press. 2 nd Edition.

		Management of Technology and Innovation – Competing through Technological Excellence, P N Rastogi, Response Books, 2 nd Edition.
4	Websites	http://www.ifm.eng.cam.ac.uk/research/ctm/ http://hbswk.hbs.edu/ http://knowledge.wharton.upenn.edu/ http://www.technologymanagementchicago.org/
5	Journals	Cattani, G. & Simone Ferriani. 2008. A Core/Periphery Perspective on Individual Creative Performance, in Organization Science, 19(6): 824-844.

Semester	IV	Specialization	Technology Management
Course Code	404 TM	Type	Elective Core – Full Credit [3]
Course Title	Technology Forecasting		

Course Objectives:	
1	To understand the purpose of technology forecasting and techniques used for technology forecasting.
2	To appreciate the strengths and weaknesses of technology forecasting techniques.
3	To underline the need for different technology forecasting techniques for different purposes.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Technology Forecasting Methods – I: Expert Opinion Methods: Delphi (iterative survey), Focus Groups [panels, workshops], Interviews, Participatory Techniques Trend Analysis: Trend Extrapolation [Growth Curve Fitting], Trend Impact Analysis, Precursor Analysis, Long Wave Analysis Monitoring and Intelligence Methods: Monitoring [environmental scanning, technology watch], Bibliometrics [research profiling; patent analysis, text mining]	5 + 1
2	Technology Forecasting Methods – II: Creativity: Brainstorming [brainwriting; nominal group process (NGP)], Creativity Workshops [future workshops], TRIZ, Vision Generation, Science Fiction Analysis Scenarios: Scenarios [scenarios with consistency checks; scenario management], Scenario-simulation [gaming; interactive scenarios], Field Anomaly Relaxation Method [FAR]	5 + 1
3	Technology Forecasting Methods – III: Statistical Methods: Correlation Analysis, Demographics, Cross Impact Analysis, Risk Analysis. Modeling and Simulation: Agent Modeling, Cross Impact Analysis, Sustainability Analysis [life cycle analysis], Causal Models, Diffusion Modeling, Complex Adaptive System Modeling (CAS) [Chaos], Systems Simulation [System Dynamics, KSIM], Technological Substitution, Scenario-simulation [gaming; interactive scenarios], Economic base modeling [input-output analysis], Technology Assessment.	5 + 1
4	Technology Forecasting Methods – IV: Valuing/Decision/Economics Methods: Relevance Trees [futures wheel], Action [options] Analysis, Cost-benefit analysis, Decision analysis [utility analyses], Economic base modeling [input-output analysis]	5 + 1
5	Technology Forecasting Methods – V: Descriptive and Matrices Methods: Analogies, Backcasting, Checklist for	5 + 1

	Impact Identification, Innovation System Modeling, Institutional Analysis, Mitigation Analysis, Morphological Analysis, Road mapping [product-technology road mapping], Social Impact Assessment, Multiple perspectives assessment, Organizational analysis, Requirements Analysis [needs analysis]	
--	---	--

Learning Resources:		
1	Text Books	<p>A brief introduction to technology forecasting: concepts and exercises by James Rieser Bright</p> <p>Foster, R. "The S-curve: A New Forecasting Tool." Chapter 4 in <i>Innovation, The Attacker's Advantage</i>. New York, NY: Summit Books, Simon and Schuster, 1986, pp. 88-111. ISBN: 9780671622503.</p> <p>Technological forecasting: a practical approach, Marvin J. Cetron</p> <p>Business Forecasting, Holton Wilson and Barry Keating, TMGH, New Delhi, 2010 Edition.</p> <p>Martino, J. P. (1983). <i>Technological Forecasting for Decision Making</i>, 2 ed., North-Holland, New York NY.</p>
2	Reference Books	<p>Bright, J. R. (1972). <i>A Brief Introduction to Technology Forecasting</i>, 2nd. ed., The Permaquid Press, Austin TX.</p> <p>Bright, J. R. and M. E. F. Schoeman (1973). <i>A Guide to Practical Technological Forecasting</i>, Prentice Hall Inc., Englewood Cliffs NJ.</p> <p>Hickman, L. A., ed. (1990). <i>Technology as a Human Affair</i>, McGraw-Hill Publishing Company, New York NY.</p>
3	Supplementary Reading Material	<p>Steele, L. W. (1989). <i>Managing Technology: The Strategic View</i>, McGraw-Hill Book Company, New York NY.</p> <p>Committee on Forecasting Future Disruptive Technologies; National Research Council. (2010). <i>Persistent forecasting of disruptive technologies</i>. National Academies Press.</p>
4	Websites	<p>Coates, J. (2001). A 21st Century agenda for technology assessment. <i>Technological Forecasting and Social Change</i> 67, 303-308. Retrieved January, 22, 2007, from http://josephcoates.com/pdf_files/252_21st_Century_TA_Agenda.pdf</p>
5	Journals	<p>Technological Forecasting and Social Change (Journal)</p> <p>Lienhard, J. H. (1985). "Some Ideas About Growth and Quality in Technology," <i>Technological Forecasting and Social Change</i>, Vol. 27, pp. 265-281.</p> <p>Martino, J. P. (1985). "Measurement of Technology Using Tradeoff Surfaces," <i>Technological Forecasting and Social Change</i>, Vol. 27, pp. 147-160.</p> <p>Martino, J. P. (1992). "Probabilistic Technological Forecasts Using Precursor Events," <i>Technological Forecasting and Social Change</i>, Vol. 42, pp.121-131.</p> <p>Martino, J. P. (1993a). "Baysian Updates Using Precursor Events," <i>Technological Forecasting and Social Change</i>, Vol. 43, pp.169-176.</p> <p>Martino, J. P. (1993b). "A Comparison of Two Composite Measures of Technology," <i>Technological Forecasting and Social Change</i>, Vol. 44, pp.147-159.</p> <p>Triplett, J. E. (1985). "Measuring Technological Change with Characteristics-Space Techniques," <i>Technological Forecasting and Social Change</i>, Vol. 27, pp. 283-307.</p>