



**DEENBANDHU CHHOTU RAM UNIVERSITY OF SCIENCE & TECHNOLOGY, MURTHAL
SONEPAT**

SCHEME OF STUDIES & EXAMINATIONS

MBA 2nd YEAR (SEMESTER – III)

Choice Based Credit System (Scheme of Studies & Examination w.e.f. 2019-20)

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam
			L	T	P						
DSC	MBA-201-C	Quantitative Techniques	4	-	-	4	75	25	-	100	3 hours
DSC	MBA-203-C	Corporate Strategy	4	-	-	4	75	25	-	100	3 hours
SEEC	MBA-205-C	Summer Internship Report#	-	-	-	2	50	-	-	50	
DSE		Specialization I-Elective I	4	-	-	4	75	25	-	100	3 hours
DSE		Specialization I-Elective II	4	-	-	4	75	25	-	100	3 hours
DSE		Specialization II-Elective I	4	-	-	4	75	25	-	100	3 hours
DSE		Specialization II-Elective II	4	-	-	4	75	25	-	100	3 hours
						26				650	

Note:

During 3rd and 4th semesters, dual specialization will be available to students and they can opt for any two specializations out of Marketing Management, Financial Management, International Business Management, Human Resources Management, Operations Management, Management information system and Public Policy Management. However, combination of specializations once opted in the 3rd semester will not be changed in 4th semesters under any condition.

Summer Internship Report will be evaluated by an external examiner(s) appointed by Controller of Examinations on the recommendation of Board of Postgraduate Studies and Research.

INTERNSHIP

SUMMER Immediately after the completion of the second semester examination, the students shall proceed for their Summer Internship of 4-6 week duration. The Summer Internship Report (SIR) prepared after the completion of Summer Internship shall be assessed in the third semester as a compulsory paper

SPECIALIZATION

Discipline Specific Elective for 3rd Semester

FINANCIALMANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam
			L	T	P						
DSE	FM-01-C	Indian Financial System and Financial Market	4	-	-	4	75	25	-	100	3 hours
DSE	FM-02-C	Managing Banks and Financial Institutions	4	-	-	4	75	25	-	100	3 hours



DSE	FM-03-C	Financial Markets and Services	4	-	-	4	75	25	-	100	3hours
DSE	FM-04-C	Taxation	4	-	-	4	75	25	-	100	3hours
DSE	FM-05-C	Behavioral Finance	4	-	-	4	75	25	-	100	3hours

MARKETING MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam
			L	T	P						
DSE	MM-01-C	Services Marketing	4	-	-	4	75	25	-	100	3hours
DSE	MM-02-C	Consumer Behavior	4	-	-	4	75	25	-	100	3hours
DSE	MM-03-C	Retail Management	4	-	-	4	75	25	-	100	3hours
DSE	MM-04-C	Customer Relationship Management	4	-	-	4	75	25	-	100	3hours
DSE	MM-05-C	Digital and Social Media Marketing	4	-	-	4	75	25	-	100	3hours

HUMAN RESOURCE MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam
			L	T	P						
DSE	HRM-01-C	Organizational Change and Development	4	-	-	4	75	25	-	100	3hours
DSE	HRM-02-C	Compensation and Benefits Management	4	-	-	4	75	25	-	100	3hours
DSE	HRM-03-C	Human Resource Metrics and Analytics	4	-	-	4	75	25	-	100	3hours
DSE	HRM-04-C	Manpower Planning, Recruitment and Selection	4	-	-	4	75	25	-	100	3hours
DSE	HRM-05-C	Strategic Human Resource Management	4	-	-	4	75	25	-	100	3hours

INTERNATIONAL BUSINESS MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam
			L	T	P						
DSE	IB-01-C	Foreign Exchange Management	4	-	-	4	75	25	-	100	3hours
DSE	IB-02-C	Export Import Management and Documentation	4	-	-	4	75	25	-	100	3hours
DSE	IB-03-C	Regional Economic Blocks	4	-	-	4	75	25	-	100	3hours
DSE	IB-04-C	International Business Environment	4	-	-	4	75	25	-	100	3hours
DSE	IB-05-C	International Logistics Management	4	-	-	4	75	25	-	100	3hours



MANAGEMENT INFORMATION SYSTEM

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam
			L	T	P						
DSE	IT-01-C	Database Management System*	3	-	2	4	50	25	25	100	3hours
DSE	IT-02-C	Technology Management	3	-	2	4	75	25	-	100	3hours
DSE	IT-03-C	E-Governance and Framework of ICT	4	-	-	4	75	25	-	100	3hours
DSE	IT-04-C	Managing Software Projects	3	-	2	4	50	25	25	100	3hours
DSE	IT-05-C	Data Analysis using Excel and SPSS*	3	-	2	4	50	25	25	100	3hours

OPERATIONS MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam
			L	T	P						
DSE	OM-01-C	Project Management	4	-	-	4	75	25	-	100	3hours
DSE	OM-02-C	Quality Toolkit for Managers	4	-	-	4	75	25	-	100	3hours
DSE	OM-03-C	Supply Chain and Logistics Management	4	-	-	4	75	25	-	100	3hours
DSE	OM-04-C	Service Operations Management	4	-	-	4	75	25	-	100	3hours
DSE	OM-05-C	R&D Management	4	-	-	4	75	25	-	100	3hours

PUBLIC POLICY MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam
			L	T	P						
DSE	PPM-01-C	Legal Institutional Dynamics	4	-	-	4	75	25	-	100	3hours
DSE	PPM-02-C	Development Economics	4	-	-	4	75	25	-	100	3hours
DSE	PPM-03-C	Data Analysis using Excel and SPSS*	4	-	-	4	75	25	-	100	3hours
DSE	PPM-04-C	Public Finance Administration	4	-	-	4	75	25	-	100	3hours
DSE	PPM-05-C	Risk and Disaster Management	4	-	-	4	75	25	-	100	3hours

* In addition to the internal Marks, practical shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Chairman of the Department and external examiner will be appointed by the Controller of Examinations on the recommendation of the Board of Post Graduate Studies and Research.



Quantitative Techniques
MBA-201-C

L T P Credit
4 - - 4
Time:3hours

ExternalTheoryMarks : 75
InternalMarks : 25
TotalMarks : 100

CourseObjective:

To introduce students to Quantitative tools and techniques and to equip them to make optimal managerial decisions.

CourseOutcomes:

After completing the course students would be able to:

CO1:

Learn evolution, methodology and its role in managerial decision, linear programming problems.

CO2:

Solve optimization problems like transportation and assignment problems mathematically.

CO3: Use network analysis techniques e.g. PERT and CPM and decision making analysis.

CO4: Understand the game theory, queuing theory, simulation and its applications.

CourseContents:

Unit-

I: Operations Research: Evolution, methodology and role in managerial decision making; Linear programming: Meaning, assumptions, advantages, scope and limitations; Formulation of problem and its solution by graphical and simplex methods; special cases in simplex method: infeasibility, degeneracy, unboundedness and multiple optimal solutions; duality.

Unit-II: Transportation problems including transshipment problems; Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions; assignment problems including traveling salesman's problem. Special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

Unit-III: PERT/CPM: Difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time-cost trade-off. Decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees.

Unit-IV: Game theory, pure and mixed strategy games; principle of dominance; two person zero sum game; Queuing theory: concept, assumptions and applications; analysis of queue system, Poisson distributed arrivals and exponentially distributed service time models (MM1 and MMK); Simulation; mean in process, advantages, limitations and applications.



Recommended Books:

1. Vohra, N.D.; Quantitative Techniques in Management; TMH., New Delhi.
2. Sharma, J.K., Operations Research: Theory and Applications, Macmillan India Ltd, New Delhi
3. Anderson, Sweeney and Williams, "Quantitative Methods for Business", Thomson Learning

Reference Books:

1. Paneerselvam, Operations Research, Prentice Hall of India, N. Delhi.
2. Taha, Operations Research: An Introduction, Prentice Hall of India, N. Delhi.
3. Kapoor, V.K., Operations Research; Sultan Chand & Sons, New Delhi.
4. Kalavathy, Operations Research, Vikas Publishing House, New Delhi.
5. Sharma, J.K. "Operation Research", Macmillan Publisher
6. Anderson, Sweeney and Williams, "Quantitative Methods for Business", Thomson Learning
7. Hillier, F.S. and Lieberman, G.J., "Operations Research", Tata McGraw Hill, New Delhi.
8. Barry Render, Ralph Stair and Michael Hanna, "Quantitative Analysis", Pearson Education, New Delhi.
9. Frederick Hillier and Gerald Lieberman, "Operations Research", Tata McGraw Hill, New Delhi.





Corporate Strategy
MBA-203-C

L T P Credit
4 - - 4
Time:3hours

ExternalTheoryMarks : 75
InternalMarks : 25
TotalMarks : 100

CourseObjective:

The objective of the course is to develop a holistic perspective of an organization and to enable the students to analyse the strategic situation facing the organization, to access strategic options available to the organization and to implement the strategic choices made by it.

CourseOutcomes:

After completing the course students would be able to:

- CO1: Understand the basics of strategic management, vision and mission in framing corporate strategy. CO2: Highlight the environmental analysis framework, strategic choices and portfolio analysis. CO3: Learn strategic implementation, corporate culture and organization structure. CO4: To understand strategic evaluation and control techniques.

CourseContents:

Unit-I: Introduction to Business Policy & Strategic Management: Definition, Concept, Objective and Significance, The levels at which strategy operates, Characteristic of Strategic Management, An Overview: Strategic Management Process, Concept of Strategic Decision Making. Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives.

Unit-

II: Environment Appraisal: Concept & Environmental Sector; PEST Analysis, Organizational Appraisal: Concepts & Capability Factors; Porter's Value Chain Model, Framework for developing Strategic Advantage, SWOT Analysis as a Tool for assessing Organizational Capabilities and Environment Opportunities, Type of Strategies: Corporate Level (Concept of Grand Strategies), Business Level and Functional Level., Guidelines for Crafting Successful Business Strategies. Strategy Analysis and Choice: Corporate Level Strategy Analysis: BC G Matrix & GE 9 cell Matrix, Business Level Strategy Analysis: Life Cycle Analysis, Porter's Five Forces of Industry Analysis, Concept of Strategic Decision Making, Subjective Factors in Strategic Choice and Process of Strategic Choice.

Unit-III: Strategy Implementation: Interrelation Between Strategy Formulation and Implementation, Aspects of Strategy Implementation, An overview of Project, Procedural Implementation, Resource Allocation, Structural Implementation: An overview of: Structural Consideration, Structure for Strategies, Behavioral Implementation: An overview of: Leadership, Corporate Culture, Corporate Politics and Use of Power, Personal Values and Business Ethics, Functional/Operational Implementation: An overview of: Functional Strategies.



Unit-IV: Strategy Evaluation and Control: An Overview of Strategic Evaluation and Control, Strategic Control and Operational Control, Techniques for Strategic Evaluation and Control, Role of Organizational Systems in Evaluation, McKinsey's 7s Framework.

Recommended Books:

1. Kazmi, Azhar, "Business Policy and Strategic Management", TMH, New Delhi.
2. Chandrasekharan: Strategic Management, Oxford University Press.
3. A. A. Thompson Jr., A. J. Strickland III, J. E. Gamble, Crafting & Executing Strategy - The Quest for Competitive Advantage, Tata McGraw Hill.

Reference Books:

1. David, Fred R. "Strategic Management - Concept and Cases", Pearson Education, Delhi.
2. Hitt, M. A., Ireland R. D. and Hoskisson R. D., "Strategic Management Competitiveness and Globalization" Thomson Asia Pvt. Ltd.
3. Pearce IJ & Robinson Jr., R. B., "Strategic Management - Strategy Formulation and Implementation", AITB Publishers and Distributors, Delhi.
4. Srivastava R. M. "Management Policy and Strategic Management (Concepts, Skills and Practices)", HPH
5. Peter F. Drucker, "Managing in a Time of Great Change", Truman Talley Books/Plume Penguin Group





Summer Internship Report-I
MBA-205-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Outcomes:

After completing the course students would be able to:

CO1:

Develop skills and knowledge as a trainee for experiential learning during corporate exposure. CO2: Gain the real life exposure of the corporate world as a part of the training.

CO3: Know the actual working and challenges in the organizations.

CO4: Relate the theory with the practices of the corporate world and explore career opportunities.

Every student of MBA shall be required to undergo a practical training in an industrial organization approved by the Institute as per their scheme of examination.

The evaluation of the Report will be done as per scheme of examination. A candidate shall submit her/his Summer Internship Report as prescribed in scheme of examination. In case a candidate's report is rejected or s/he is unable to complete it within the prescribed period for her/his category, s/he may be dealt as reappear in that paper and will be dealt accordingly.

The detailed guidelines for Summer Internship and the specific aspects and format of the Summer Internship Report are available at annexure 'A'.





Indian Financial System and Financial Market
FM-01-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

The main objective of this course is to promote an in-depth understanding the fundamentals of financial market and practice as well as to enhance users' ability to apply such concepts to make better informed professional decisions.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand the concepts of Indian financial system, resource allocation and capital formation. CO2: Illustrate the role of financial intermediaries, clearing and settlement process.

CO3: Gain insights about investment institutions. CO4:

Describe various measures to protect investors.

Course Contents:

Unit-I: Introduction: elements of Indian financial system, Capital market segments, participants and functions. Regulatory framework of capital market in India. Role of capital market in resource allocation and capital formation. An overview of various capital market instruments available in India.

Unit-II: Financial Intermediaries framework in capital market: Primary market intermediaries- merchant bankers, underwriters and bankers to issue, secondary market intermediaries- stock brokers and sub brokers and their registration, registration of trading and clearing members, clearing and settlement process of transactions and fund settlement in secondary market.

Unit-

III: Capital Market investment institutions: Role, objectives and importance of Industrial development financial institutions, Mutual fund, Pension fund, Insurance companies & venture capital fund in economic development of Indian economy.

Unit-IV: Investor Protection Fund: objectives and grievance redressal mechanism under IPF, Investor protection and education fund- objectives and important provisions, Securities appellate tribunal- procedures, obligations of banking companies and financial institutions under the prevention of money laundering act, 2002.



Recommended Books:

1. B.VPathak, Indian Financial System, Pearson Education.
2. E-Gordon and Natarajan, "Capital Market in India", Himalaya Publishing House, New Delhi.
3. Aggarwal, Sanjiv, "Guide to Indian Capital Market", Bharath Law House, Delhi

Reference Books:

1. Shekar, K. "Guide to SEBI Capital Issues Debenture Listing"
2. Machi Raju, H.R. "Indian Financial System", Vikas Publishing House.
3. V.L.Iyer, "SEBI Practical Manual" Taxman Allied Services
4. NCFM (Capital Market Dealers Module Workbook) www.nseindia.com
5. Indian Securities Market by NSEIL Publication

Note:

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.





Managing Banks and Financial Institutions
FM-02-C

L T P Credit
4 - - 4
Time:3hours

ExternalTheoryMarks : 75
InternalMarks : 25
TotalMarks : 100

CourseObjective:

This course will help students in developing understanding about Indian banking and financial system. Students will gain knowledge about various financial institutions including regulatory institutions. They will also become aware about various statutory guidelines related to banking and financial sector.

CourseOutcomes:

After completing the course students would be able to:

CO1: Understand the basics of financial system and financial market regulators. CO2:

Describe the nature and working of various financial and banking institutions.

CO3: Know about framework of the Indian banking system and liquidity management. CO4: Illustrate non-banking financial institutions and credit rating agencies.

CourseContents:

Unit I: Financial System: Introduction, Components of Indian Financial System, Nature and Role of Financial System, & Economic Development, Financial Sector Reforms; Financial Market Regulators: RBI, SEBI, NABARD, IRDA, and PFRDA.

Unit II: Development Financial Institutions: IFCI, ICICI, IDBI, SIDBI, EXIM Bank, State Development Banks, State Financial Corporations; Banking Institutions: Commercial Banks, Regional Rural Banks, and Cooperative Banks, role banking in economic development; Differential Banking License.

Unit III: Indian Banking System: An introduction of Banking Operations in India, Role and Importance of CIBIL for banks, CAMEL approach and disclosure requirement for bank's financial health; Liquidity Management: Sources of liquidity risk, key principles for liquidity management, Basel norms and Indian banking sector.

Unit IV: Non-Banking Financial Institutions and other Institutions– Introduction, History, function and scope, Role of NBFCs in economic development, Guidelines on fair practices code for NBFCs; Credit Rating: Introduction, Regulatory Framework, Credit Rating Agencies; An Introduction to Merchant Banking, Asset Management Companies and Depositories.



Recommended Books:

1. Fabozzi, Frank J. "Foundations of Financial Markets and Institutions", Prentice Hall, New Delhi.
2. Bhole, L.M., "Management of Financial Institutions", TMH, New Delhi.
3. S. Scott MacDonald & Timothy W. Koch, "Management of Banking", Cengage Learning India Pvt Ltd.
4. Kohn, Meir "Financial Institutions and Markets", Tata McGraw Hill.
5. Khan, M.Y., "Indian Financial System", TMH, New Delhi.

Reference Books:

1. Fabozzi; Modigliani, "Capital Markets Institutions and Instruments", PHI.
2. Mishkin, Frederic, Eakins, Stanley, G., "Financial Markets Institutions". Prentice Hall.
3. Yeager, Fred C. & Seitz, Nail E., "Financial Institutions Management: text and cases", Englewood Cliffs, NJ, PHI.

Note:

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.





Financial Markets and Services

FM-03-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

This course will help students in developing understanding about Indian banking and financial system. Students will gain knowledge about various financial institutions including regulatory institutions. They will also become aware about various statutory guidelines related to banking and financial sector.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand the basics of financial system and financial market regulators. CO2:

Describe the nature and working of various financial and banking institutions.

CO3: Know about framework of the Indian banking system and liquidity management. CO4:

Illustrate non-banking financial institutions and credit rating agencies.

Course Contents:

Unit I: Financial System: Introduction, Components of Indian Financial System, Nature and Role of Financial System, & Economic Development, Financial Sector Reforms; Financial Market Regulators: RBI, SEBI, NABARD, IRDA, and PFRDA.

Unit II: Development Financial Institutions: IFCI, ICICI, IDBI, SIDBI, EXIM Bank, State Development Banks, State Financial Corporations; Banking Institutions: Commercial Banks, Regional Rural Banks, and Cooperative Banks, role of banking in economic development; Differential Banking License.

Unit III: Indian Banking System: An introduction of Banking Operations in India, Role and Importance of CIBIL for banks, CAMEL approach and disclosure requirement for bank's financial health; Liquidity Management: Sources of liquidity risk, key principles for liquidity management, Basel norms and Indian banking sector.

Unit IV: Non-Banking Financial Institutions and other Institutions– Introduction, History, function and scope, Role of NBFCs in economic development, Guidelines on fair practices code for NBFCs; Credit Rating: Introduction, Regulatory Framework, Credit Rating Agencies; An Introduction to Merchant Banking, Asset Management Companies and Depositories.



Recommended Books:

6. Fabozzi, Frank J. "Foundations of Financial Markets and Institutions", Prentice Hall, New Delhi.
7. Bhole, L.M., "Management of Financial Institutions", TMH, New Delhi.
8. S. Scott MacDonald & Timothy W. Koch, "Management of Banking", Cengage Learning India Pvt Ltd.
9. Kohn, Meir "Financial Institutions and Markets", Tata McGraw Hill.
10. Khan, M.Y., "Indian Financial System", TMH, New Delhi.

Reference Books:

4. Fabozzi; Modigliani, "Capital Markets Institutions and Instruments", PHI.
5. Mishkin, Frederic, Eakins, Stanley, G., "Financial Markets Institutions". Prentice Hall.
6. Yeager, Fred C. & Seitz, Nail E., "Financial Institutions Management: text and cases", Englewood Cliffs, NJ, PHI.

Note:

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.





Financial Markets and Services

FM-03-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

The aim of this course is to familiarize the students with financial markets & services and its applications in managerial decision making.

Course Outcomes:

After completing the course students would be able to:

CO1: Illustrate the concepts of Indian financial system, resource allocation and capital formation. CO2: Understand the role of financial intermediaries, clearing and settlement process.

CO3: Describe the concepts of mutual fund and insurance for investors. CO4: Elaborate the concepts of credit rating agencies and leasing.

Course Contents:

Unit-I: Introduction: elements of Indian financial system, Capital market segments, participants and functions. Regulatory framework of capital market in India. Role of capital market in resource allocation and capital formation. An overview of various capital market instruments available in India.

Unit-II: Financial Intermediaries framework in capital market: Primary market intermediaries-merchant bankers, underwriters and bankers to issue, secondary market intermediaries-stock brokers and sub brokers and their registration, registration of trading and clearing members, clearing and settlement process of transactions and fund settlement in secondary market.

Unit-III: Financial Services-Meaning, importance and scope. Mutual funds-Concept, Sponsors, Trustees, AMCs, and custodians, classification of mutual fund schemes, NAV and its importance, factors affecting the growth of mutual fund in India. Insurance- meaning, need, principles of insurance, types of insurance, re-insurance, underwriting, factors affecting the growth of life insurance and general insurance in India.

Unit-IV: Credit rating- objectives and importance, Indian and international credit rating agencies with their relevance, factors affecting the credit rating of an economy, sector and company and its procedure. Leasing- concept, types, importance, factors affecting lease/sbuy decision and tax aspects.

Recommended Books:

1. B.V Pathak, Indian Financial System, Pearson Education.



2. Khan, M.Y. "Financial Services", Tata McGraw Hill, New Delhi.
3. Bansal, L.K. "Merchant Banking & Financial Services", Unistar Publication Pvt. Limited.
4. Rama Gopal, C., Management of Financial Services, "Vikas Publishing House PVT LTD, Noida.
5. E-Gordon and Natarajan, "Capital Market in India", Himalaya Publishing House, New Delhi.

Reference Books:

1. Bhole, L.M. "Financial Institutions and Markets", Tata McGraw Hill, New Delhi.
2. Gordon, E. & Natarajan, K., "Financial Services", Himalaya Publishing House, New Delhi
3. Machi Raju, H.R. "Indian Financial System", Vikas Publishing House
4. Mohan, N. "Merchant Banking and Financial Services", Excel Books, New Delhi.
5. Resources from SEBI and RBI websites.

Note:

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.





Taxation
FM-04-C

L T P Credit
4 - - 4
Time:3hours

ExternalTheoryMarks : 75
InternalMarks : 25
TotalMarks : 100

CourseObjective:

The basic objective of this course is to provide an in-depth insight into the concept of Taxation, tax planning and to equip the students with a reasonable knowledge of tax planning devices.

CourseOutcomes:

After completing the course students would be able to:

CO1: Gain knowledge about basic concepts of income tax, residential status and heads of income.

CO2:

Understand the concepts of residential status & tax liability, total income and income from salary and house property.

CO3:

Learn about income from business & profession, income from capital gains, and income from other sources.

CO4:

Know about deductions under chapter VIA, taxation of companies, TDS, international taxation and double taxation avoidance agreements.

CourseContents:

Unit-I: Basic Concepts –

Sources of Tax Laws, Act & Rules, Administrative Instructions issued by CBDT, Annual Finance Acts. Introductory: Definitions, Residential status, Heads of Income, Computation of Taxable Income.

Unit-II: Taxation of Companies: Residential Status & Tax Liability, Scope of total income, concept of Permanent Establishment, Business Connection in India, taxability of BPO units. Income from Salary – Scope, allowances and perquisites, deductions from salary. Income from House Property – Coverage and deductions.

Unit-III: Income from Business & Profession – Express allowances and disallowances, tax incentives on R&D expenses, Depreciation allowance, method of accounting. Income from Capital Gains – Concept of Capital Asset and Transfer, short term and long term capital assets, exemptions. Income from Other Sources. Set off and carry forward of losses, Tax planning.

Unit-IV: Deductions Under Chapter VIA - incentives to infrastructure sector, hotels, etc. Taxation of companies – MAT, calculation of book profits, credit for MAT Assessment of Income including reassessment, appeals, rectification and revisions, ITAT. Tax Deduction at Source, International Taxation, Transfer Pricing, Double Taxation Avoidance Agreements.



Recommended Books:

1. Singhanian V.K. and Singhanian, Kapil, Direct Taxes Law & Practice, Taxmann Publications
2. H.C. Mehrotra & Dr. S.P. Goyal, Income Tax Law & Practice, Sahitya Bhawan Agra
3. Bhagwati Prasad, Direct Taxes Law & Practice, Wishwa Prakashan
4. V.S. Datey, Service Tax and VAT, Taxman Publication

Reference Books:

5. Ahuja Girish K. and Gupta, Ravi, Direct Taxes Ready Reckoner (with tax planning), Bharat Law House Pvt. Ltd., Delhi.
6. Mehrotra H.C., Practical Problems in Income Tax, Sahitya Bhawan Publications.
7. Srinivas E.A., Handbook of Corporate Tax Planning, TMH, New Delhi.
8. Income Tax Act - Pocket Edition, Taxmann Publications, New Delhi.
9. B.B. Lal, Direct Tax Law & Practice, Konark Publication, Delhi

Note:

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.





Behavioral Finance
FM-05-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

The objective of this paper is to introduce the students to the role of human behavior in financial decision making. This will enable them to understand some psychological biases which lead to various anomalies.

Course Outcomes:

After completing the course students would be able to:

CO1: Build a strong foundation of behavioral finance.

CO2: Understand various behavioral biases for better investment decision-making.

CO3: Describe decision-making framework under risk, stock market bubbles and crashes.

CO4:

Know the implications of heuristics and biases for decision making and investment strategies of well-known value investors.

Course Contents:

Unit-

I: Classical finance and behavioral finance, Foundations of rational finance: modern portfolio theory, capital asset pricing model, efficient market hypothesis and challenges to rational finance.

Unit-

II: Introduction to behavioral biases: heuristic driven biases (overconfidence, optimism, representativeness, availability, anchoring) and framed dependent biases (loss aversion, narrow framing, disposition effect).

Unit-III: Framework of decision making under risk, Real world applications in finance- real world application to public policy. Stock market bubbles and crashes: Stock market crash of 1987; Real estate crash of 2008.

Unit-IV: Portrait of an individual investor; Implications of heuristics and biases for decision making; Behavioral portfolio theory; Guidelines for overcoming behavioral biases. Value Investing; Strategies of well known value investors (Benjamin Graham and Warren Buffet).

Recommended Books:

1. Prasanna Chandra- Behavioral Finance, McGraw Hill Education, New Delhi.
2. Forbes- Behavioral Finance, Wiley India.

Reference books:

1. Ackert, Deaves- Behavioral Finance: Psychology, Decision-Making, and Markets, Cengage Learning.
2. Shleifer, Andrei- Inefficient Markets: An Introduction to Behavioral Finance. Oxford University Press.
3. Bisen, Pandey- Learning Behavioral Finance, Excel Books.



Investment Analysis and Portfolio Management

FM-06-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

The basic objective of the course is to acquaint the students to the investment decisions related to financial assets, the risks and the returns involved, to make them aware about the functioning of securities market alongside the theories and concepts involved in portfolio management.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand the basics of investment management and regulatory framework in financial market. CO2: Learn about risk management and valuation of debt and equity.

CO3: Analyse securities on the basis of fundamental, industry, company and technical analysis. CO4:

Describe theories, formulation and performance evaluation & revision of portfolio.

Course Contents:

Unit-I: Investment- Concept, objectives and process of investment management, financial and non-financial forms of investment, various investment avenues, sources of investment information, financial market and Investment Instruments, services of intermediaries in investment management, regulatory framework in financial market.

Unit-

II: Analysis of risk & return, concept of total risk, factors contributing to total risk, systematic and unsystematic risk, default risk, interest rate risk, market risk, management risk, purchasing power risk. Valuation of debt instruments- methods of valuation, risk management in debt market. Valuation of equity- methods of valuation including CAPM and their relevance.

Unit-III: Fundamental analysis: concept & significance of economic analysis, industry analysis: introduction, need for industry analysis, alternative classification of industry, industry life cycle analysis, economic factors & industry analysis, Company analysis- nature and style of management, key role of financial analysis, ratio analysis. Technical Analysis: line chart, bar chart, points and figures chart, candlestick chart, reversal patterns, continuation patterns, Dow theory, Elliott wave theory.

Unit-IV: Portfolio theory- Efficient Market hypothesis (EMH), Random walk theory, Markowitz diversification model, Sharpe single index model, Arbitrage pricing theory. Portfolio building process, tools used by value investors, Portfolio performance evaluation- Sharpe's and Treynor's portfolio performance evaluation, Portfolio revision- Active and passive strategies & formula plans in portfolio revision.



Recommended Books:

1. M.Ranganatham, and R. Madhumathi, "Security Analysis and Portfolio Management" Pearson Ed.
2. Fischer, Donald E. and Jordan, Ronald J., "Security Analysis and Portfolio Management", Pearson Education.
3. Punithavathy, Pandian. "Security Analysis and Portfolio Management", Vikas Pub. House, New Delhi.

Reference Books"

1. Chandra, Prasanna, "Investment Analysis and Portfolio Management", TMH
2. Alexander, Sharpe, Bailey, "Fundamentals of Investment", PHI, New Delhi
3. Bhalla, VK, "Investment Management: Security Analysis and Portfolio Management", Sultan Chand, New Delhi.
4. Reilly & Brown, "Investment Analysis & Portfolio Management", Thomson Learning
5. Fuller, Russell J & Farrell, James L. "Modern Investment & Security Analysis". McGraw Hill, New York.
6. Alexander, Jordan J & Bailey, Jeffrey V. "Investment Analysis & Portfolio Management", Dryden Press, Thomson Learning, Bombay.





Financial Derivatives
FM-07-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

The objective of this course is to give in-depth knowledge of risk management using financial derivative instruments.

Course Outcomes:

After completing the course, students would be able to:

CO1: Get the knowledge about basic concepts of financial derivatives.

CO2:

Learn forward and future contracts along with future pricing theories.

CO3: Understand options basics and options valuation.

CO4: Describe option pricing and swaps market.

Course Contents:

Unit-I: Introduction to financial derivatives, Meaning and features of financial Derivatives, Need for derivatives, History of derivatives markets, Uses of derivative markets, Types of financial derivatives – Forwards, Futures, Options, Swaps. Critiques of derivatives, Myths about derivatives and Evolution of derivatives in India.

Unit-II: Concept of forward contracts, Features of forward contracts, Classification of forward contracts and Differences between forwards and futures. Financial Future Contracts: Types of financial future contracts, Evolution of futures markets in India, Traders in future market, functions of future market, Future market trading mechanism. Meaning of future Pricing, Theories of futures pricing (The cost of carry approach and the expectation approach).

Unit-III: Options Market – Concept of options, Brief history of options, Distinctions between futures and Options contracts. Types of options contracts: Call options, Put options, American options and European options, Exchange traded and OTC-traded options. Options valuation: Intrinsic Value and Time value of the options.

Unit-IV: Options Pricing – Factors Affecting Options pricing – Pricing Models – Introduction to Binomial option pricing model, Black Scholes option pricing model. Swaps market – Concept, The evolution of swap market, Features of swaps. Major Types of financial swaps: Interest rate swaps and its features, Types of interest rate swaps, Currency swap - Types of currency swaps.

Recommended Books

1. Gupta, S.L. "Financial Derivatives: Theory, problems and cases", PHI, New Delhi
2. Madhumathi, R. & Ranganatham: Derivatives and Risk Management, Oxford University Press.



Reference Books

1. David Thomas.W&Dubofsky Miller.Jr.,“Derivatives Valuation and Risk Management”,Oxford University,Indian Edition.
2. N.D.Vohra&B.R.Baghi,“Futures and Options”,Tata McGraw-Hill Publishing Company Ltd.
3. Red Head,“Financial Derivatives:An Introduction to Futures,Forward,Options”Prentice Hall of India.
4. Kolb,W.Robert and Overdahl,A.James,“Financial Derivatives”,John Wiley&Sons publication.
5. Kolb,W.Robert,“Futures Markets”PHI,New Delhi
6. Sunil K.Parameswaran,“Futures Markets:Theory and Practice”Tata-McGraw-Hill Publishing Company Ltd.
7. D.C.Parwari,“Financial Futures and Options”,Jaico Publishing House.
8. Hull C.John,“Introduction to Options,Futures and Other Derivatives”,PHI,New Delhi.





Project Appraisal and Finance Valuation

FM-08-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

The basic objective of the course is to familiarize the student to the long-term investment decision and risks related facts, so that they can be aware about formulation and implementation of project.

Course Outcomes:

After completing the course students would be able to:

- CO1: Learn about basics of capital investment, generation & screening of project ideas.
- CO2: Understand the project appraisal criteria and evaluation techniques of capital budgeting.
- CO3: Describe project risk analysis and financing of projects.
- CO4: Illustrate social cost benefit analysis, project management and various aspects.

Course Contents:

Unit-I: Capital Investment- need, types, phases and issues in investment decision, Generation and Screening of Project Ideas- corporate appraisal, monitoring the environment and identifying investment opportunities, scouting project ideas and project rating.

Unit-II: Financial Estimates and Investment Appraisal Criteria- Estimation of investment, revenue and production cost, working capital requirement, Evaluation techniques of capital budgeting.

Unit-III: Project Risk Analysis- types of Risk, Risk adjusted discount rate method, certainty equivalent method, sensitivity analysis, decision tree analysis. Weighted average cost of capital (WACC) and its relevance in financial decision making, financing of projects.

Unit-IV: Social Cost Benefit Analysis (SCBA), Project Management and Review- Forms of project organisation, project planning and control, human aspect of project management, pre-requisite for successful project implementation, control of in-progress projects, administrative aspect of capital budgeting.

Recommended Books:

1. Chandra, Prasanna. "Project Planning: Analysis, Selection, Implementation and Review" TMH.
2. Khatua: Project Management and Appraisal, Oxford University Press.
3. Nicholas, "Project Management for Business and Technology: Principles and Practice", Pearson

Reference Books:

1. Ghattas, R.G. & McKee, S.L., "Practical Project Management", Pearson Education Asia
2. Pinto, P.K., "Project Management", Pearson Education.
3. KNagarajan, "Project Management", New Age International Publishers.
4. Choudhury, "Project Management", Tata McGraw Hill, New Delhi



International Finance
FM-09-C

L T P Credit
4 - - 4
Time: 3hours

ExternalTheoryMarks : 75
InternalMarks : 25
TotalMarks : 100

CourseObjective:

This course enables students understand the macro environments in which financial transactions are carried out. And also acquaints them with the problems and techniques of financial management in multinational corporations.

CourseOutcomes:

After completing the course students would be able to:

CO1: Understand basics of domestic & international financial management and balance of payments.

CO2:

Learn about foreign exchange market, determination of exchange rate and theories of exchange rate behavior.

CO3: Know about exchange rate forecasting and foreign exchange risk management.

CO4: Describe foreign direct investment, multinational capital budgeting and international taxations.

CourseContents:

Unit-I: International financial management; Study of international finance – Its Importance, nature and scope of IFM, IFM versus domestic financial management, Role of finance manager in global context. Balance of payments: Current account transactions, Capital account transactions, Meaning of adjustments and Approach to adjustment - The classical view, Elasticity approach and The Keynesian approach.

Unit-II: Foreign exchange market: Features, participants, types of foreign exchange market: Spot market and forward market. Exchange rate quotations, nominal, real and effective exchange rates, determination of exchange rate in spot and forward market, Factors influencing exchange rates, Theories of exchange rate behavior: Balance of payment theory, monetary theory and portfolio balance theory.

Unit-III: Forecasting Exchange Rate: Need for exchange rate forecasting, techniques of exchange rate forecasting. Foreign Exchange Risk and Management: Types of exposure, Tools and techniques of foreign exchange risk management.

Unit-IV: Foreign Direct Investment: Need to firms invest abroad and methods of increase international business. Multinational Capital Budgeting: Problems and issues in foreign investment analysis and techniques of capital budgeting. International taxation: Types of taxes, Meaning of double taxation agreement, Modes of double taxation relief.

RecommendedBooks:

1. Vyuptakesh Sharan, "International Financial Management", PHI Publications, New Delhi.
2. Madhu Vij, "International Financial Management", Excel Books Publications, New Delhi.



ReferenceBooks:

1. Madura,Jeff,“InternationalFinancialManagement”,ThomsonPublications.
2. Bhalla,V.K,“InternationalFinancialManagement-TextandCases”,AnmolPublications,NewDelhi.
3. Apte,P.G.“InternationalFinancialManagement”,TataMcGrawHill,NewDelhi.
4. MauriceD.Levi,“InternationalFinance”,TataMcGraw-Hill,NewDelhi
5. Shapiro,A,“MultinationalFinancialManagement”,JohnWileyPublication.
6. Eitman,Stonhill,Mofit,“MultinationalBusinessFinance”,PearsonEducation,NewDelhi.





Mergers, Acquisitions and Corporate Restructuring

FM-10-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

The main objective is to provide an understanding of all aspects of strategic decision of mergers, acquisitions.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand various aspects of corporate restructuring and related theories. CO2: Learn different theories of mergers, takeover and tender offers.

CO3: Describe valuation concepts and methods.

CO4: Illustrate legal and regulatory framework for mergers and acquisition.

Course Contents:

Unit-

I: Forms of corporate restructuring, early merger movements, merger types and characteristics framework of analysis of mergers. Role of industry lifecycle. Theory of the firm and corporate finance corporate capital structures and dividend policies. Theory of multinational enterprises, reason for international M&As basic stock repurchase model. Theory behind repurchase, take over refuse – financial diffusive measures, coercive offers and defuse, anti-takeover, position fill defies, targeted shares repurchase and standstill agreements etc.

Unit-II: Theory of mergers and take over and tender offers – efficiency theories information and signaling

agency problems and managerialism, free cash flow, market power, taxes, Demergers: Divestitures, Spinoff, Equity carved out, Split off, Split up, Reconstruction, Modes of Demerger, Tax aspects, Advantages and Procedure, Reverse merger: Requirements, Takeover by reverse bid.

Unit-III: Valuation and Exchange Ratio, Modes of valuation, Fixing price for acquisition, Determination of share, exchange ratio on merger, Feasibility analysis for cash acquisition, Valuation practices in India, Funding of Merges and Acquisitions: Financing alternatives, Management buyouts, Leveraged Buy - Outs.

Unit-IV: Legal and regulatory framework for M & A: provisions of companies act 1956, SEBI takeovers code, Indian Income Tax Act 1961, Provisions of Competition Act. Accounting standard and provision of other relevant Acts.

Recommended Books:

1. Fred Weston, Kwang S Chung, Susan E Hoag, Mergers, Restructuring and Corporate Control, Pearson
2. Krishna Murti C. and Vishwanath S.R., Mergers, Acquisitions and Corporate Restructuring, Sage Publication, New Delhi



ReferenceBooks:

1. Aurora, Mergers & Acquisitions, Oxford University Press.
2. Rao Mohan P., Mergers and Acquisitions, Deep and Deep Publication, New Delhi
3. Machiraju H.R. Mergers and Acquisitions, New Age Publishers, New Delhi
4. Varma D.C. Corporate Mergers and Takeovers, Bharat Publishing House.
5. Vadapalli Ravindhar, Mergers, Acquisitions and Business Valuation, Excel Book publishing, New Delhi





Services Marketing
MM-01-C

L T P Credit
4 - - 4
Time: 3hours

ExternalTheoryMarks : 75
InternalMarks : 25
TotalMarks : 100

CourseObjective:

ThiscourseaimsatprovidingthestudentwithanunderstandingoftheprinciplesandpracticalissuesintheMarketingofServices.

CourseOutcomes:

Aftercompletingthecourse studentswould beableto:

- CO1: Understandthebasicsof servicemarketing,marketingmix,consumerbehavior,serviceproductandservicebranding.CO2: Describeservicepricing, promotion, distributionandprocesses.
- CO3: Illustratetheconceptsofpeople &physical evidenceinservicesandservicequality.
- CO4: Learnthedemandandsupplymanagement,servicerecovery&empowerment,customerrelationship.

CourseContents:

Unit-I:Services-

definition,concept,characteristicsof servicescomparedtogoods,servicesector,reasonsforgrowthofservices,distinctivemarketingchallenges,typesofservices;ServicesMarketingMix;ServiceCustomerBehavior:RisksInvolved,Consumer Decision Process, Customer Expectations, zone of tolerance, factors affecting service decision process, marketingstrategies.ServiceProduct–servicepackage,servicecomponents,coreandsupplementaryservices,theproductlevels,servicelevels and delivery; Branding Services: Brands and Customer Relationship, Concept of Brand, Brand Value Proposition, ServiceCharacteristicsandBranding, BrandingImplications, CreatingastrongServiceBrand.

Unit-II: Service Pricing: Price in Services, Pricing Approaches, Price and Customer Value; Service Promotion: Importance, Issuesin Service Promotion, Guidelines for Effective Promotion; Service Distribution: Channels in Services, Service Outputs, ChannelOptions, Service Distribution Strategy, Service Location, Intermediaries; Processes in Services: Mapping the Service System,Service Blueprint, Decisions in Service Process Planning, Strategic Position and Service Process, Consequences of Changes inDivergenceandComplexity, ServiceOperationalPosition, ServiceProcessMatrix.

Unit-III: People in services: People Dimension in Services, Importance of People, Types of Service Personnel, High-Contact andLow- Contact services, Service Personnel Issues, Emotions in Service Situations, Service Profit Chain, Service Culture. PhysicalEvidence: Importance of Evidence, Evidence Types, Role of Physical Evidence, Physical Evidence and Services, Stimulus -ResponseModel,Servicescapes,PhysicalEvidenceStrategy.ServiceQuality:concept,Qualityinservices,GAPModel,Measuring service quality - SERVQUAL model, SERVPREF model, The Gallup Service Quality Audit, Initiating and ManagingQuality.

Unit-IV: Demand and Supply Management: The Service Capacity, Demand for Services, Demand Disaggregation, Demand andCapacityInterfaces,StrategiestodealwithImbalances,UnforeseenImbalances,ForeseeableImbalances,InventoryingDemand,waiting, reservations Capacity Modification Strategies. Service Recovery and Empowerment: Service Failures, Types of ServiceEncounters,CustomerFeelings,FailureTypes,EffectiveRecovery,RecoveryCapability,RecoveryService,LearningfromFailure s,ServiceGuarantee;CustomerRelationships:Importance,TraditionalInterface,CustomerPerspective,EconomicsofRelationship,



Customer Satisfaction, Total Customer Satisfaction and Delight, Relationship Building, Levels of Relationship Building, Relationship Customers, Relationship Tools and Strategies.

Recommended Books:

1. Verma, HV, "Services Marketing: Text and Cases", Pearson Education, New Delhi.
2. Lovelock, Wirtz & Chatterjee. "Services Marketing: People, Technology and Strategy", Pearson Education, New Delhi.

Reference Books:

1. Valarie A. Zeithaml & Mary Jo Bitner, "Services Marketing: Integrating Customer Focus Across the Firm" McGraw Hill Education, New Delhi.
2. Shankar, Ravi. "Services Marketing: The Indian Perspective", Excel Books Publication, New Delhi
3. Jauhari, "Services Marketing", Oxford University Press.
4. Nargundkar, Rajendra. "Services Marketing: Text & Cases", McGraw Hill.





Consumer Behavior

MM-02-C

L T P Credit
4 - - 4
Time: 3hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

To familiarize the students with the processes and factors influencing the buying behavior of consumers and implications of these factors in development of marketing strategies

Course Outcomes:

After completing the course students would be able to:

CO1:

Explain the basic concepts of consumer behavior, STP, marketing mix, consumer movement and consumer rights in India.

CO2: Describe the consumer purchasing decision process and its types.

CO3: Interpret psychological and socio-cultural influences on consumer behavior. CO4: Learn about reference groups and consumer decision making models.

Course Contents:

Unit-

I: Introduction to the study of Consumer Behavior: Meaning & Definition of CB, Difference between consumer & Customer, Development of the Marketing Concept- The Marketing concept, Implementing the Marketing Concept, Segmentation, Targeting, Positioning, The Marketing Mix, Nature & Characteristics of Indian Consumers, Consumer Movement and Consumer Rights, Consumer Movement in India, Rights of the Consumer, Responsibilities of consumers in India, Benefits of consumerism, Marketing Ethics and Social Responsibility.

Unit-II: Consumer Decision Process: Need recognition, information search, evaluation of alternatives, purchased decision, consumption and post-purchase evaluation, Variables that shape decision process- individual differences, psychological processes, environmental influences, Types of decision process – complex decision making, variety seeking, impulse buying, loyalty, degree of involvement in buying, Personality, personal values, lifestyle concepts and measurements.

Unit-III: Consumer Perception: Marketing stimuli and perception, Perceptual selection- organization, interpretation, selective perception process. Learning and Memory: Information acquisition and processing, learning elements, Theories, Memory processes. Consumer Motivation: Nature and role of motives, Classifying motives, Motive arousal, Motivation and involvement Self-concept: Perspective of self, Consumption and self concept. Culture Subculture and Social Class: Nature of culture, Cultural values, Changing values, Cross-cultural understanding of consumer behavior, Types of subculture and their influence on behavior, Nature of social class, Social stratification.



Unit-IV: Reference Group Influence: Nature and types of reference groups, How groups influence individuals, Opinion leadership, diffusion of innovation, Family and Household: Structural and sociological variables affecting families and households, Family life cycles, Role behavior, Conflict resolution, Changing role of women, Children and household consumer behavior. Consumer Decision Making Models: Nicosia, Howard-Sheth & EKB.

Recommended Books:

1. Schiffman, Leon G. & Kanuk, Leslie Lazar. "Consumer Behavior", PHI
2. Nair, Suja R. "Consumer Behavior in Indian perspective: Text and cases", Himalaya Pub. House, Mumbai

Reference Books:

1. Mowen, John C. "Consumer Behavior", Macmillan Publishing Co., New York.
2. Solomon, Michael R. "Consumer Behavior", Pearson Education, Prentice Hall International, New York.
3. Nair, Suja R. "Consumer Behavior in Indian perspective: Text and cases", Himalaya Publishing House, Mumbai
Kardes, Frank R. "Consumer Behavior and managerial decision making", PHI, New Delhi





Retail Management

MM-03-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

This course aims at providing students with a comprehensive understanding of the theoretical and applied aspects of retail Management

Course Outcomes:

After completing the course students would be able to:

CO1: Understand the concepts of retailing and retail formats in Indian context.

CO2: Describe the shopper behavior, retail locations, layout and visual merchandising.

CO3: Illustrate the retail merchandising, category management and retail pricing strategies.

CO4: Analyse retail marketing mix, service quality and customer loyalty.

Course Contents:

Unit-I: Retail Management-

Meaning, scope, organised v/s unorganised retailing, offline v/s online retailing, factors affecting and challenges for the growth of retail sector in India, retail formats- classification and characteristics, segmentations of retail stores in India.

Unit-II: Understanding Shopper Behavior-

need, process, and factors influencing the retail shopper behavior, Retail Location- types, steps involved in choosing a retail location decision, store design, layout and visual merchandising - various elements and their importance.

Unit-III: Retail Merchandising-

meaning, functions of merchandising, process of merchandise planning and sourcing, Category Management- reasons for category management, category management process, Retail pricing strategy- factors affecting retail pricing strategy and retail pricing policies.

Unit-IV: Retail Marketing Mix-

STP approach, tools of retail communication mix, Service quality in retailing- models of service quality and their importance, dimensions of service quality and their applications in various retail formats, retail store image and determinants, customers' loyalty- types and importance.

Recommended Books:

1. Berman, Barry & Evans, Joel R. "Retail Management", Pearson Education.
2. Vedamani, Retail Management, Pearson Education.
3. Chetan Bajaj, Rajnish Tulsiani & Nidhi V. Srivastava. "Retail Management", Oxford University Press.



ReferenceBooks:

1. Pradhan,Swapna.“RetailingManagement”,McGrawHillEducation(India)PVT.LTD,Noida.
2. Uniyal&Sinha.“RetailManagement”,OxfordPublication.
3. Levy&Weitz,“RetailManagement”,TataMcGrawHill,NewDelhi
4. Varley,Rosemary.&Rafiq,Mohammed.“RetailManagement”,PalgraveMacmillan,NewDelhi





Customer Relationship Management

MM-04-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

This course provides students with a working knowledge of the principles and best practices for managing customer relationships that result in unsolicited testimonials and relationship annuities.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand the basic concepts of CRM and its types.

CO2: Illustrate customer relationship, e-CRM and CRM contact center tools.

CO3: Describe consumer research, consumer behavior, purchase process and CRM implementation. CO4: Design CRM metrics and to identify emerging issues.

Course Contents:

Unit-I: CRM – Introduction and Value Proposition, Evolution of CRM & its scope, Difference between CRM, Relationship marketing and traditional marketing (transactional concept), Types of CRM (Operational, Collaborative and Analytical) Understanding Customers, their Value and Costs, Types of Customers, Customer Satisfaction and loyalty, Concept of customer value and cost, Customer Lifetime Value (CLTV) and management of customer value.

Unit-II: Understanding Relationships - Types of relationships, Key principles of managing relationship; customers switching and retention, customer recall CRM and Technology-eCRM-Features, Advantages and technology, CRM Contact Center Tools (IVR, CTI, ACD), Front Desk Management, Sales Force Automation, Data management and construction of databases for Data Warehousing and Data mining, Considerations while choosing CRM technology **Unit-III:** Consumer Research – understanding consumer behavior and purchase process, to manage customer expectations and satisfaction. Implementing CRM Projects Planning for CRM, Building blocks of a CRM program, CRM implementation and organizational structure

Unit-IV: CRM Metrics- Metrics to be analyzed, Types of Customer Metrics, Identifying Key Performance Indicators (KPI) related to various dimensions of CRM implementation, Emerging Dimensions and Issues. Overview of Customer Experience Management, Enterprise Marketing Management, other latest developments in CRM, CRM – Practices and Applications.

Recommended Books:



1. Shainesh,G.,andSheth,JagdishN.“CustomerRelationshipManagement:AStrategicPerspective”,MacmillanPublic ation, NewDelhi.
2. Rai,A.K.“CustomerRelationshipManagement:ConceptandCases”,PHI,NewDelhi
3. Godson:RelationshipMarketing,OxfordUniversityPress.

ReferenceBooks:

1. Dyche,Jill,“TheCRMHandbook:ABusinessGuidetoCustomerRelationshipManagement”,PearsonEducation.
2. Greenberg,Paul,“CRMAttheSpeedofLight:EssentialCustomerStrategiesforthe21stCentury”,TMH,NewDelhi.
3. Buttle,Francis,“CustomerRelationshipManagement-ConceptsandTechnologies”,ElsevierLtd.
4. Kumar,Alok,Sinha,ChabbiandSharmaRakesh,“CustomerRelationshipManagement:ConceptsandApplication”, Bizmantra
5. Chaturvedi,MukeshandChaturvedi,A.“CustomerRelationshipManagement:AnIndianPerspective”,ExcelBooks Publication,NewDelhi





Digital and Social Media Marketing

MM-05-C

L T P Credit
4 - - 4
Time: 3hours

ExternalTheoryMarks : 75
InternalMarks : 25
TotalMarks : 100

CourseObjective:

IntroducecurrentandcorepracticesofDigitalandSocialMediaMarketingthatwillallowlearnerstoanalyse,plan,executeandevaluateadigitalmarketingstrategy.

CourseOutcomes:

Aftercompletingthecoursestudentswouldbeableto:

CO1: Understandtheconceptsofdigitalmarketingdisplayadvertising.

CO2: Describe search engine advertising, social media marketing and marketing tools.CO3: IllustrateLinkedIn, Twitter,Instagramand Snapchatas marketingtools.

CO4: Learnaboutmobilemarketing,searchengineoptimizationandwebanalytics.

CourseContents:

Unit-I: Introduction to Digital Marketing: Digital Marketing, Internet Users, Digital Marketing Strategy,

DigitalAdvertisingMarketinIndia,SkillsrequiredinDigitalMarketing,DigitalMarketingPlan.Display Advertising:Conceptof Display Advertising, Types of Display Ads, Buying Models, Display Plan, Targeting, What Makes a Good AdProgrammatic, Digital Advertising,Analytical Tools, YouTubeAdvertising.

Unit-

II:SearchEngineAdvertising:benefitsofpaidSearchAdvertising,UnderstandingAdPlacement,UnderstandingAdRanks,CreatingtheFirstAdCampaign,EnhanceYourAdCampaign,PerformanceReports.SocialMedia Marketing: How to build a Successful Strategy. Facebook Marketing: Facebook for Business, Anatomy of anAd Campaign, Adverts,FacebookInsights, Other MarketingTools,OtherEssentials.

Unit-

III:LinkedInMarketing:WhyitisImportanttohaveLinkedInPresence,LinkedInStrategy,SalesLeads Generation Using LinkedIn, Content Strategy, LinkedIn Analytics, Targeting, Ad Campaign. Twitter Marketing:Getting Started with Twitter, How is Twitter Different? Building a Content Strategy, Twitter Usage, Twitter Ads,Twitter Analytics, Twitter tools and tips for Marketers. Instagram and Snapchat: Instagram-Content Strategy,Sponsored Ads,Snapchat,Digital PublicRelations.

Unit-

IV:MobileMarketing:MobileUsage,MobileAdvertising,MobileMarketingToolkit,MobileMarketingFeatures, Addressing the diversity in India through Mobile, Campaign Development Process, Tracking of MobileCampaigns. Search Engine Optimisation: Search Engine, Concept of SEO,



SEO phases, On Page and Off Page Optimisation, Social Media Reach, Maintenance. Web Analytics:DataCollection,KeyMetrics,MakingWebAnalyticsActionable,Multi-channel attribution, How to connect off line with online, Types of Tracking Codes, Mobile Analytics, Universal Analytics,CompetitiveIntelligence.

RecommendedBooks:

1. SeemaGupta,“DigitalMarketing”,McGrawHillEducation,NewDelhi.
2. PhilipKotler,“Marketing4.0:MovingfromTraditionaltoDigital”,Wiley

ReferenceBooks:

1. PuneetBhatia,“FundamentalsofDigitalMarketing”,PearsonEducation,NewDelhi.
2. RyanDeissandRussHenneBerry.DigitalMarketingforDummies,
3. Jason,McDonald.SocialMediaMarketingWorkbook:2018Edition-HowtoUseSocialMediaforBusiness





Integrated Marketing Communications

MM-06-C

L T P Credit
4 - - 4
Time: 3hours

ExternalTheoryMarks : 75
InternalMarks : 25
TotalMarks : 100

CourseObjective:

This course aims at enhancing the in-depth knowledge of students about the importance of integrated marketing communication concepts in the increasingly competitive business environment.

CourseOutcomes:

After completing the course students would be able to:

CO1: Understand the basic concepts of IMC, planning process and models in marketing communication.

CO2:

Describe the basics of advertising, types, advertising campaign, advertising agency and DAGM

AR approach. CO3: Illustrate promotional budget, message and media planning & strategy.

CO4:

Learn about marketing communication tools, measuring IMC performance, Legal and ethical issues in marketing communications.

CourseContents:

Unit-I: Integrated Marketing Communication (IMC) – Definition, concept, evolution of IMC, reasons of growth of IMC, promotional mix: the tools for IMC; IMC Planning Process; Models in Marketing Communication – AIDA model, Hierarchy-of-effects model, Innovation - Adoption model, Information Processing model, FCB model and Cognitive Response model.

Unit-II: Advertising-

significance and criticism of advertising, role of advertising in marketing mix, types of advertising; Advertising Campaign; Advertising Agency – definition, features, types, functions, structure of advertisement agency, agency compensation, factors to be considered while selecting an advertising agency. IMC Objectives- importance, setting IMC objectives, DAGMAR approach.

Unit-III: Promotional Budget-meaning, budgeting approaches; Message Strategy and Design-

Copywriting, components of copy, effective copy, copywriting for various media; Appeals-rational and emotional; Media Planning and Strategy- Media Brief, Media Plan, Media Objectives and Strategies, Media Mix, Deciding on reach and frequency, Media Classification-factors affecting choice of media.

Unit-IV: The Marketing Communication Tools - Sales promotion, Direct Marketing, Public Relations and Publicity; Unconventional Promotion Media- Sponsorships, Merchandising, Packaging, Trade shows and exhibitions, Van promotions, Mobile Advertising, WOM advertising, Village fairs, Out of Home Media; Measuring IMC performance



-Advertising Testing Process –
pre & post testing tools & techniques, measuring the effectiveness of other program elements; Legal and ethical issues in marketing communications.

Recommended Books:

1. Belch, Michael A. & Purani, Keyoor. "Advertising and Promotion – An Integrated Marketing Communications Perspective", Tata McGraw Hill, New Delhi.
2. Gupta, Ruchi, "Advertising – Principles and Practices", S. Chand and Company Ltd, New Delhi.
3. Kruti Shaha and Alan D'Souza, "Advertising and Promotion – An IMC Perspective", Tata McGraw Hill, New Delhi.

Reference Books:

1. Kenneth, Clow and Donald, Baack "Integrated advertising, promotion and marketing Communication", Prentice Hall India, Delhi.
2. Kazmi and Batra, "Advertising and Sales Promotion", Excel Books, New Delhi.
3. Jethwaney and Jain, "Advertising Management", Oxford University Press, New Delhi.





International Marketing
MM-07-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

The objective of the course is to familiarize the students with the nature and practices of international marketing. Students after reading the course will be able to distinguish international marketing mechanics from the domestic marketing models and approaches

Course Outcomes:

After completing the course students would be able to:

CO1: Learn basic concepts of international marketing and EPRG framework. CO2:

Understand international marketing environment and EXIM policy of India.

CO3: Illustrate product, pricing and promotional decisions in international marketing.

CO4:

Describe distribution channels, logistics, marketing research techniques, export documents & procedures.

Course Contents:

Unit-

I: Introduction: Basic Concepts of International Marketing, Definition and Dimensions of International Markets, Differences between Domestic and International Marketing, Benefits of International Marketing, EPRG Framework in International Marketing.

Unit-

II: Environment of International Business: Introduction, Political and Legal Environment, Cultural Environment, Financial and Monetary Environment. Indian Foreign Trade: Indian Trade Policy, Recent Transit in India's Foreign Trade, Export Assistance, Institutional Infrastructure for Export Promotion in India, EXIM Policy of India.

Unit-III: Product Decisions: Product planning for global markets; Standardization vs Product adaptation; New product development; Management of international brands; Packaging and labeling; Provision of sales related services. Pricing Decisions: Environmental influences on pricing decisions; International pricing policies and strategies. Promotion Decisions: Complexities and issues; International advertising, personal selling, sales promotion and public relations.

Unit-

IV: Distribution Channels and Logistics: Functional and types of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them; International logistics decisions. Overseas Market research, Marketing Plan for Exports, New Techniques in International Marketing, International Sub-Contracting, Joint Ventures, Multinationals Exports Finance, Risk Export Documents and Procedures.

Recommended Books:



1. Mahapata, S.N. Global Marketing Management: A Strategic Approach, Galgotia Publishing Company, New Delhi.
2. Cateora, Philip R., John L. Graham and Salwan, Prashant. "International Marketing", TMH, New Delhi.
3. Keegan, Warren J., "Global Marketing Management", Prentice Hall, New Delhi

Reference Books:

1. Srinivasan, R. "International Marketing", Prentice Hall of India, New Delhi
2. Rathore & Rathore, "International Marketing", Himalaya Publishing, New Delhi
3. Onkvisit, Sak and John J. Shaw, "International Marketing: Analysis and Strategy", Prentice Hall, New Delhi.
4. Gitman, "Global Marketing", Pearson
5. Chernilam, Francis. "International Marketing", Himalaya Publishing House, New Delhi.
6. Czinkota, M.R., "International Marketing", Dryden Press, Boston.
7. Fayerweather, John, "International Marketing", Prentice Hall, New Delhi
8. Jain, S.C. "International Marketing", CBS Publications, New Delhi
9. Doole, J. & Lowe, R. "International Marketing Strategy", Thomson Press.





Product&BrandManagement

MM-08-C

L T P Credit
4 - - 4
Time: 3hours

ExternalTheoryMarks : 75
InternalMarks : 25
TotalMarks : 100

CourseObjective:

To familiarize the students with concepts, tools and frameworks required for managerial decisions related to Product and Brand Management.

CourseOutcomes:

After completing the course students would be able to:

CO1: Understand the basic concepts of product, PLC, positioning and strategic brand management process. CO2:

Learn customer based brand equity, brand positioning, brand mantras, brand audit and brand elements. CO3:

Describe IMC to build brand equity, measuring and interpreting brand performance and brand tracking research. CO4:

Measure outcomes of brand equity, managing brands over-time and future brand priority.

CourseContents:

Unit-I: Product Concepts: Product Mix concepts, Product Classification, Product Planning: Marketing Plan, Portfolio Analysis, Market Potential and forecasting, Product Market Strategies, Product Life Cycle: Product Life Cycle Stages and corresponding Strategies, Product Positioning: Concept, Product Differentiation, Positioning Strategies. Brand Management-Basic Concepts: Brands, Branding, Brand Management and Brand Equity Importance of Brands: For Consumers and For Company, Role of Branding, Branding Challenges and Opportunities, Strategic Brand Management Process.

Unit-II: Customer-Based Brand Equity- Brand Equity: Its Importance and Relevance Models for Brand Equity, Sources of Brand Equity, Building a Strong Brand: Process Outline, Creating Customer Value. Brand Positioning: Concepts, Importance of Target Market and Competition, Points of Parity and Points of Difference, Positioning Guidelines, Brand Mantras: Definition and Process of Establishing the Same Internal Branding, Brand Audits, Brand Marketing Programmes Brand Elements: Criteria for Choosing and integrating with strategic options and tactics, Designing a Marketing Programme to Build Brand Equity.

Unit-III: Integrating Marketing Communications to Build Brand Equity Leveraging Secondary Brand Associations to Build Brand Equity. Measuring and Interpreting Brand Performance: Importance of Measurement in Brand Mgt, The Brand Value Chain, Brand Tracking Research: Designing, Conducting and Interpreting Tracking Studies, Establishing Brand Equity Measurement System, Measuring Sources of Brand Equity through Research (Qualitative/Quantitative),

Unit-IV: Measuring Outcomes of Brand Equity by Capturing Market Performance, Growing and Sustaining Brand Equity. Designing and Implementing Branding Strategies (including Brand Architecture) Introducing New Products and Brand Extensions (including Brand Naming), Managing Brands over Time (Reinforcing, Revitalizing and Adjusting Brands/Portfolios), Managing Brands over Geographical Boundaries, Special Applications of Brand Management and Future Brand Priorities- Application of Brand Management (Product/Service/Technology/Idea/Cause), Futuristic Brand Management, Role and Importance of Brand Archetyping, Emerging Concepts in Brand Management.



Recommended Books:

1. Kevin Lane Keller, "Strategic Brand Management: Building, Measuring, and Managing Brand Equity", PHI
2. Percy: Strategic Brand Management, Oxford University Press.
3. Mathur, U.G. "Brand Management – Text and Cases", Macmillan India Ltd, New Delhi

Reference Books:

1. Kapferer, Jean- Noel. "The New Strategic Brand Management", Kogan Page.
2. Chunnawala, S.A. "Compendium of Brand Management", Himalaya Publications House, New Delhi.
3. Mark, Margaret and Pearson, Carol. "The Hero and the Outlaw: Building Extraordinary Brands Through the Power of Archetypes", McGraw Hill, New York.
4. Sengupta, Subrato. "Brand Positioning", Tata McGraw Hill Publication, New Delhi.
5. Moorthi, YLR. "Brand Management", Vikas Publishing House, New Delhi.
6. Riel, Al. & Trout, Jack. "Positioning: The Battle for Your Mind", Tata McGraw Hill, New Delhi.





Sales&DistributionManagement

MM-09-C

L T P Credit
4 - - 4
Time: 3hours

ExternalTheoryMarks : 75
InternalMarks : 25
TotalMarks : 100

CourseObjective:

To develop an understanding of Sales and Distribution Channel Management with regard to Business Development and in correlation to the Marketing Management as a Process in coherence with the complete Supply Chain Management System

CourseOutcomes:

After completing the course students would be able to:

CO1:

Learn the basic concepts of sales management, selling process & approaches, sales forecasting and sales territory design.

CO2: Understand the concepts of sales force management.

CO3: Analyse distribution management, channel intermediaries, channel dynamics and conflicts. CO4: Describes supply chain and logistics management.

CourseContents:

Unit-I: Introduction to Sales Management: The Sales Management Function, Nature, Scope and Importance; Emerging Trends in Sales Management; Personal Selling Process and Approaches; Sales Forecasting: Methods and Types of Sales Forecasting, How to Improve Sales Forecasting; Sales Territory Design: Benefits and Procedure of Territory Design.

Unit-

II: Sales Force Management: Organizational Structure its purposes, types and Size of the sales force. Recruiting and Selecting Sales Personnel; Training Sales Personnel; Motivating the Sales Force; Sales Force Compensation; Evaluating Sales Performance.

Unit-III: Distribution Management: Need and Strategies of Distribution channels; Marketing Channels: Structure, Functions and advantages, Types of channel intermediaries – wholesalers, distributors, stockiest, sales agents, brokers, franchisers, C&F agents, and retailers. Channel Dynamics – Vertical Marketing Systems; Horizontal Marketing Systems; Multichannel Marketing Systems; Channel Conflict: Stages, Reasons and Types of Channel conflict, ways of Managing Channel conflict.

Unit-IV: Supply Chain & Logistics management: Logistics Introduction – Objectives, Scope and Functional Areas of Logistics. Transportation decision: Mode selection, Freight consolidation and Vehicle routing and Scheduling, Factors affecting for transportation cost, Supply Chain Management: Need for supply chain, Principles for



supplychain, Influencing Factors for supply chain,
Difference between supply chain and Logistics management.

Recommended Books:

1. Panda, Tapan K. & Sahadev, Sunil. "Sales & Distribution Management", Oxford University Press
2. Havaladar & Cavale. "Sales & Distribution Management", McGraw Hill Publications.

Reference Books:

1. Jeff Tanner, Earl D. Honeycutt & Robert C. Erffmeyer "Sales Management" Pearson Education, New Delhi.
2. Havaladar & Cavale. "Sales & Distribution Management", McGraw Hill Publications.
3. Panda, Tapan K. & Sahadev, Sunil. "Sales & Distribution Management", Oxford University Press
4. Still, Richard R. Cundiff, Edward W. & Govoni, Norman A. P. "Sales Management: Decisions, Strategies and Cases", Prentice-Hall of India, New Delhi.
5. Singh Ramendra. "Sales and Distribution Management: A Practice-Based Approach" Vikas Publishing House.
6. Gupta, S. L. "Sales & Retail Management an Indian Perspective", Excel Books Publication, New Delhi.
7. Dalrymple, Douglas J. and Crowe, William L. "Sales Management", John Wiley & Company.





B2B Marketing

MM-10-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

To familiarize the students with terms, concepts and applications required for managerial decisions related to business-to-business marketing.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand the concepts of B&B marketing, customer analysis and CRM strategies.

CO2: Describe assessing market opportunities and strategic marketing planning.

CO3: Learn managing products, price and channels for business markets.

CO4: Analyse business marketing communication, relationship communication and B2B branding.

Course Contents:

Unit-I: Market Opportunity Identification-

Analysis & Evaluation, Introduction to B2B Marketing. Customer Analysis: Purchase process, Buying Teams, Business Buying and the Individual Manager, the effect of IT on purchase behavior. Customer Relationship Management Strategies for Business Markets: Relationship theories and variables, Business Marketing as Network Analysis and Management.

Unit-II: Assessing Market Opportunities, Environmental changes impacting Supply Chain Power, Strategic Market Planning: The purpose of strategy, approaches to strategy, Business Marketing Strategy.

Unit-

III: Managing Products for Business Markets, Managing Business Marketing Channels, Pricing: Costs, customers and Competitors, Pricing strategy and organization, Relational Aspects of Business-to-business pricing, Bid pricing, Key Account Management.

Unit-IV: Business Marketing Communication: Integrated Communication strategy, Relationship communication: Direct Marketing, Personal Selling, Relationship Communication Process, Coordinating Relationship Communication. B2B Branding.

Recommended Books:

1. Ross Brennan, Louise Canning and Raymond McDowell, "Business-to-Business Marketing", Sage Publications.
2. Kim Ann King, "The Complete Guide to B2B Marketing", Pearson Education, New Delhi.

Reference Books:

1. John M. Coe. "The Fundamentals of Business-to-Business Sales and Marketing", McGraw Hill Education, New Delhi.
2. Dwyer Robert F, Tanner F. John. Business marketing- Connecting Strategy, Relationships, and learning. McGraw Hill Irwin.
3. Hutt, M. D., & Speh, T. W. Business Marketing Management: B2B, Loose-Leaf with Mindtap. Boston: Cengage.



Organizational Change and Development
HRM-01-C

L T P Credit
4 - - 4

Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

The purpose of this course is to learn to plan and implement change at the individual, group & organizational level. The course helps the student develop a potential change agents and OD professionals.

Course Outcomes:

After completing the course students would be able to:

CO1:

Understand the basics of organizational change, models, component analysis and change management. CO2: Learn organizational development, OD process and OCTAPACE model.

CO3: Design OD interventions for organizations.

CO4: Describe Change agents, emerging & ethical issues in OD.

Course Contents:

Unit-

I: Introduction to organizational change: Nature of change, forces of change, level of change, types and styles of change, diagnosis for change, models of change, component analysis, diagnosing readiness to change, Steps in managed change, resistance to change, methods of introducing change in organisations.

Unit-II: Introduction to organizational Development: Definition, growth and relevance; history and evolution of OD. OD process - entering and contracting, diagnosing organizations, diagnosing groups and jobs, collecting and analyzing diagnostic information, feeding back diagnostic information, designing interventions, leading and managing change, evaluating and institutionalizing organization development interventions, OCTAPACE model.

Unit-III: Designing OD interventions: Human process interventions - Interpersonal and group process approaches: Process consultation, third party interventions and team building; Organisation process approaches: Organization confrontation meeting, intergroup relations intervention, and large group intervention; Technostructural interventions: Restructuring organisations, employee involvement and work design; Human Resource Management Interventions: Performance management, developing talent, managing workforce diversity and wellness; Strategic change interventions: Transformational change, continuous change, trans-organizational change.

Unit-IV: Change agents and emerging issues in OD: Comparing internal and external change agents; Role and competencies of an OD consultant; International Organisation Development Code of Ethics; Ethical issues and guidelines for OD professionals; issues in consultant – Client relationship; Implications of OD for the client; Power and politics and OD: Concept of power, two faces of power, conditions for the use of power, sources of power. Concept of organizational



politics, political subsystem, implications of power and politics for the practice of OD. Ethics in OD - Major categories of ethical dilemma.

Recommended Books:

1. Cummings, Thomas G. & Christopher G. Worley (C&W), Theory of Organization Development and Change, Cengage Learning.
2. Radha R. Sharma, Change Management and Organisational Transformation, McGraw Hill.
3. Ian Palmer, Richard Dunford, Gib Akin, Managing Organisational Change - A Multiple Perspectives Approach, Tata McGraw Hill Education Pvt. Ltd.

Reference Books:

1. Burke, W. W., Organization Change: Theory & Practice, Thousand Oaks, CA Sage
2. Singh, Kavita, Organisation Change and Development, Excel Books.
3. Bhattacharya: Organisation Change and Development, Oxford University Press.
4. French & Bell, Organisational Development, PHI, New Delhi
5. Vinayshil Gautham & S.K. Batra, Organisation Development System, Vikas Publishing House.
6. Shaw, Rajiv Surviving Tomorrow: Turnaround Strategies in Organisational Design and Development, Vikas Publishing House, New Delhi.
7. Ramnarayan S, TV Rao and Kuldeep Singh, Organisation Development Interventions and Strategies, Response Books, New Delhi.

Note:

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.





Compensation and Benefits Management

HRM-02-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

This course is designed to promote understanding in issues related to compensation in corporate sector and impart skills in designing, analysis and restructure compensation management system, policies and strategies.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand the basics, theories, structure and new trends in compensation management. CO2: Learn wage & salary administration and team based compensation.

CO3: Illustrate the concept of employee benefits and rewards.

CO4: Design strategic compensation along with policies, framework and taxation issues.

Course Contents:

Unit-I: Compensation: concept, objectives, dimensions and non-financial compensation system. Economic & behavioral theories of compensation. Compensation structure, job evaluation approach to compensation management, significance of employee compensation, new trends in compensation management.

Unit-II: Wages & salary administration: theories of wage determination, types of wages, salary progression, wage boards and pay commissions. Pay for performance plans, incentive scheme: merits, demerits, types of incentives schemes, group incentive plans. Team based compensation: introduction, design of team-based compensation.

Unit-

III: Benefits and services: concept, classification of employee benefits, factors influencing of benefits, competency-based compensation, executive compensation: introduction, components and executive compensation design. Compensation of special groups, Employee reward system in India.

Unit-

IV: Strategic compensation management: introduction, strategic compensation design & policies, Legal framework of compensation, retirement plans, employee welfare and working conditions- statutory and voluntary measures. Taxation issues on employee compensation: tax implications of compensation, compensation and the income tax act.

Recommended Books:

1. Singh, B.D., "Compensation Reward Management", Excel Books, New Delhi.



2. Bhattacharya, Deepak: Compensation Management, Oxford University Press.
3. Milkovich, George T and Newman J. M., "Compensation", Tata McGraw Hill, New Delhi

Reference Books:

1. Henderson, R. I., "Compensation Management", Pearson Education.
2. Martocchio, J. J., "Strategic Compensation", Pearson Education.
3. Armstrong, M. and Murlish, "Reward Management", Kogan Page, UK.





Human Resource Metrics and Analytics
HRM-03-C

L T P Credit
4 - - 4
Time: 3hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

This course intends to increase students' awareness of the usefulness of HRM metrics and analytics and equip in using them at the workplace. Complexity in today's workforce, new technology investments, economic pressures, talent as a competitive edge, aligning the people strategy with the business strategy and many other reasons are driving a change in HR to be analytics-dependent.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand the basics of HR analytics and systems.

CO2: Plan and implement HRIS & perform statistical analysis for HR.

CO3: Explain benchmarking and best practices in the HR process

CO4: Describe perspective of analytics in HR and modeling for employee retention and turnover.

Course Contents:

Unit-I: HR Analytics Evolution of HRIS and HR Analytics. Types of Measures – HR Productivity Metrics and Human Capital Metrics. HR Analytics Maturity Model, CEO/Managers – HR expectations on Analytics Understanding HR indicators, metrics and data, Data collection, tracking, entry, Relational databases and HR systems.

Unit-II: Assess IT requirements to meet HR needs, Planning and implementing a new HRIS, Security and privacy considerations, Statistical analysis for HR (regression analysis, measures of central tendency) Graphs, tables, spreadsheets, data manipulation (using Excel).

Unit-III: Benchmarking and best practices, Staffing, Supply and demand forecasting, Total compensation analyses, Cost justification – return on investment, Communicating recommendations.

Unit-IV: Perspective of analytics in HR, Translator role, resistance to workforce analytics, emerging data sources, workforce analytics function, modeling in HR: descriptive and indicative models for employee retention and turnover.

Recommended Books:

1. Becker B.E., Huafelid M.A. & Ulrich D. "The HR Scorecard: Linking people, strategy, and performance", Harvard Business Review Press.
2. Nigel Guenole, Jonathan Ferrar, Sheri Feinzig, "The Power of People", Pearson Education Pvt. Ltd.

Reference Books:

1. Sesil, "Applying Advanced Analytics to HR Management Decisions", 1e, Pearson Education.
2. Soundararajan, "Winning on HR Analytics", Sage Publication.
3. Bhattacharya, "HR Analytics: Understanding Theory and Applications", Sage Publication.
4. Smith, "HR Analytics: The What, Why and How", Createspace Independent.



Manpower Planning, Recruitment, and Selection

HRM-04-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

To enable the students to acquire knowledge and skill necessary for preparing the manpower plan of a business enterprise. It establishes HR as a key strategic partner for businesses and stresses the need for proper planning in terms of HR demand and supply to ensure the labour needs of organizations are met effectively.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand the basics, structure and strategy for human resource planning.

CO2: Link HR strategy with organizational culture, industry life cycle, organizational strategies and job analysis. CO3: Learn HR management, demand and supply forecasting.

CO4: Illustrates succession management and career development.

Course Contents:

Unit-I: Introduction to Man Power Planning- Concept, objectives, Need and Importance, Process of Human Resource Planning, Level of Human Resource Planning, Corporate Planning, Structure and Strategy for man power planning, Micro and macro human resource planning, Environmental influences on human resources management.

Unit-II: The process of man power planning, Organizational Strategy and human resources, Organizational culture and HR Strategy, Industry life cycle and HR strategy Linking, Organizational strategies and HR plans, Job Analysis; Job analysis, Problems associated with job Analysis, Process of job analysis, Specific job analysis Techniques, Competency Based Approaches, Time Motion study.

Unit-III: HR Management: Forecasting Demand: nature, factors, techniques and approaches, Forecasting Supply: nature, techniques, Determining Manpower Gaps, Surplus manpower handling, VRS policy, Retrenchment policy, Downsizing, Outsourcing. HR forecasting Process: Forecasting Activity categories, benefits of HR forecasting, Environmental and Organizational factors affecting HR forecasting, HR forecasting techniques.

Unit-

IV: Retention programs. Succession Management: Importance of succession management, Succession Management Process, Employee Role in Succession Management, Succession Management Soft Spots. Career Development, MDPs, Skills and multi skilling, Barriers to HRP and effective ways to overcome, emerging issues of HRP.



Recommended Book:

1. Bhattacharya Dipak Kumar, "Human Resource Planning", Excel Books.

Reference Books:

1. Srivastava, M.P. "Human Resource Planning: Approaches, Needs, Assessment and Priorities in Manpower Planning", Manak Publications, Pvt. Limited, New Delhi.
2. Belcourt, Monica and J. McBey, Kenneth "Strategic Human Resource Planning", Cengage Learning India.
3. Srivastava, M.P. "Human Resource Planning", Institute of Applied Manpower Research, New Delhi.





Strategic Human Resource Management

HRM-05-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

The main aim of this course is to provide strategic perspective of HRM in an organization. It aims to provide an understanding of forecasting, acquisition and management of human resources in effective implementation of strategy.

Course Outcomes:

After completing the course students would be able to:

- CO1: Understand the basics of SHRM, strategic & investment perspectives and SHRM approaches in Indian context.
- CO2: Learn the concept of human resource evaluation and human resource planning.
- CO3: Describe about acquiring HR, training & development and typology of performance in SHRM.
- CO4: Analyse compensation and rewards mechanism, work life integration and employee separation.

Course Contents:

Unit-

I: Strategic HRM: introduction, components, objectives and evolution of SHRM, difference between traditional HRM & SHRM, Investment perspective of human resource management, challenges in SHRM, barrier to Strategic HR, SHRM approaches: The Indian context.

Unit-II: Human Resource Evaluation: concept, approaches, rationale for HR evaluation, linkage between HRM and firm performance, distinctive HR practices, HR outsourcing and offshoring, human resource planning: an overview, significance, perspectives and objectives of HRP, business strategy & HRP, process of HRP.

Unit-

III: Acquiring Human Resource: an overview, sources of recruitment, methods and approaches of recruitment methods and process of employee selection in strategic point of view, training and development: concept, purpose, significance process and forms of T&D. Typology of performance types - marginal performers – under achievers - stars – solid citizens.

Unit-IV: Compensation and rewards: overview, determinants, pays for performance approach, equity work life integration: Work life balance, work life integration, work life issues, work family conflict, work family culture, employee separation: reduction in workforce, turnover, and retirement.



RecommendedBooks:

1. TanujaAgarwala.“StrategicHumanResourcesManagement”,OxfordUniversityPress.
2. JeffreyA.Mello,“StrategicHumanResourcesManagement”,CengageLearning
3. FreedR.David,“StrategicManagement”,PrenticeHallofIndia

ReferenceBooks:

1. RobertL.Mathis&JohnH.Jackson.“HumanResourceManagement”,ThomsonSouthWestern.
2. K.Prasad,“StrategicHumanResourceManagement–Text &Cases”,MacMillanIndiaLtd.
3. CharlesR.Greer,“StrategicHumanResourceManagement”,PearsonEducation,NewDelhi.
4. SrinivasR.Kandula,“StrategicHumanResourceDevelopment”,PrenticeHallofIndia,NewDelhi.
5. Sharma,Anuradha,“StrategicHumanResourceManagement:AnIndianperspective”,SageResponseBooks.





Employee Relations

HRM-06-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

This course would enable the students to understand Employee Relations imperatives in the changed Business Environment.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand the concepts and approaches of industrial relations.

CO2: Learn different aspects of employee relation management.

CO3: Illustrate employee remuneration and reward system.

CO4: Know the different types of laws related to employee relations.

Course Contents:

Unit-1: Industrial Relations: Meaning, Definitions, Characteristics, Objectives, Factors Affecting IR, Participants of Industrial Relations system, Different Approaches to Industrial Relations: Psychological, Sociological, Human Relations, System Approach: The Dunlop Model, Conflict Approach, the Marxian Approach. Role of State in IR. The Challenges to Industrial relation; Changing Characteristics of the Industrial Workforce.

Unit-

II: Employee Relation Management: Meaning, Scope, Objectives and Factors of Employee Relation Management, Difference between Industrial relation and Employee relation, Paradigm Shift from Industrial Relations to Employee Relations: The Employee-Employer relations. Employee Relations in a strategic Framework, Employee Relations at the Workplace:– Principles, Structures, Functions, Policies and Process. Culture design for employee Relation, Organization behavior in Cultural Design; The Future of Employee Relations.

Unit-

III: Employee Remuneration and Rewards: Terminology about Remuneration, Basic wages and salary Administration, Need, Principles, Elements for a sound Wage and Salary administration Factors affecting wage and Salary Levels, Salary Differentials: Functions, Factors of Salary Differentials. Model of Remuneration: Hay Model of Total Rewards, Towards Perrin Model of Total Rewards. Types of Rewards: Intrinsic and Extrinsic Rewards, Financial and Non-Financial Rewards, Performance Based Vs. Membership Based Rewards. Role of Rewards System.



Unit-IV: Laws related to Employee Relations: The Contract Labour act, Industrial Disputes act, 1947 and their settlement machinery. Negotiation Essentials for Employee relation: Conflict and Negotiations, Employee Relation and negotiation, Negotiation Process Law related to Industrial Conflict.

Recommended Books:

1. Rao VSP, "Human Resource Management-Text and Cases", Excel Books.
2. Ghosh & Nandan. "Industrial relations and labour laws", McGraw Hill Education
3. Mamoria & Mamoria. "Dynamic of Industrial Relations in India", Himalaya Pub. House, New Delhi.
4. Venkatratnam: Industrial Relations, Oxford University Press
5. Singh, B.D. "Industrial Relations", Excel Publications, New Delhi

Reference Books:

1. P.N. and Neeraj, Kumar (2011). Employee Relations Management, 1/e; New Delhi: Pearson
2. Sinha, P.R.N., Sinha, Indu Bala and Seema Priyadarshini Shekar, "Industrial Relations, Trade Unions and Labour Legislation", Pearson Education, New Delhi.
3. Ramaswamy E.A. "The Strategic Management of Industrial Relations", Oxford University Press.
4. Verma, Pramod. "Management of Industrial Relations – Reading and Cases", Oxford & IBH Publication.
5. Monappa, Arun (2002). Industrial Relations. Tata McGraw Hill
6. Singh, B.D. "Industrial Relations", Excel Publications, New Delhi





Training and Development

HRM-07-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

To familiarize the students about the concept and process of training and development and its importance in an organization.

Course Outcomes:

- CO1: Understand the basic concepts of training and need assessment.
- CO2: Describe various aspects of learning, learning theories and program design for effective training.
- CO3: Learn training methods and evaluation techniques.
- CO4: Know about special issues in training and employee development.

Course Contents:

Unit-I: Training – concept and rationale, training system and processes, trends in training, KSA'S- Types; Aligning training with strategy; Role of stakeholders in training programme; Training needs assessment – organizational analysis, operational analysis, person analysis.

Unit-II:

Learning Theories and Program Design: Learning theories - Reinforcement theory, Social learning theory, Goal theory, Need theory, Expectancy theory, Adult learning theory & Information processing theory. Learning process, Factors influencing the learning process, Participants learning styles; Considerations in designing effective training programs- Selecting and preparing the training site, Choosing trainers, Role of trainer in converting training site and instruction conducive to learning, Program design.

Unit-III: Training Methods: Presentation methods - Lecture and Audio visual techniques; Hands on methods- OJT, simulations, case studies, business games, role plays, behavior modeling; Group building methods: Adventure learning, team building, action learning; Evaluation of training – need for evaluation, criteria and approaches; return on investment in training.

Unit-

IV: Special issues in training and employee development: Training issues resulting from the external environment- Legal issues, cross cultural preparation, managing work force diversity, school- to-work transition; Internal needs of the company - Life-long learning, Melting the Glass ceiling, joint union management programs, Succession planning, Developing managers with dysfunctional behaviors. Management development: Characteristics of managers, Management development implications, Sources of knowledge/ skill acquisition, Training for executive-level management.



Suggested readings:

1. Noe, A. Raymond, and Kodwani, D. Amitabh, Employee Training and Development, McGraw Hill Education
2. Blanchard, P. Nick, and James W. Thacker, Effective Training—Systems, Strategies, and Practices, Pearson Education, New Delhi
3. Agochia, Devendra, Every Trainer's Handbook, Sage Publications, New Delhi
4. Desimone, R. L., Werner, J. M. & Harris, D. M. "Human Resource Development", Thomson Learning Press.
5. Sahu, R. K., Training for Development, Excel Books, New Delhi
6. Goldstein, Training in Organization, Thomson Learning, Bombay
7. McGrath, Training for Life and Leadership in Industry, Prentice Hall of India, New Delhi
8. Jack J. Phillips, Handbook of Training Evaluation and Measurement Methods, Routledge





Managing Interpersonal Skills

HRM-08-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

The purpose of this course is to develop deeper understanding of the interpersonal and group processes and help the student to learn a broad variety of skills supportive work relationship.

Course Outcomes:

After completing the course students would be able to:

CO1: Recognize the major concepts of intrapersonal effectiveness. CO2:

Describe the different aspects of interpersonal effectiveness.

CO3: Analyze the group & team behavior, creativity and problem solving.

CO4: Understand politicking, mentoring, coaching, counselling, leadership skills and empowerment.

Course Contents:

Unit-I: Intrapersonal Effectiveness: Self-awareness - Definition, benefits and lack of self-awareness, gaining self-awareness, self-analysis; Self-disclosure and trust- concept, benefits and fears associated with self-disclosure; Goal Setting- key behaviors, impact of ethics, ethical decision making; Self-management - time and stress management, importance, management, strategies of time and stress management, types of stress, overcoming fear of failure.

Unit-II: Interpersonal Effectiveness: Diversity - concept, barriers to accepting diversity, gender differences, cross-cultural diversity, strategies for addressing cross-cultural issues, managing organizational diversity; Persuasion - concept, importance, process, making effective presentations. Negotiation skills - importance, integrative and distributive bargaining strategies, stages of negotiating, tips for effective negotiating, integrity and ethics in negotiation, special situations in negotiations; Effective Meetings - importance and benefits of Meetings, problems with meetings, strategies for effective meetings.

Unit-III: Understanding and Working in Teams: Building Teams and Work Groups - types of teams, potential limitations of teams, team development stages, characteristics of high performance, effective teams; Managing conflict- sources of Interpersonal conflict, conflict management strategies, organizational and interpersonal techniques for preventing conflict; Facilitating Team Success - Importance, facilitator skills and behaviors, key facilitative preventions and interventions, Identifying and dealing with "Problem People", Facilitating tips, limitations to facilitation; decision making - concept, importance, process; Problem



Solving- concept, problemsolvingTechniques, Creativity –importance,strategies forincreasingcreativityin problemsolving.

Unit-IV:LeadingIndividualsandGroups:PowerandPoliticking- conceptandimportance,ethicalissuesinpoliticking;Networking- usesofnetworking,developinganappropriatemindsetfornetworking,barriertonetworking, strategies for building an effective network, Mentoring –types and limitations; Coaching – benefits,effectivecoachingbehaviors,Counselling,Feedback- Importanceandcharacteristicsofeffectivefeedback,challengesin providing feedback, tipsfor receiving feedback; leadership, empowerment, Self-empowerment,empowermentthrougheffectivelegation.

RecommendedBooks:

1. SuzanneC.DeJanasz,KarenO.DowdandBethZ.Schneider.Interpersonal SkillsinOrganizations, McGrawHillEducation.
2. RobertN.Lussier.HumanRelationsinOrganizations-ApplicationsandSkillBuilding(8thedition).Mc GrawHillEducation.

ReferenceBooks:

1. Corey,M.S.,&Corey,G.(2006).Groups:processandpractice(7thed.).Belmont:ThompsonBooks.
2. Donelson,R.F.(2009).Groupdynamics(5thed.).New York:CengageLearning
3. Levi,.D.(2007).Groupdynamics forteams.London:Sage.
4. VedPrakashSinghandGirishRana.GroupDynamicsandStressManagement.OxfordBookCompany.





InternationalHRM

HRM-09-C

L T P Credit
4 - - 4
Time:3hours

ExternalTheoryMarks : 75
InternalMarks : 25
TotalMarks : 100

CourseObjective:

The main aim of this course is to provide strategic perspective of HRM in an organization. It aims to provide an understanding of forecasting, acquisition and management of human resources in effective implementation of strategy.

CourseOutcomes:

After completing the course students would be able to:

CO1: Learn the concepts of GHRM, linking HR strategies to expansion strategies and multiculturalism.

CO2: Understand different dimensions of international environment, recruitment & selection and managing performance in global context.

CO3: Describe the role of HRM in managing employees in cross border mergers & acquisition, training and compensation.

CO4: Analyze the concepts of cross cultural communication, negotiation and repatriation in context of international industrial relations.

CourseContents:

Unit-I: GHRM- Introduction, differences between domestic and international Human Resource approaches of International Human Resource Management, Challenges in global labour market, Linking HR strategies to international expansion strategies, multiculturalism: nature of culture, cultural dimensions, managing across cultures: strategies, cross cultural differences and similarities.

Unit-II: International environment: political, legal and technological; Recruitment and Selection – Staffing policies, approaches, Selection criteria, recent trends in international staffing, Performance management of international employees, issues in managing performance in the global context.

Unit-III: HRM in cross border mergers and acquisitions. Training in international management: training strategies, expatriate training, types of training programme and emerging trends in training for competitive advantage. International Compensation: objectives, theories, components and compensation package.

Unit-IV: International industrial relations – nature, approaches and strategic issues before employers, employees and government. Cross cultural communication and negotiation: communication process, barriers,



effectiveness and managing cross-cultural negotiation. Repatriation: challenges, benefits, process and managing repatriation.

Recommended Books:

1. Luthans & Doh, "International Management: culture, strategy and behavior", Tata McGraw Hill, New Delhi.
2. Aswathappa & Dash, International HRM, Tata McGraw Hill, New Delhi.
3. Tayeb, International Human Resource Management, Oxford University Press.

Reference Books:

1. Helen Deresky, "International Management: managing across borders and cultures, Pearson India Pvt. Ltd.
2. Budhwar, Pawan. "Managing Resources in Asia-Pacific". Routledge Taylor & Francis Publication
3. Paul Sparrow, Chris Brewster and Hillary Harris. "Globalizing Human Resource Management", Routledge Taylor & Francis Publication





Performance Management Systems

HRM-10-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

This course is designed to understand the importance of Performance Management in business and how it can contribute to measure the level of strategy implementation towards results of a company or institution.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand the different dimensions of performance management. CO2: Learn performance management process and competency mapping. CO3:

Describe process, methods and approaches of performance appraisal.

CO4: Analyze performance management & employee development and ethical issues.

Course Contents:

Unit-I: Introduction to Performance Management, Performance Appraisal to Performance Management, Concept and Perspectives of Performance Management, Definitions of Performance Management, Characteristics of Performance Management, Objectives of Performance Management Principles of Performance Management, Importance of Performance Management, Benefits of Performance Management Determinants of Job Performance.

Unit-

II: Performance Management Process: Performance Management Process, Performance Planning, Meaning of Performance Planning, Characteristics of Performance Planning, Objectives of Performance Planning, Importance of Performance Planning, Methodologies of Performance Planning, Process of Performance Planning, Barriers to Performance Planning, Overview of Competency Mapping, Competency Defined, Competency Mapping Defined, Methods of Competency Mapping.

Unit-

III: Performance Appraisal: Meaning of Performance Appraisal, Performance Appraisal Defined, Characteristics of Performance Appraisal, Objectives of Performance Appraisal, Importance of Performance Appraisal, Principles of Appraising Performance, Process of Performance Appraisal Approaches to Performance Appraisal, Methods of Performance Appraisal, Common Rating Errors, Advantages and Disadvantages of Performance Appraisal Elements of Good Performance Appraisal System.

Unit-IV: Performance management & employee development: Personal Development plans, 360 degree feedback as a developmental tool, performance management & reward systems:



performance linked remuneration
system, performance linked career planning & promotion policy, Performance Counseling, Ethics in Performance Management, Ethics Defined, Principles of Ethical Performance Management, Ethical Issues and Dilemmas in Performance Management

Recommended Books:

1. Kohli: Performance Management, Oxford University Press.
2. Kandula, Srinivas, "Performance Management", PHI, New Delhi.

Reference Books:

1. Rao, T.V. "Performance Management and Appraisal Systems", Response Bank, New Delhi.
2. Cardy, Robert L. "Performance Management: Concepts, Skills and Exercise", PHI, New Delhi.
3. Aguinis, Herman, "Performance Management", Pearson Education, Inc.
4. Lance A. Berger & Dorothy R. Berger. "The Talent Management Handbook", Tata Mc-Graw Hill, New Delhi





Foreign Exchange Management

IB-01-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

To acquaint the students with the mechanism of foreign exchange market, measurement of foreign exchange exposure and its management

Course Outcomes:

After completing the course students would be able to:

CO1: Understand the basic concepts of foreign exchange market and rates.

CO2: Learn theories of foreign exchange management and reforms in forex market. CO3: Have knowledge about currency forwards, futures and currency swaps.

CO4: Describe foreign exchange risk management and sources of long-term international finance.

Course Contents:

Unit-I: The Foreign Exchange Market- scope, Determinants of foreign exchange rate, participants in foreign exchange market. Foreign Exchange Market and Rates- Spot and Forward rate and their relationship, Bid-Ask spread, Quotations in Forward market, Cross rates, Arbitration in Foreign Exchange Market.

Unit-II: Theories of Exchange Rate Determination- Purchasing Power Parity Theory, The International Fisher Effect, The Interest Rate Parity Theory, The Expectations Theory and their relevance in the determination of exchange rate. International credit Instruments, Reforms in Foreign exchange market.

Unit-III: Currency Derivatives- Currency Forwards, Currency Futures- Trading and Settlement Mechanism of Currency Futures, Currency Options- Trading strategies using currency options, Currency Swap and their trading in foreign exchange market.

Unit-IV: Foreign Exchange Risk Exposures and Management- factors affecting the risk exposure in Forex market, Exposure and Managing Transaction, Translation and Economic risk, Sources of long-term international finance.

Recommended Books:

1. Shapiro, A., "Multinational Financial Management", John Wiley Publication.
2. Eitman, Stonhill, Mofit, "Multinational Business Finance", Pearson Education.



ReferenceBooks:

1. MadhuVij, "InternationalFinancialManagement", ExcelBooksPublications, NewDelhi.
2. Madura, Jeff. "InternationalFinancialManagement", ThomsonPublications.
3. Bhalla, V.K. "InternationalFinancialManagement-TextandCases", AnmolPublications, NewDelhi.
4. Apte, P.G. "InternationalFinancialManagement", TataMcGrawHill, NewDelhi.
5. Levi, MauriceD. "InternationalFinance", TataMcGraw-Hill, NewDelhi.
6. Jeevanandam, C. "ForeignExchange:Practice, Concepts", SultanChand&Sons, NewDelhi
7. VijayabhaskarPandMahapatraB., "DerivativesSimplified", ResponseBooks, SagePublications, NewDelhi





Export Import Management and Documentation

IB-02-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

The main objective of the course is to familiarize the students with the management of export and import business and its documentation.

Course Outcomes:

After completing the course students would be able to:

- CO1: Understand the basic concepts of export-import documentation and institutional framework.
- CO2: Learn the export/ import procedures and shipping documentation.
- CO3: Describe various policy assistance and incentives for exports.
- CO4: Illustrate the different methods of payment, legal formalities for export & import and import procurement.

Course Contents:

Unit-I: Preliminaries for Export: Meaning of Exports and Imports, Classification of Exports and Imports, Categories of Exporters Strategy and Preparation for Foreign Trade, Identifying Foreign Markets, International Market Selection Process, Methods of Entering International Market, Constraints in Entering Foreign Markets, Export Contract, Force Majeure in Export Contract Exchange Earner's Foreign Currency (EEFC) Account, Prospects for India's Foreign Trade Development, Challenges to India's Foreign Trade Development, Institutional framework for Foreign Trade.

Unit-

II: Export documentation and Export Procedures: Aligned Documentation System (ADS), important documents, Export Procedure, Registration Procedure, Pre-shipment Procedure, Shipment Procedure, Post-shipment Procedure (Realisation of Export Proceeds), Excise Clearance for Exportable Goods, Quality Control and Pre-shipment Inspection, Importer Exporter Code (IEC) Number Registration-cum-Membership Certificate (RCMC), Role of Customs House Agents (CHAs), Exchange Rate Fluctuation Risks, Forward Contracts, ISO 9000 Certification, Role of clearing and forwarding agents

Unit-

III: Policy Assistance and Incentives: Incentives and Assistance for Exporters, Duty Drawback (DBK) Procedure for Claiming Duty Drawback, Exports from India Scheme, Export Promotion Capital Goods (EPCG) Scheme, Towns of Export Excellence (TEE), Deemed Exports, Export Oriented Units (EOUs), Electronic Hardware Technology Parks (EHTPs), Software Technology Parks (STPs) and Bio-technology Parks, Agri Export Zones (AEZs), Special Economic Zones (SEZs), Benefits Enjoyed by SEZs, Quality Control and Trade Disputes (QCTD) Assistance to States



for Developing Export Infrastructure and Allied Activities (ASIDE), Role and Significance of Export Trading Houses and privileges of status holder.

Unit-

IV: Methods of Payments and Export Finance: Conditions for Realisation of Export Proceeds, Factors Affecting Export Payment Term, Methods of Export Payment, Types of Export Finance, Pre-shipment Finance, Features of Post-shipment Finance, Procedure for Obtaining Export Finance, Pre-shipment Finance vs. Post-shipment Finance, Import Procedure Introduction, Categories of Importers, Import License, Import Contract, Pre-import Procedure, Legal Dimensions of Import Procedure, Customs Clearance for Imported Goods, Exchange Control Provisions for Imports, Valuation for Customs Duty, Import Incentives under Special Schemes, Import Procurement planning.

Recommended Books:

1. Export-Import Procedure and Documentation, Jain. S. Khushpat, Jain. V. Apexa, Himalaya Pub. House.
2. Export-Import manual, Nabhi Publication, New Delhi

Reference Books:

1. Kapoor, D.C., "Export Management", Vikas Publishing House Pvt. Ltd., New Delhi.
2. Cherunilam, Francis. "International Trade and Export Management", Himalaya Pub. House.
3. Kumar, Asin, "Export-Import Management", Excel Publications. New Delhi
4. Paras Ram, "Export what, where and how" Anupam publications.





Regional Economic Blocks

IB-03-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

The objective of the course is to familiarize the students with the theoretical framework of the theory of economic integration, and its impact on trade and investment flows among the region and on the global economy.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand the different aspects of economic integration and models. CO2:

Describe regionalism in the world economy and evaluation of RIA's.

CO3: Know the south-south cooperation and their problems. CO4: Illustrate regional trading groups and role of WTO.

Course Contents:

Unit-I: Concept, Rationale and objectives of Economic Integration, Levels of economic integration, Impact of Economic Integration, Customs Union: Features, Theory of Customs Union, Partial Equilibrium approach to Customs Union, Assumptions of approach, Effects of Customs Union. General Equilibrium Approach: Lipsey model and Vanek model.

Unit-

II: Regionalism in the World Economy, Economic Integration among developing countries: Rationale, benefits, problems of economic integration, measures to encourage EI among developing countries, Evaluation of RIA's.

Unit-III: South-South Cooperation: Problems facing the south, Scope of ECDC (Economic cooperation among developing countries), Rationale, SSC (South-South Cooperation): Efforts, progress, problems, India's role in SSC. India and Regional Cooperation, SAARC: Objectives and principles, SAARC nations, potential areas of Cooperation, problems of SAARC nations, SAPTA, INDO - LANKA FTA, INDO - SINGAPORE CECA (Comprehensive Economic Cooperation Agreement).

Unit-IV: Major Regional Trading Groups: EU; NAFTA; REI in America's: CARICOM, MERCOSUR, CAN; Regional economic integration in ASIA - ASEAN, APEC; Regional economic integration in AFRICA: African Union; BRICS. Commodity agreements and OPEC nations. Role of WTO, WTO provisions on regional integration arrangements.



Recommended Books:

1. Jhingan, M.L., International Economics, Vrinda Publications Ltd.
2. Gerber James, International Economics, Pearson Education.
3. Cherunilum, Francis, International Economics, Tata McGraw-Hill
4. Balassa, Bela., Theory of Economic Integration, George Allen & Unwin Ltd.
5. Daniels, J.D. and H. LEERadesbaugh, 15th edition, "International Business-Environment and Operations", Pearson Education, New Delhi.

Reference Books:

1. Bhalla, V.K., World Economy in 90s: A Portfolio Approach, Anmol Pub. Pvt. Ltd.
2. Dreze, Jean & Sen, Amritya, Indian, Development: Selected Regional Perspective, Oxford Univ. Press
3. Jackson, J., The World Trading System, Mass: MIT Press.
4. Krugman, Paul R. & Obstfeld, M., International Economics, Harper Collins Pub.
5. Machlup, F.A., History of Thought on Economic Integration, Macmillan.
6. Trivedi, Sonu, Regional Economic Cooperation and Integration, New Century Publications.
7. Chhibber, Bharti, Regional Security and Regional Cooperation', New Century Publications.





International Business Environment

IB-04-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

The purpose of this paper is to enable the students learn nature, scope and structure of International Business, and understand the influence of various environmental factors on international business operations.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand basics of international business and socio-cultural environment. CO2: Learn international economic environment, integration and investment theories. CO3: Know international political and legal environment.

CO4: Describe international technological environment and related issues.

Course Contents:

Unit-I: Introduction to International Business: Importance, nature and scope of international business; Modes of entry into International Business; Internationalization process and managerial implications. Socio-Cultural environment: significance, religion, language, education, aesthetics, attitudes, culture, custom and practices, cross cultural literacy, managing cultural diversity- dealing with cultural differences, social responsibility of business.

Unit-

II: International Economic Environment: International economic analysis indicators; Economic factors affecting international business operations- economic freedom, economic systems, economic indicators; Assessing economic development, performance and potential; Regional economic integration: Effects of integration, major regional trading groups in Asia and America. International Investment Theory - Theory of capital movements, Market imperfections, Internationalization, Appropriability, Location specific advantage.

Unit-III: Political and Legal environment: Political environment: Individualism Vs collectivism, political ideology, political risk; Legal environment: Types of Legal systems, trends in legal system, implications for managers, legal issues in international business.

Unit-IV: Technological environment: Impact of technology on society, economy, industry; Need to spend on R&D, implication of technology on MNCs, environmental factors contributing for rise of technology, Nature of technology transfer, stages in transfer process, international technological issues.



RecommendedBooks:

1. Daniels,J.D. andH. LEERadesbaugh,15thedition,“International Business-EnvironmentandOperations”,Pearson Education,NewDelhi.
2. Aswathappa,K.“InternationalBusiness”,TataMcGrawHillpublications,NewDelhi.

ReferenceBooks:

1. RichardM.Schafferet.al,InternationalBusinessLawanditsenvironment,Thomson2002.
2. John.JWild,etal,InternationalBusiness,PrenticeHallofIndia,2003.
3. MichaelZinkataetal,GlobalBusiness,TheDrydenPress1988.
4. DarrellMahoney,InternationalBusiness,Longman,1998.
5. DonnBallandWendellMcculloch,InternationalBusiness,IrwimMc–GrawHill1999.
6. CharlesWHill,InternationalBusiness,TMHpublishingcompanyLtd.
7. WTOAnnualreports,Geneva.
8. OverviewofDevelopmentsintheInternationalTradingEnvironments–AnnualreportbytheDirectorGeneralWTO, Nov. 22, 2000.
9. BlackandSundaram,“InternationalBusinessEnvironment”,PrenticeHallofIndia,NewDelhi.





International Logistics Management

IB-05-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

The overall Course Objective: is for students to gain skills and knowledge in all aspects and issues of logistics in a sustainable supply chain. These include purchasing and procurement of materials, inventory flow and control, storage and material handling in warehousing, economics of mode of transport, and distribution and shipment.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand basic concepts of international logistics.

CO2: Assess the modes of transport in international logistics and documentation.

CO3: Illustrate the importance of containerization and role of ports in trade logistics.

CO4:

Have the knowledge of warehousing, inventory management, and to make students understand the risks and claim procedures involved in IB.

Course Contents:

Unit-

I: International Logistics: Concept, objectives, scope and relevance of logistics in international trade; Integrated logistics and sub-system elements; Information and order processing; Packing and packaging.

Unit-II: Choice of mode of transport; General Structure of Shipping: Liner shipping and freighting practices, Tramp Shipping and Chartering clauses, Freighting principles and practices in trade logistics, documentation in trade logistics.

Unit- III: Containerization; Role of dry ports in trade logistics; Multi-modal transportation and CONCOR; Role of intermediaries in trade logistics. Role of Ports: Port Organization and Management Responsibilities of Port Trust, Growth and Status of Ports in India, Problems of Indian Ports.

Unit-

IV: Warehousing: Concept, functions, benefits and types. Documents in warehousing, Procedure of warehousing the imported and exportable cargo. Inventory Management- Concepts and Application. Risk in international trade logistics. Cargo insurance and claim procedure.



Recommended Books:

1. Singh, Ram. "International Trade Logistics", Oxford University Press.
2. Douglas M. Lambert, James R. Stock, "Strategic Logistics Management", McGrawHills.
3. Coyle, Bardi, Langley Jr. West, "The Management of Business Logistics", West Publishing Co.

Reference Books:

1. Sahay, B.S. "Supply Chain Management in the Twenty First Century", Macmillan.
2. Sahay, B.S. "SCM for Global Competitiveness", Macmillan.
3. Ram, M.S. "Shipping", Asia Publishing House.
4. J. Bes Baker & Howard Ltd., "Chartering and Shipping Terms", Volume 1.
5. Desai, H.B. "Indian Shipping Perspectives", Anupama Publications.
6. Raghuram et al. "Shipping Management: Cases and Concepts",
7. Alan M. Rugman - Oxford Handbook of International Business, Oxford University Press
8. Asopa, V.N. "Shipping Management: Cases and Concepts", Macmillan, New Delhi.
9. Desai, H.P., "Indian Shipping Perspectives", Anupam Publications, Delhi,
10. Khanna, K.K. "Physical Distribution", Himalaya Publishing, Delhi.
11. Shipping Documents and Reports, UNCTAD.
12. Use of Maritime Transport Volume one: ESCAP, UN.





International Marketing

IB-06-C (SameasMM-07)

L T P Credit
4 - - 4
Time:3hours

ExternalTheoryMarks : 75
InternalMarks : 25
TotalMarks : 100

CourseObjective:

The objective of the course is to familiarize the students with the nature and practices of international marketing. Students after reading the course will be able to distinguish international marketing mechanics from the domestic marketing models and approaches

CourseOutcomes:

After completing the course students would be able to:

CO1: To increase globalization by integrating the economies of different countries.

CO2: To assist developing countries in their economic and industrial growth by inviting them to the international market thus eliminating the gap between the developed and the developing countries.

CO3: To assure sustainable management of resources globally.
CO4: To understand the global supply chain and exports.

CourseContents:

Unit-

I: Introduction: Basic Concepts of International Marketing, Definition and Dimensions of International Markets, Differences between Domestic and International Marketing, Benefits of International Marketing, EPRG Framework in International Marketing.

Unit-

II: Environment of International Business: Introduction, Political and Legal Environment, Cultural Environment, Financial and Monetary Environment. Indian Foreign Trade: Indian Trade Policy, Recent Transit in India's Foreign Trade, Export Assistance, Institutional Infrastructure for Export Promotion in India, EXIM Policy of India.

Unit-III: Product Decisions: Product planning for global markets; Standardization vs Product adaptation; New product development; Management of international brands; Packaging and labeling; Provision of sales related services. Pricing Decisions: Environmental influences on pricing decisions; International pricing policies and strategies. Promotion Decisions: Complexities and issues; International advertising, personal selling, sales promotion and public relations.

Unit-

IV: Distribution Channels and Logistics: Functional and types of channels; Channel selection decisions;



Selection of foreign distributors/agents and managing relations with them; International logistics decisions. Overseas Market research, Marketing Plan for Exports, New Techniques in International Marketing, International Sub-Contracting, Joint Ventures, Multinationals Exports Finance, Risk Export Documents and Procedures.

Recommended Books:

1. Mahapatra, S.N. Global Marketing Management: A Strategic Approach, Galgotia Publishing Company, New Delhi.
2. Cateora, Philip R., John L. Graham and Salwan, Prashant. "International Marketing", TMH, New Delhi.
3. Keegan, Warren J., "Global Marketing Management", Prentice Hall, New Delhi

Reference Books:

1. Srinivasan, R. "International Marketing", Prentice Hall of India, New Delhi
2. Rathore & Rathore, "International Marketing", Himalaya Publishing, New Delhi
3. Onkvisit, Sak and John J. Shaw, "International Marketing: Analysis and Strategy", Prentice Hall, New Delhi.
4. Gitman, "Global Marketing", Pearson
5. Chernilam, Francis. "International Marketing", Himalaya Publishing House, New Delhi.
6. Czinkota, M.R., "International Marketing", Dryden Press, Boston.
7. Fayerweather, John, "International Marketing", Prentice Hall, New Delhi
8. Jain, S.C. "International Marketing", CBS Publications, New Delhi
9. Doole, J. & Lowe, R. "International Marketing Strategy", Thomson Press.





CrossCulturalManagement

IB-07-C

L T P Credit
4 - - 4
Time:3hours

ExternalTheoryMarks : 75
InternalMarks : 25
TotalMarks : 100

CourseObjective:

To expose students to the world of multi-culturalism and to enable students to internalize multicultural management skills and apply them to management of International Business.

CourseOutcomes:

After completing the course students would be able to:

CO1:

Provides understanding about the meaning and impact of culture to the major management processes. Help to develop communication skill in multicultural environment.

CO2: Understanding about the cross-cultural marketing and negotiation process and style in different countries. CO3:

Cultural intelligence necessary for global managers

CO4: Help in development of work group and team and deal with challenges in cross culture.

CourseContents:

Unit-I: Nature of culture, dimensions of culture, Hofstede model, Edward Hall model, Trompenaar's cultural dimensions; Interacting spheres of culture- Influences on workplace culture, Cultural challenges in the modern Indian workplace. Communicating across cultures: process, barriers to cross cultural understanding, language and culture.

Unit-II: Culture and marketing: Cross cultural marketing research, culture and consumer behavior; Negotiating across cultures, principles, process, negotiation styles in different countries, culturally responsive negotiation strategies.

Unit-III: The role of the global manager: The manager as a decision maker, cross cultural dimensions of decision makers; The manager as a leader: Motivation and leadership across cultures.

Unit-IV: Challenge of multicultural work groups and teams; challenge of international organisations; structure and culture; the challenge of international assignments, the challenge of managing across.

RecommendedBooks:

1. David C. Thomas, Mark F. Peterson, Crosscultural management-Essential concepts, 4th edition, Sage publications.
2. Shobhana Madhavan, Crosscultural management- Concepts and Cases, 2nd edition, Oxford University Press.



ReferenceBooks:

1. RichardHodgetts,etal.,InternationalManagement, TMH,NewDelhi
2. JohnB.Culben,MultinationalManagement, SouthWestern–ThomsonLearning.
3. HarrisPR&RTMoran,—ManagingCulturalDifferences,GulfPublishing,1991,Houston.
4. WilliamOuchi,TheoryZ,—HowAmericanBusinesscanmeettheJapanesechallenge,ReadingMass,AddisonWesley, 1981.
5. ETHallandMRHall,—UnderstandingCulturalDifferences,YarmouthMaine: InterculturalPress,1990.
6. Trompenaars,Fons,—RidingtheWavesofCulture:UnderstandingCulturalDiversityinBusiness,EconomistBooks, London,1993.
7. Walton,SallyJ,—CulturalDiversityintheworkplaceBusinessSkillsExpressSeries.
8. Navarro,Whitehouse,Alice,—CulturalDiversityManagement:ANewPerspective,Vista1992.
9. Cox,T—CulturalDiversityinOrganisations,BerrettKoehler,1993.
10. Henderson,George,—CulturalDiversityintheworkplaceissuesandstrategies,GreenwoodPublishingGroup.





International Trade Laws

IB-08-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

To acquaint the students with various laws governing international business and their proper understanding for right decision making.

Course Outcomes:

After completing the course students would be able to:

CO1: Conceptualize international trade laws and international criminal jurisdiction. CO2:

Know the role of international organizations and multilateral trade negotiations.

CO3: Learn about international business disputes and alternate dispute settlement mechanisms.

CO4: Describe CSR, ethics, corporate code of conduct and regulations governing international transactions.

Course Contents:

Unit-I: Defining International Law, Public and Private International Law, Sources of International Law, Customary International Law, The Law of Treaties, International Human Rights and Humanitarian Law International Criminal Law, Basic Principles of International Criminal Jurisdiction, Mutual Legal Assistance and Extradition

Unit-II: International Organizations, The Role of the United Nations in International Law, International Court of Justice, UN Agencies Affecting International Business Law, WTO: Organisation of WTO, dispute settlement procedures, Multilateral trade negotiations.

Unit-III: Avoiding Business Disputes, Cultural Attitudes toward Disputes, Methods of Resolution, Alternate Dispute Resolution: Mediation, Arbitration, Litigation: Jurisdiction, Venue

Unit-

IV: Ethics, Social Responsibility, and Corporate Codes of Conduct, Corporate Social Responsibility in Developing Countries: A Tale of Two Worlds, Codes of Conduct, Corporate Codes of Conduct, Indian Laws and Regulations Governing International Transactions: FEMA; Taxation of foreign income; Foreign investments; Setting up offices and branches abroad; Restrictions on trade in endangered species and other commodities.

Recommended Books:

1. Daniels, John, Ernest W. Ogram and Lee H. Redebungh, "International Business, Environments and operations",
2. Lew, Julton D. and Clive Standbrook, "International Trade Law and Practice", Euromoney Publications, London.
3. Karla Shippey, "International Contracts: Drafting the International Sales Contracts", World Trade Press.



Reference Books:

1. Schmothoff's C.R, "Export Trade – The Law and Practice of International Trade". Sweet and Maxwell Publications
2. Motiwal OP, Awasthi HIC "International Trade – the law and practice", Bhowmik and Company, New Delhi.
3. Kapoor N.D, "Commercial Law", Sultan Chand & Co., New Delhi.
4. Pamela Selman – Law of International Trade Text Book
5. Goel, P.K "Business Law for Managers", Wiley India, New Delhi





Management of Multinational Corporations

IB-09-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

The basic objective is to familiarize the students with the operations and management of MNCs.

Course Outcomes:

After completing the course students would be able to:

CO1:

Understand the basic concepts of MNCs, theories and approaches of comparative management. CO2: Learn the strategies, organizational structure and control mechanism in MNCs.

CO3: Describe the management of functional areas in MNCs.

CO4: Illustrate the ethical and social issues in multinational corporations and overview of Indian MNCs.

Course Contents:

Unit-I: A conceptual background of MNC's: Defining MNC's, characteristics, types, growth & evolution of MNC's. A theoretical perspective: Internalisation theory, Oligopoly theory, Tariff jumping hypothesis, Obsolescing bargain theory. The three models of internalisation strategy. Comparative Management: Importance and scope; Approaches of comparative management; management styles and practices in US, Japan, China, Korea, India.

Unit-II: Strategy and MNC's: The role of strategy, transferring core competencies, Realizing location economies, Realising experience curve economies, Pressures for cost reductions. Local responsiveness, Multinational strategy, international strategy and Global strategy. Modes of entry and strategic alliances. Organisation structure: Vertical & horizontal differentiation. Control and co-ordination in MNC's.

Unit-III: Marketing management in MNC's: Product, price, distribution and communication strategy. Operations management in MNC's: Where to manufacture: Country factors, technology factors, customization and cost efficiency, locating manufacturing facilities. Transfer of knowledge from home country to host country: parent subsidiary relationship, new product development. Human resource management in MNC's: HR policies in MNC's, types of staffing policy, employing expatriates in MNC's, Labour relations in MNC's. Financial management in MNC's: Double taxation relief, provisions of Indian Income Tax Act for double taxation, Transfer pricing.

Unit-

IV: Ethics and social responsibility in MNC's: Stakeholder expectations, Environmental management in MNC's, Dealing with corruption and bribery, Marketing issues, Human rights violation by MNC's. Emerging issues in MNC's: Challenges of globalisation, Toward transnational companies, Enterprise risk



management in MNC's. Indian MNC's: Strategic issues for Indian MNC's- Evolution of Indian companies, moving up the value curve, Overcoming the liabilities of Indianness, Role of Government.

Recommended Books:

1. Hodgetts, "International Management", Tata McGraw Hill, New Delhi.
2. Nagandhi, Anant. R., "International Management", Prentice Hall of India Ltd., New Delhi.

Reference Books:

1. Koontz and Wheelrich, "Management: The Global Perspective", Tata McGraw Hill, New Delhi.
2. Adhikary, Manab. "Global Business Management", Macmillan, New Delhi.
3. Thakur, Manab, Gene E. Burton, and B. N. Srivastava, "International Management: Concepts and Cases", Tata McGraw Hill, New Delhi.
4. Christopher Bartlett and Sumantra Ghoshal, "Transnational Management: Text and Cases", Tata McGraw Hill, New Delhi.





International Trade Theory and Practice

IB-10-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

To understand the basis of international trade and its significance for nations. To analyze the foreign trade policy and its implications for International Business.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand the international trade evolution and theories.

CO2: Describe different regional economic grouping and barriers to international trade. CO3: Illustrate the concept, role and functions of FDI and MNCs.

CO4: Gain insight about India's foreign trade, major commodities & services and FTP.

Course Contents:

Unit-

I: Evolution of International Trade: Introduction, Interdependence of Countries, Internal Trade vs. International Trade, Classical Theory of International Trade Theory of Absolute Cost, The Ricardian Theory of Comparative Costs, Gains from International Trade, Comparative Costs Doctrine Expressed in Terms of Money, Evaluation of the Classical Theory of International Trade, General Equilibrium Theory of International Trade, Exchange Rate Mechanism and International Trade, A Complex Model of Ohlin, Criticisms of the Modern Theory of International Trade, Superiority of the Modern Theory of International Trade, Porter's National Competitive Advantage Theory, Product Life Cycle Theory.

Unit-

II: Regional Economic Groupings: Concept of Trade Barriers, Objectives of Trade Barriers, Types of Tariff Trade Barriers, Types of Non-tariff Trade Barriers, Tariff Trade Barriers vs. Non-tariff Trade Barriers, Effects of Trade Barriers, Concept of Regional Economic Groups, Types of Regional Economic Groups, Positive Effects of Regional Economic Groups, Negative Effects of Regional Economic Group, Major Trade Blocs, Free trade vs protection, economic effects of tariff, tariff retaliation, anti-dumping/ countervailing duties; exports subsidies;

Unit-III: FDI and MNCs: Concept of Multinational Corporations (MNCs), Merits of MNCs, Demerits of MNCs, MNCs in India, Concept of Foreign Direct Investment (FDI), Role and Functions of FDI in Developing Countries, Factors Influencing FDI, FDI Operations in India, FDI Policy in India, Make in India, Foreign Investment Promotion Board (FIPB), Foreign Investment Promotion Council (FIPC), Indian Joint ventures abroad; Project and consultancy exports, Policy on foreign collaborations and counter trade arrangements.

Unit-IV: India's Foreign Trade: Introduction, Significance or Merits of Foreign Trade, Demerits of Foreign



Trade, Growth of India's Foreign Trade, Direction of India's Exports, Direction of India's Imports, Major Exports (Commodities) of India, Major Imports (Commodities) of India, Major Exports (Services) of India India's Share in World Trade and FTP 2015-2020, Prospects for India's Foreign Trade Development, Challenges to India's Foreign Trade Development.

Recommended Books:

1. Export-Import Procedure and Documentation, Jain. S. Khushpat, Jain. V. Apexa, Himalaya Publishing House.

Reference Books:

1. B Gupta, R.K. "Anti-dumping and Countervailing Measures", Sage Publications, New Delhi.
2. Verma, M.L. "International Trade", Commonwealth Publishers, Delhi.
3. Varsheny R.L. & B. Bhattacharya, "International Marketing Management", Sultan Chand & Sons, Delhi.





Database Management System

IT-01-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 50
Internal Marks : 25
External Practical Marks : 25
Total Marks : 100

Course Objective:

The objective of the course is to familiarize the students with the concept of database and its utility in organization of information.

Course Outcomes:

After completing the course students would be able to:

CO1:

Understand the basic concepts of DMBS and different DBMS models.

CO2: Perform SQL queries and functions for databases.

CO3: Learn the concepts of normalization and concurrency control mechanism.

CO4: Describe database security and advanced database concept.

Course Contents:

Unit-I: Concept of database and database management system, purpose, advantages and disadvantages of DBMS; DBMS Architecture; Entities and Relationships, schemas and sub-schema; and Data Independence; Types of DBMS – Hierarchical, Network, Relational, Object-oriented and Object relational.

Unit-II: Introduction to SQL; Components of SQL: DDL, DML, DCL; creating Tables, Views, Index, Sequences and Synonyms; inserting, updating and deleting data; database queries; joins and set operators; SQL functions.

Unit-III: Database Design – basic considerations; Data Independence – Logical and Physical; Database Normalization – 1NF, 2NF, 3NF, BCNF, 4NF and 5NF; Denormalization; Integrity and Concurrency control.

Unit-IV: Database security; Back-up and Recovery; Advance Database Concepts – Distributed databases, Internet databases, Multimedia databases, Digital libraries and Mobile databases.

Recommended Books:

1. Kahate, A., Introduction to Database Management Systems, Pearson Education

Reference Books:

1. Abraham, Korth, Data Base System concepts, McGraw Hill, New Delhi
2. Singh S.K., Database Systems, Pearson Education, New Delhi
3. Rob, Database System, Cengage Learning



Technology Management

IT-02-C (SameasOM-07-C)

L T P Credit
4 - - 4
Time:3hours

ExternalTheoryMarks : 75
InternalMarks : 25
TotalMarks : 100

CourseObjective:

The main objective of this course is to familiarize the students with the various aspects of technology management and its application in business organization.

CourseOutcomes:

After completing the course students would be able to:

- CO1: Understand the basic concepts and critical factors of technology management.
CO2: Emphasize on technology management paradigm and technological innovations.
CO3: Learn technology competitiveness, strategy formulation and audit.
CO4: Describe acquisition, exploitation and transfer of technology.

CourseContents:

Unit-

I: Basic concept of technology, technology and its relationship with knowledge, business and society, Classification of technology, Management of technology at firm and national levels, Conceptual framework for management of technology, critical factors in managing technology.

Unit-

II: Technology and management paradigms, technology and market interaction, technology lifecycles, Process of technological innovation, factors affecting technological innovations.

Unit-III: Competitiveness: basic concepts and indicators, technology management for managing competitiveness, Formulation of technology strategy, Aligning business and technology strategy, Technology planning: forecasting technology, technology audits.

Unit-IV: Acquisition of technology: methods and issues; Exploitation of technology, Technology creation using research and development, Technology transfers: Process and Issues.

RecommendedBooks:

1. Tarek Khalil, Management of Technology, Tata McGraw Hill, New Delhi

ReferenceBooks:

1. Norma Harrison and Danny Samson, Technology Management: Text and International Cases, TMH, New Delhi
2. Robert Burgelman, Clayton Christensen and Steven Wheelwright, Strategic Management of Technology & Innovation, Tata McGraw Hill, New Delhi.



3. E-Governance and Framework of ICT

4. IT-03-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

The objective of this subject is to prepare students in understanding the various initiatives taken by government for promoting E-Governance, E-governance models and IT Act.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand the basic functioning of e-government & e-governance.

CO2: Learn e-governance models and role of e-governance in public grievances & information. CO3: Evaluate various phases & challenges for e-governance.

CO4: Illustrate the role of Telecom Regulatory Agencies, IT Act & e-commerce issues.

Course Contents:

Unit-I: Overview of E-Government and E-Governance: Stages of E-Governance, National E-Governance Plan (NeGP), Mission Mode Projects and their implementation status, E-Governance Introduction to E-governance, Role of ICT in e-governance, Need, importance of E-governance, Categories of E-governance, Key Issues of E-Governance, Technology, Policies, Infrastructure, Training, Copyrights Consulting Funds, E-governance Models, Model of Digital Governance, Wider Dissemination Model.

Unit-II: E-governance Models: Critical Flow Model, Interactive-service model/Government to-Citizen-to-Government Model (G2C2G), Major areas of E-governance Services, Public Grievances: Telephone, Ration card, transportation, Rural services Land Records, Police: FIR registration, Lost and found, Social services: Death, domicile, school certificates, Public information: employment, hospitals, railway, Agricultural sector: Fertilizers, Seeds, Utility payments Electricity, water, telephone, Commercial: income tax, custom duty, excise duty-Governance Infrastructure.

Unit-III: Phases of e-government: "Brochureware", Interactive, and Transaction, Five Stages of Electronic Government Development, Statutes affecting e-government development, Human Infrastructural preparedness, Challenges for E-governance.

Unit-IV: Policies: National Telecom Reforms, National Telecom Policies NTPs, Regulations: Digital Dividend and Digital Dividends, Development and rationale of regulation and, deregulation, Role of Telecom Regulatory Agencies - Telecom Regulatory Authority of India (TRAI) & ITU,



Information Technology Act (2000), Internet and E-commerce issues: privacy, security, domain names, etc., Wireless: frequency auctions, standards, competition.

Recommended Books:

1. Vikram Raghavan, (2007). Communication Law in India-Legal Aspects of Telecom, Broadcasting, and Cable Services, 1st Edition, Lexis Nexis Butterworths.
2. DNGupta, (2008). E-Governance: A Comprehensive Framework, 1st Edition, Jain Publications

Reference Books:

1. Heather E Hudson, (2006). Global Connections- International Telecommunications Infrastructure and Policy, 1st Edition, Wiley Publication.
2. E. Bohlin and S. L. Levin, (2000). Telecommunications Transformation- Technology, Strategy and Policy, 1st Edition, IOS Press.
3. McElroy, (2003). KMCI (Knowledge Management Consortium International) and Butterworth Hienemann, 1st Edition.
4. R. K. Mitra, (2006). E-government: Macro Issues, 1st Edition, GIFT Publishing.





Managing Software Projects

IT-04-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 50
Internal Marks : 25
External Practical Marks : 25
Total Marks : 100

Course Objective:

The main objective of this course is to make students about the various issues related to software project management and its successful implementation.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand concepts of software project management.

CO2: Learn about the project planning infrastructure and risk management in managing software projects. CO3: Illustrate measurement & tracking planning and structure of project management.

CO4: Describe configuration management about project monitoring and control.

Course Contents:

Unit-

I: Software Characteristics & Applications, Software Processes and Process Management; Overview of Compatibility Maturity Model, KPAs for Software Project Management.

Unit-

II: Project Planning Infrastructure; Process Planning; Effort Estimation and Scheduling; Quality Planning; Risk Management.

Unit-

III: Measurement and tracking planning; Development Project Management Plan: Team structure, communication and team development; Customer Communication and issues; Structure of project management plan.

Unit-IV: Configuration management and control; Project Monitoring and Control: Project Tracking, Milestone analysis, Defect analysis and prevention; Project Closure analysis

Recommended Books:

1. Pankaj Jalote (2004), Software Project Management in Practice, Pearson Education, New Delhi

Reference Books:

1. Walker Royce (2001), Software Project Management: A Unified Framework, Pearson Education Asia, Singapore, First Edition.
2. Joel Henry (2004), Software Project Management: A Real-World Guide to Success, Pearson Education, New Delhi



Data Analysis using Excel and SPSS

IT-05-C (Same as PPM-03-C)

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 50
Internal Marks : 25
External Practical Marks : 25
Total Marks : 100

Course Objective:

The objective of this course is to familiarize the students with the practical approach of using Excel and SPSS software in data analysis.

Course Outcomes:

After completing the course students would be able to:

- CO1: Understand basics of data and data analysis.
- CO2: Learn concepts and functions of Excel.
- CO3: Gain knowledge of SPSS and hypothesis testing using SPSS
- CO4: Perform various advanced statistical test using SPSS.

Course Contents:

Unit-I:

Understanding Data: Data, Types of Data and Levels of Measurements; Quantitative (Discrete and Continuous), Qualitative (Categorical and Ordinal); Basic Concepts of Analysis: Population and Sample, Descriptive and Inferential Statistics, Parameter and Statistic, Parametric and Non-parametric tests, Variables (Dependent and Independent); Preparing and coding data for analysis.

Unit-II: Introduction to Excel: Understanding Spreadsheets, Workbooks and Worksheets, Navigating through cell, cell referencing, Data Entry (Manual and Auto fill), Formulas and functions, sorting data; Creating and Managing Charts and Graphs; Managing Data Lists in Excel: Building, Sorting, Filtering and managing; Performing What-if Scenarios, Generating Pivot Tables; Basics of Building and running Macros; Using 'Data Analysis' Add-in in Excel for computing basic descriptive and inferential statistics.

Unit-III: Introduction to SPSS: Creating and Managing Data files, defining variables, opening and reading data files from SPSS and non-SPSS sources; Creating, printing and saving output files; Summarizing Data: Frequency Distribution, Graphical presentation, Computing select measure of central tendency and dispersion; Hypothesis testing for single population (One sample z-statistic and t-statistics); one-tailed and two-tailed test of hypothesis; Hypothesis testing for two populations.

Unit-IV: ANOVA, Chi-square test, Simple Linear Regression analysis, Multiple Regression Analysis, Factor Analysis; Basic Non-parametric statistics: One-sample K-S Test, Mann-Whitney U test, Wilcoxon Matched-pairs Signed Rank test, Kruskal-Wallis test, Friedman test and Spearman's Rank Correlation.



Recommended Books:

1. Naval Bajpai, Business Statistics, Pearson
2. Whigham David, Business Data Analysis, Oxford University Press, Delhi.

Reference Books:

1. Darren George & Paul Mellery, SPSS for Windows Step by Step: A Simple Guide and Reference, 18.0 Update, Pearson, New Delhi.
2. Perry R. Hinton, Isabella McMurray & Bob Cozens, SPSS Explained, Tata McGraw-Hill Education Pvt. Ltd, Noida.
3. Evan Berman & Xiaohu Wang, Essentials Statistics for Public Managers & Policy Analysts, Sage Publications





Knowledge Management

IT-06-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

To familiarize the participants with the Knowledge Management and its application in business.

Course Outcomes:

After completing the course students would be able to:

CO1: Learn basic concepts of knowledge management (KM) and its lifecycle.

CO2: Understand knowledge creation and codification.

CO3: Describe quality assurance, testing, deployment and post implementation review.

CO4: Illustrate prerequisites, methods, strategies, knowledge transfer, ethical and legal issues in KM.

Course Contents:

Unit-

I: Basic concept of knowledge, intelligence and experience; data, information and knowledge; types of knowledge, implications of knowledge management, Knowledge management lifecycle.

Unit-II: Knowledge creation; capturing tacit information, expert evaluation, fuzzy reasoning, interviews, on-site observations, brainstorming, protocol analysis, consensus decision making, Nominal Group Technique, Delphi method, Concept mapping, blackboarding; Knowledge codification.

Unit-

III: Quality Assurance; Knowledge testing, Logical testing, User acceptance testing; Knowledge system deployment, User training and deployment; post implementation review.

Unit-

IV: Knowledge transfer: prerequisites, methods and strategies; Role of internet in knowledge transfer, overview of data visualization, data mining, knowledge management portals, Ethical, legal and managerial issues in knowledge management.

Recommended Books:

1. EM Awad and HM Ghaziri (2007), Knowledge Management, Pearson Education, New Delhi.
2. Hislop, Knowledge Management, Oxford University Press, Delhi.

Reference Books:

1. Shukla & Srinivasan, Designing Knowledge Management Architecture, Sage, New Delhi
2. Warier, Knowledge Management, Vikas, New Delhi
3. H.C. Mruthyunjaya, Knowledge Management, PHI Learning Private Limited, New Delhi.
4. S. Debowski, Knowledge Management, Wiley India, New Delhi.



Information Security & Cyber Law

IT-07-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

To acquaint the participants about various aspects of information security and cyber laws.

Course Outcomes:

After completing the course students would be able to:

- CO1: Understand basic concepts of security, human issues in information and network security.
- CO2: Learn the concepts of authentication and cryptography.
- CO3: Describe legal issues in information and communication technology.
- CO4: Learn the concept of cybersquatting and protection of cyber consumers in India.

Course Contents:

Unit-

I: Overview of basic concepts of security: Confidentiality, Integrity and Availability; Security threats, Information security principles, operational and human issues in information and network security; Security policies: types, development and management.

Unit-II: Authentication, Access control mechanism, Physical security control, Operations security, Cryptography: basic concepts, symmetric and asymmetric cryptography; Key management, Firewalls, Intrusion detection, malware detection.

Unit-III: Legal Issues in information and communication technology, cyber-crime and IT Act 2000, Legal resources against Hacking, Cyber fraud, defamation and abuse, pornography and other IT offences; Contracts in cyber world and Jurisdiction.

Unit-IV: Cybersquatting, legal and other innovative moves against cybersquatting, Copyright and protection of contents; Software piracy; E-Commerce Taxation, Protection of Cyber consumers in India.

Recommended Books:

1. Mark Merkow and James Breithaupt, Information Security: Principles and Practices, Pearson Education, New Delhi
2. Vivek Sood, Cyber Law Simplified, Tata McGraw Hill, New Delhi

Reference Books:

1. Matt Bishop, Introduction to Computer Security, 1/e, Pearson Education, New Delhi.



Data Mining for Business Decisions

IT-08-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

To familiarize the students with data mining and warehousing and its application in business organizations.

Course Outcomes:

After completing the course students would be able to:

- CO1: Understand basic concepts of data warehousing and Implications of using data warehouses.
CO2: Learn and apply various data mining techniques.
CO3: Describe conversion of variable to various datasets.
CO4: Illustrate data warehouse implementation and emerging trends.

Course Contents:

Unit-I: Basic Concepts of Data Warehousing: Data Stores, Marts and Warehouses; Data Warehouse characteristics and environment; Implications of using data warehouses for the business: purpose, cost-benefit analysis/return on investment, impact on decision making and business functions; Risks involved and mitigation approaches.

Unit-II:

Data mining and its techniques: Classification, Association, Sequence, Cluster; Data Mining technologies and applications; Market Basket Analysis; Limitations and challenges to Data Mining; Overview of Online Analytical Processing (OLAP), Multidimensional Online Analytical Processing (MOLAP) and Relational Online Analytical Processing (ROLAP).

Unit-III: Converting Variable Type - Concatenating R Data Sets - Merging R Data Sets - Producing Summary Reports in R - Creating an Accumulating Total Variable - Accumulating Totals for a Group of Data; Warehouse Management and Support: Capacity planning, purging rules, security measures, backup and recovery strategy; Data Warehouse planning.

Unit-IV: Data Warehouse implementation, Criteria for selecting and acquiring hardware and software for data warehouse implementation; Managing Warehouse Metadata; Warehouse Maintenance and Evolution, Data Warehouse applications; Emerging trends in Data Warehousing.

Recommended Books:

1. Mark W. Humphries and Michael W. Hawkins, Data Warehousing: Architecture and Implementation, Pearson Education, New Delhi.



2. Pudi, Data Mining, Oxford University Press, Delhi.
3. Thareja, Data Warehousing, Oxford University Press, Delhi.

Reference Books:

1. George M. Marakas, Modern Data Warehousing, Mining, and Visualization: Core Concepts, Pearson Education, New Delhi
2. Soumendra Mohanty, Data Warehousing, Tata McGraw Hill, New Delhi.





EnterpriseResourcePlanning

IT-09-C

L T P Credit
4 - - 4
Time:3hours

ExternalTheoryMarks : 75
InternalMarks : 25
TotalMarks : 100

CourseObjective:

The objective of the course is to provide overall knowledge regarding the concepts and structure of ERP systems and imparts necessary managerial skills for ERP implementation in a business enterprise

CourseOutcomes:

After completing the course students would be able to:

CO1: Learn the concepts of ERP, its implementation business process re-engineering and process remodeling .

CO2: Analyze ERP systems development process and ERP design options.

CO3: Learn various critical factors involved in ERP implementation.

CO4: Have knowledge of ERP systems in functional areas of business.

CourseContents:

Unit-I:

Introduction to ERP and its evolution and the integrated systems approach; benefits and challenges in implementation of ERP systems; Business Process Re-engineering and process remodeling.

Unit-II: ERP systems development process, Planning and requirement analysis; designing, re-engineering vs. customization, ERP design options, steps in ERP implementation.

Unit-III: Critical factors in ERP implementation success; Risks involved in ERP implementation-Technological risks, Organizational risks, project size and HR aspects in implementation of ERP projects, Project related factors; Additional factors: User Training, reporting needs and technological challenges.

Unit-IV:

ERP Systems: Sales and Marketing; Accounting and Finance; Production and Material Management; Human Resources; Supply Chain Management; Future directions and developments in ERP.

RecommendedBooks:

1. Sumner, Marry, Enterprise Resource Planning, Pearson Education, New Delhi

ReferenceBooks:

1. Ray, Rajesh, Enterprise Resource Planning: Text & Cases, Tata McGraw Hill, New Delhi.
2. Leon, Alexis, ERP Demystified. Tata McGraw Hill, New Delhi.
3. Garg, V. K. and Venkitakrishnan, N. K., Enterprise Resource Planning: Concepts and Practices 2ed, PHI, New Delhi.



Strategic Management of Information Technology

IT-10-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

This subject is aimed at developing an understanding of use of Information Technology as a Strategic Tool for Business Management. The course focuses on development of Information Technology Leadership.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand the strategic issues involved in technology.

CO2: Learn about information technology strategic plan in managing market space.

CO3: Describe strategic management of IS/IT functions & role of IT in business transformation. CO4: Illustrate technology planning for strategic position.

Course Contents:

Unit-I: Organizational nature and meanings of technology: Strategy formation, emergent factors affecting the final realized technology strategy, Perspectives Technology strategy, formal strategy design, fitting an organization's internal capabilities to the conditions in its external environment.

Unit-II:

Information Technology Strategic Plan: Planning for Technology, Current Technological environment, Information Technology Initiatives, Information Partnerships, Managing in the Market space- National Information Infrastructure and IT Policy at the National Level, Strategic Focus, Infrastructure and Service, Strategic Investment, Service Delivery, Initiatives, Collaboration, Connectivity, Mobility, Planning for strategic IT Resource.

Unit-III: Strategic Management of IS/IT Functions: The Role of the IS Department, The Role of the CIO, the Role of CEO, Key Issues in Information System & Management, Six IS Leadership roles, Analytical Framework for Strategic IT Initiatives, Sustaining Competitive Advantage of use of IT & Management, I.T. & Intensive Strategic Growth, Creative Learning, Organizational Learning and Role of Information technology in Business Transformation.

Unit IV: Technology planning for strategic position: Importance of effective dynamic interaction of technology with business planning, factors affecting increasingly rapid rates of change in the technology and business environment. Planning processes, the relationships between technology and competitive position.



Recommended Books:

1. Strategic Management in Information Technology, David B. Yoffie, Prentice Hall, New York
2. Executive Strategy: Strategic Management and Information Technology, Frederick Betz, John Wiley & Sons

Reference Books:

1. Management Strategies for Information Technology (Business Information Technology), Earl, Prentice Hall, New York
2. Information technology strategy and management: Best practices, Chew, Eng K., & Gottschalk, P., Information Science Reference, New York
3. Business value of IT. Boston: Harvard Business School Press
4. Selected readings on information technology management: Contemporary issues. Kelley, George, Information Science New York
5. Annuals of cases on information technology, Khosrow-Pour, Mehdi, Idea Group Publishing, London
6. The IT payoff: Measuring the business value of information technology investments, Sarv, D., & Kohli, R., Prentice Hall, New York





Project Management

OM-01-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

To provide an integrative approach to management of projects, detailing the various phases of the PLC.

Course Outcomes:

After completing the course students would be able to:

- CO1: Explain the importance, scope and functions of project management in successful project and understand the life cycle of any given project
- CO2: Understand time, costs and resources required for project management by applying different methods.
- CO3: Learn process of project appraisal and Manages project risk, including identifying, analyzing and responding to risk.
- CO4: Define role and responsibilities of the project manager, planning, organizing, controlling, skills of the project manager.

Course Contents:

Unit-I: Introduction: Project and project life cycle; importance of project management; integrative approach to project management, Project portfolios and their management system; project management structures and related issues.

Unit-II: Project Formulation: Project identification, Project formulation and preparation: Market and demand estimation, market survey, demand forecasting technical factors- Material inputs, technology, production, plant capacity, location and site, civil works, charts, layouts, work schedule, cost of project, means of financing, estimates of cost, financial projections.

Unit-III: Process of Project Appraisal: Technical, Economic, Financial, Legal and Social appraisal of the Industrial Projects, Problems arising due to rate of discount, wage-rate, exchange rates, treatment of taxes, social cost-benefits, treatment of risk and uncertainty, sensitivity analysis and probability approach single as well as multiple projects.

Unit-IV: Implementation, Monitoring and Control of Projects: Project scheduling, network techniques for resource and cost budgeting and scheduling, project management teams and coordination. Monitoring and post implementation, evaluation of the project, project financing.

Recommended Books:

1. Chandra Prasanna, Project: Preparation, Appraisal, Budgeting and Implementation. TMH, New Delhi.
2. Harvey Maylor, Project Management, Pearson, New Delhi



3. ChaudharyS.,ProjectManagement,TMH,NewDelhi.
4. MohsinM.,ProjectPlanningandControl,VikasPub.,NewDelhi.

ReferenceBooks:

1. CliffordGray,ErikLarson,GautamDesai,ProjectManagement:TheManagerialProcess,TMH,NewDelhi.
2. CarrollJohn,ProjectManagementinEasyStep,TMH,NewDelhi.
3. ClelandDavid,LewisIreland,ProjectManagement,TMH,NewDelhi.
4. KhannaR.B.,ProjectManagement,PHI,NewDelhi
5. KandaArun,ProjectManagement:ALifeCycleApproach,PHI,NewDelhi
6. RichmanLarry,ProjectManagement:StepbyStep,PHI,NewDelhi





Quality Toolkit for Managers

OM-02-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

To expose various concepts and philosophies of quality management and to develop skill for implementing the various phases of total quality management

Course Outcomes:

After completing the course students would be able to:

CO1: Conceptualize Total Quality and outline the dimensions and barriers regarding with Quality. CO2: Illustrate the TQM Principles.

CO3: Illustrating the application of a variety of tools for process improvement such as the Seven QC Tools, Six Sigma, Lean Six Sigma, and Total Quality Management.

CO4: Explain various TQM tools.

Course Contents:

Unit-I: Basics Concepts of Quality: Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs - Analysis Techniques for Quality Costs, Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership - Concepts, Role of Senior Management, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, Barrier to TQM Implementation.

Unit-II: TQM Principles: Customer satisfaction - Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement - Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement - Juran Trilogy, PDCA Cycle, 5S, Kaizen, Supplier Partnership - Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures - Basic Concepts, Strategy, Performance Measure.

Unit-III: Statistical Process Control: The seven tools of quality, Statistical Fundamentals - Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes, Process capability, Concepts of six sigma, New seven Management tools.

Unit-IV: TQM Tools: Benchmarking - Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) - House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) - Concept, Improvement Needs. Quality System: Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System - Elements, Implementation of Quality System, Documentation, Quality Auditing, TS 16949, ISO 14000 - Concept, Requirements and Benefits.



Recommended Books:

1. Besterfield Dale H, Quality Control, Pearson, New Delhi
2. Bedi, Quality Management, Oxford University Press.
3. Juran J.M. and Gryna, Jr. F.M., Quality Planning and Analysis, TMH, New Delhi

Reference Books:

1. Ronald G Day, Quality Function Deployment, TMH, New Delhi.
2. Dale H. Besterfield, C.B. Michna, G.H. Besterfield, M.B. Sacre, Total Quality Management, Pearson, New Delhi
3. Evan J.R., Total Quality Management, Excel Book, New Delhi.
4. Hansan B.L. & Ghare, P.M. Quality Control & Application, PHI.
5. Hagan, Management of Quality, Oxford University Press.
6. Juran J.M. & Frank M. Gryna, Quality Planning & Analysing, TMH, New Delhi.





SupplyChainandLogisticsManagement

OM-03-C

L T P Credit
4 - - 4
Time:3hours

ExternalTheoryMarks : 75
InternalMarks : 25
TotalMarks : 100

CourseObjective:

Toacquaintthestudentswiththesupplychainmanagementconcepts,structure,organizationandprocess
.Tounderstand theroleofsupplychain and business logisticsindevelopingcorporatestrategy.

CourseOutcomes:

Aftercompletingthecoursestudentswouldbeableto:

CO1: Explain concept and definitions of supply chain and components of logistics.CO2: UnderstandingDesigning ofsupply chainnetwork.

CO3: Understandpurchasing&vendormanagement.

CO4: Learndecision-supportsystemsforsupplychainmanagement.

CourseContents:

Unit-I: Understanding the Supply Chain: Define Supply Chain, Objective of a Supply Chain, Importance of SupplyChain Decisions, Decision Phases in a Supply Chain, Process View of a Supply Chain, Competitive and Supply ChainStrategies, Achieving Strategic Fit, Expanding Strategic Scope, logistics as integral part of SCM, components oflogistics.

Unit-II: Designing the supply chain network: role of distribution, factors influencing distribution, design options, e-business and its impact , distribution networks in practice, network design in the supply chain, role of network,factors affecting the network design decisions, modeling for supply chain, designing and planning transportationnetworks: Role of transportation, modes and their performance, transportation infrastructure and policies designoptions andtheir trade-offs,tailored transportation.

Unit-III: Purchasing & Vendor management: Centralized and decentralized purchasing, functions of purchasedepartmentandpurchasepolicies,singlevendorconcept,managementofstores, accountingformaterials.Inventory Management: Concept, various costs associated with inventory, various EOQ models, buffer stock(tradeoff between stock out / working capital cost), lead time reduction, re-order point / re-order level fixation,exercises, ABC, SDE /VEDAnalysis,Just-In-Time& Kanban SystemofInventory management.

Unit-IV:Decision-

supportsystemsforsupplychainmanagement:Introduction,thechallengesofmodelingstructure of decision support systems, input data, analytical tools, presentation tools, supply chain decision:support systems. Recent Issues in SCM: Role of Computer / IT in Supply Chain Management, CRM Vs SCM,Benchmarking concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-conceptofdemandchainmanagement.



Recommended Books:

1. Sharma: Supply Chain Management, Oxford University Press.
2. Chopra, S. Peter Meindl, Kalra, D.V. "Supply Chain Management Strategy, Planning and Operation", Pearson Prentice Hall, New Delhi

Reference Books:

1. Shah, J. "Supply Chain Management", Pearson Publication, New Delhi.
2. Donald J Bowersox, Dand J Closs, M Bixby Coluper, "Supply Chain Logistics Management", TMH
3. Sahay B.S. "Supply Chain Management", Macmillan, New Delhi.
4. Agarwal D.K. "A Text Book of Logistics and Supply Chain Management", Macmillan, New Delhi.
5. Raghuram G. "Logistics and Supply Chain Management", Macmillan, New Delhi





ServiceOperationsManagement
OM-04-C

L T P Credit
4 - - 4
Time:3hours

ExternalTheoryMarks : 75
InternalMarks : 25
TotalMarks : 100

CourseObjective:

Thekeyobjectiveofthiscourseistoacquaintthestudentwithdecisionmakinginplanning,design,delivery,qualityandschedulingofserviceoperations.Thecandidatesarealsoexpectedtoappreciatetheroleofservicequalityandoperations inemerging services economy of India.

CourseOutcomes:

Aftercompletingthecoursestudentswouldbeableto:

CO1: Understanding service facility design and facility location.

CO2: LearnJob design,developmentandautomation.

CO3: Understanding measurement and control of quality of services.

CO4: Explain Distribution and maintenanceofservices.

CourseContents:

Unit-I:

MatrixofServiceCharacteristics;ChallengesinOperationsManagementofServices;AggregateCapacityPlanningfor Services;Facility Locationandlayoutfor Services.

Unit-II:

JobDesignSafetyandPhysicalEnvironment;EffectofAutomation;OperationsStandardsandWork Measurement.

Unit-III:

MeasurementandControlofQualityofServices;DynamicsofServiceDeliver)System;Schedulingfor Services Personnel andVehicles;Waiting-Lineanalysis.

Unit-IV:DistributionofServices;Product-

SupportServices;MaintenanceofServices;InventoryControlforServices:CaseStudiesonProfessional Services.

RecommendedBooks:

1. CollierDavidA.,ServiceManagementOperatingDecisions,EnglewoodCliffs,PrenticeHallInc.
2. Fitzsimmons,JamesAandSullivan,RobertS.,ServiceOperationsManagement,McGrawHill.
3. Sharma,JK.,ServiceOperationsManagement,AnmolPublications.

ReferenceBooks:

1. Heskett,JamesL.etal.,ServiceBreakthroughs-ChangingtheRulesoftheGame,FreePress.
2. Murdiek,RG.etal.,ServiceOperationsManagement,AllynandBacon.
3. Voss,C.etal.,OperationsManagementinServiceIndustriesandthePublicSector,Chichester,Wiley.
4. BowmenDavidE.etal.,ServiceManagementEffectiveness:BalancingStrategy,OrganizationandHumanResources, OperationsandMarketing,Jossey Bass.



R&D Management

OM-05-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

To develop middle level scientists in the modern concepts of R&D management with a view to make them effective project managers and to enhance their human and behavioral skills to make them effective members of a large multi-disciplinary projects.

Course Outcomes:

After completing the course students would be able to:

- CO1: Enhance their human and behavioral skills to make them effective members of a large multi-disciplinary projects.
- CO2: Learn basic knowledge of R&D environment.
- CO3: Emphasize on procurement procedure & Material Management.
- CO4: Develop the skills for test facilities & related resources.

Course Contents:

Unit-I:

Survey of Emerging Technologies, Environment Analysis; Project Proposals; R&D Management: Management of knowledge workers.

Unit-II:

R&D environment; Management of High Value Instruments Test Facilities, Workshop setc., Identification of partners/contractors for R&D Projects; R&D Budget.

Unit-III:

Technology Scanning; Procurement Procedure; Material Management Policy; Discard Policies and Procedure; Contract Management; Procurement and Utilization of Capital Equipment; Test Equipment.

Unit-IV: Test Facilities; Sharing of resources with other Institution-Sponsored Resources; Development Tools.

Recommended Books:

1. Cetron, Marvin J. & Goldhar, Joel D (ed.), The Science of Managing Organised Technology, Gordon & Research, Science Publications.
2. Jain, R.K. & Triandis, H.C., Management of Research and Development Organisations; Managing the Unmanageable, Wiley.
3. McLeod, Tom. The Management of Research, Development and Design in Industry, Gower.

Reference Books:

1. Meredith, Jack R. & Mantel, Samuel J., Project Management a Managerial Approach, Wiley.
2. NTIS, The Management of Government R&D Projects; the effect of the contractual requirement to use specific management techniques, University of Texas.



Operations Strategy

OM-06-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

The main objective of this course is to familiarize the students with the basic aspects of operation strategy by building on the theories and concepts are discussed in relation to analysis, design and control of enterprised product and service offerings and associated value adding processes.

Course Outcomes:

After completing the course students would be able to:

CO1: Learn basic concepts of operations strategy and substitutes for strategy.

CO2: Understanding capacity strategy and purchasing and supply strategy.

CO3: Learn Process of technology strategy and service development and organization.

CO4: Process, risks, challenges in operations strategy.

Course Contents:

Unit-I: Introduction to Operations Strategy: Defining strategy, Defining operations strategy, operation strategy matrix, process of operation strategy; Operation performance: five generic performance objectives; importance, Tradeoffs; Substitutes for strategy: Total quality management, Lean operations, Business process reengineering, Six sigma.

Unit-II: Capacity strategy: Definition, Level of capacity strategy, Capacity change, Location of capacity; Purchasing and supply strategy: Definition, do or buy, vertical integration decision, contracting and relationships, supply network dynamics, purchasing and supply chain risk.

Unit-III: Process technology strategy: Definition, Evaluation, Product process matrix, Challenges to Information technology; Improvement strategy: Development and improvement, setting the direction, Importance; product and service development and organization: Process & Importance.

Unit-IV: Process of operations strategy – formulation and implementation: Formulating operations strategy, analysis, challenges, implementation; Process of operations strategy – monitoring and control: tracking performance, Implementation risk, learning, appropriation and path dependency.

Recommended Books

1. Nigel Slack & Michael Lewis, "Operations Strategy", Pearson Education, New Delhi.

Reference Books:

1. Robert Hayes, Gary Pisano, Operations Strategy & Technology, Wiley.
2. Ted James, "Operations Strategy", Ted James & Ventus Publishing.



Technology Management
OM-07-C(SameasIT-02-C)

L T P Credit
4 - - 4
Time:3hours

ExternalTheoryMarks : 75
InternalMarks : 25
TotalMarks : 100

CourseObjective:

The main objective of this course is to familiarize the students with the various aspects of technology management and its application in business organization.

CourseOutcomes:

After completing the course students would be able to:

- CO1: Understand the basic concepts and relationship of technology.
CO2: Emphasize on technology life cycle and technological innovations.
CO3: Understanding role of technology for competitiveness.
CO4: Learn Acquisition and exploitation of technology.

CourseContents:

Unit-

I: Basic concept of technology, technology and its relationship with knowledge, business and society, Classification of technology, Management of technology at firm and national levels, Conceptual framework for management of technology, critical factors in managing technology.

Unit-

II: Technology and management paradigms, technology and market interaction, technology life cycles, Process of technological innovation, factors affecting technological innovations.

Unit-III: Competitiveness: basic concepts and indicators, technology management for managing competitiveness, Formulation of technology strategy, Aligning business and technology strategy, Technology planning: forecasting technology, technology audits.

Unit-IV: Acquisition of technology: methods and issues; Exploitation of technology, Technology creation using research and development, Technology transfers: Process and Issues.

RecommendedBooks:

1. Tarek Khalil, Management of Technology, Tata McGraw Hill, New Delhi

ReferenceBooks:

1. Norma Harrison and Danny Samson, Technology Management: Text and International Cases, TMH, New Delhi
2. Robert Burgelman, Clayton Christensen and Steven Wheelwright, Strategic Management of Technology & Innovation, Tata McGraw Hill, New Delhi.



Manufacturing Systems Management

OM-08-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

To understand the fundamental concepts of a manufacturing system, new product development and synchronous manufacturing.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand the strategic issues, methodologies of manufacturing systems.

CO2: Learn about minimization of intercell movement and cell scheduling and sequencing.

CO3: Various issues and process in new product development.

CO4: Knowledge about synchronous manufacturing and flexible manufacturing systems.

Course Contents:

Unit-I: Introduction: Requirements of Manufacturing, Various methodologies, Strategic Issues in Manufacturing, Cellular Manufacturing; Cell Formation-Early methods: Production Flow Analysis., Rank Order Clustering, Similarity based methods; Cell formation algorithms: P median formulation, Assignment formulation, ZODIAC algorithm., Metaheuristics, considering sequence, Considering workload.

Unit-II: Minimizing intercell movement: Remainder cells, Machine duplication, Part subcontracting; Product based cell formation; Operator Allocation: Rabbit chasing, Dedicated operators, Static operator allocation problems, Network Models. Cell scheduling and sequencing: Part Family sequencing, Dispatching rules; Cell layout; Just In Time Manufacturing: Concepts and definitions, Implementation issues, Kanban, CONWIP and Kanban.

Unit-III:

Issues in New Product Development: Strategic importance. Types of new product development. Process of new product development, Computer aided design, Modular design, Product Profiling.

Unit-IV: Synchronous Manufacturing: The Goal, Principles of SM, TOC and LP, Scheduling; Flexible Manufacturing Systems: Concepts, FMS loading problems, FMS scheduling problems; Focused Manufacturing: Principles and Concepts; World Class Manufacturing.

Recommended Books:

1. M Baker, S Hart, "Product Strategy and Management", Pearson Education, New Delhi.
2. Terry Hill, Alex Hill "Manufacturing Operations Strategy Text and Cases", Palgrave MacMillan.

Reference Books:

1. Askin R G and Strandridge C R, Modelling and Analysis of Manufacturing, John Wiley and Sons.
2. Askin R G and Goldberg J B, Design and Analysis of Lean Production Systems, John Wiley and Sons.
3. Steve Brown, "Strategic Manufacturing for Competitive Advantage", Prentice Hall, New Delhi.
4. Jim Todd, "World Class Manufacturing" Nigel Slack, Michael Lewis, "Operations Strategy", Pearson Education, New Delhi



Sourcing Management

OM-09-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

To demonstrate a working knowledge of raw materials and finished goods flow within the supply chain.
Develop understanding for the application of inventory principles. Apply fundamental supplier selection and vendor analysis techniques.

Course Outcomes:

After completing the course students would be able to:

- CO1: Learn various trends in global sourcing and methods and concepts of sourcing.
CO2: Understanding various analytical tools in sourcing.
CO3: Learning integrative Pacific systems case, electronic sourcing
CO4: Understanding concept and various issues of sustainability.

Course Contents:

Unit I: Introduction to Global Sourcing, Trends in Global Sourcing, Supply Management- Strategic Sourcing, Negotiation process, Methods of sourcing, Performance Measurement and Evaluation (Concepts and Metalcraft Case), Sourcing Risk Management identifying, assessing, and controlling risk.

Unit II: Supplier Evaluation and Selection, locate, develop, qualify, and employ suppliers, Master supply agreement, Analytical Tools in Sourcing (Total Cost of Ownership (Wire Harness case), Pricing Analyses (Plastic Shield case), score card method, supplier research and market analysis.

Unit III: Analytical Tools in Sourcing (Foreign Exchange Currency Management, Learning Curve, Quantity Discount Models)- Integrative Pacific Systems Case (Sourcing Risk, Supplier Financial Analysis)- Electronic Sourcing, solicitation method.

Unit IV: Understanding the environment, concept of sustainability, green sourcing, global and national standards, major sustainability issues, cultural diversity and sourcing process, operational alignment with sourcing strategy.

Recommended Books:

1. Fred Sollish MS, John Semanik: Strategic Global sourcing, Wiley
2. Daniel Senft: International Sourcing, Springer.

Reference Books:

1. Shah, J. "Supply Chain Management", Pearson Publication, New Delhi.
2. Donald J Bowersox, Dand J Closs, M Bixby Coluper, "Supply Chain and Logistics Management", TMH
3. Sahay B.S. "Supply Chain Management", Macmillan, New Delhi.
4. Agarwal D.K. "A Text Book of Logistics and Supply chain management", Macmillan, New Delhi. Raghuram G. "Logistics and Supply Chain Management", Macmillan, New Delhi



SupplyChainAnalytics

OM-10-C

L T P Credit
4 - - 4
Time:3hours

ExternalTheoryMarks : 75
InternalMarks : 25
TotalMarks : 100

To treat the subject in depth by emphasizing on the advanced quantitative models and methods in logistics and supply chain management and its practical aspects and the latest developments in the field.

Course Outcomes:

After completing the course students would be able to:

CO1: Understanding Warehousing Decisions and various methods. CO2:

Learning inventory management models and methods.

CO3: Understanding problems Transportation of network models. CO4:

Learning various Risk Analysis and applications in supply chain.

Course Contents:

Unit-I: Warehousing Decisions: Mathematical Programming Models, P-Median Methods, Guided LP Approach, Balmer-Wolfe Method, Greedy Drop Heuristics, Dynamic Location Models, Space Determination and Layout Methods.

Unit-II: Inventory Management: Inventory aggregation Models, Dynamic Lotsizing Methods, Multi-Echelon Inventory models, Aggregate Inventory system and LIMIT.

Unit-III: Transportation Network Models, Notion of Graphs, Minimal Spanning Tree, Shortest Path Algorithms, Maximal Flow Problems, Multistage Transshipment and Transportation Problems, Set covering and Set Partitioning Problems, Traveling Salesman Algorithms, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms-Deficit function Approach and Linking Algorithms.

Unit-IV: Analytic Hierarchy Process, Data Envelopment Analysis, Risk Analysis in Supply Chain, Measuring transit risks, supply risks, delivering risks, Risk pooling strategies, Fuzzy Logic and Techniques- Application in SCM.

Recommended Books:

1. Sunil Chopra and Peter Meindel. Supply Chain Management: Strategy, Planning, and Operation, 5th Edition, Prentice Hall
2. Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning
3. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts,



Strategies and Casestudies, Third Edition, TataMcGrawHill, NewDelhi

4. D.Simchi-Levi,P.Kaminsky,E.Simchi-Levi,Managingthesupplychain:thedefinitiveguideforthebusinessprofessional.McGraw-Hill.

ReferenceBooks:

1. Sridhar Tayur, Ram Ganeshan, Michael Magazine(editors).Quantitative Models for Supply Chain Management.KluwerAcademic Publishers
2. Hyndman,R.J.,&Athanasopoulos,G.,Forecasting:principlesandpractice,OnlineOpenAccessTextbooks,https://www.otexts.org/fpp
3. James,G.,Witten,D.,Hastie,T.,&Tibshirani,R.,Anintroductiontostatisticallearning:withapplicationinR,NewYork:S pringer
4. Makridakis,S.,Wheelwright,S.C.,&Hyndman,R.J.,Forecastingmethodsandapplications.JohnWiley&Sons.
5. Chopra,S.,&Meindl,P.,SupplyChainManagementStrategy,PlanningandOperation,PrenticeHall.
6. Nahmias,S.,Productionandoperationsanalysis,McGraw-Hill/Irwin,SixthEdition.





Legal Institutional Dynamics

PPM-01-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

The students will be able to recognize their Fundamental Rights and limitations; comprehend the significance of Fundamental Duties as responsible citizens; Identify the roles of Welfare State as prescribed in Directive Principles of State Policy; Interpret the powers and functions of government at central, state and local level.

Course Outcomes:

After completing the course students would be able to:

CO1: Learn about the Indian constitution, fundamental duties of citizens. CO2: Understand the functioning of Union Government.

CO3: Describe the framework of state and local government and panchayati raj institutions. CO4: Illustrate the role of Indian judiciary system.

Course Content:

Unit-I: Features of Indian Constitution: Salient Features and sources of Indian Constitution - The Preamble and its significance - Citizenship - Fundamental Rights and its limitations - Fundamental Duties and its implications - Directive Principles of State Policy and Welfare State.

Unit-II: Union Government: Parliament: The President; Vice President - Lok Sabha and the Speaker - Rajya Sabha and the Chairman - The Prime Minister, Cabinet and the Council of Ministers - Elections, Powers and Functions - Emergency Provisions.

Unit-III: State and Local Government: Governor - Chief Minister and Council of Ministers - Legislative Assembly and Speaker; Legislative Council and Chairperson - Elections, Powers and Functions - Panchayati Raj Institutions (PRI) -

73rd Amendment Act - 11 Schedule - PESA Act - Urban Local Government Institutions (ULGI) - 74th Amendment Act - 12 Schedule.

Unit-IV: The Judiciary: Supreme Court, High Courts: Powers, Functions and Jurisdictions - Judicial Review - Judicial Activism - Public Interest Litigation (PIL) - Types of Writs.

Recommended Books:

1. Basu, Durga Das, (2002), Introduction to the Constitution of India, New Delhi: Wadhwa and Company Law Publishers.
2. Basu, Durga Das, (2008), Commentary on the Constitution of India, New Delhi: Wadhwa and Company Law Publishers.
3. Datar, Arvind P, (2010), Datar Commentary on Constitution of India (3 vols.), Nagpur: Lexis Nexis Butterworths Wadhwa.
4. Jain, M.P. (2010), Indian Constitutional Law 6th Edition (2 vols.), Nagpur: Lexis Nexis Butterworths Wadhwa.



5. Johari, J.C. (1995), *The Constitution of India – A Politico-Legal Study*, New Delhi: Sterling Publishers Private Limited.
6. Kashyap, Subhash, (2005), *Our Constitution*, New Delhi: National Book Trust.

Reference Books:

1. Pylee, M.V. (2007), *An Introduction to the Constitution of India*, New Delhi: Vikas Publishing House Pvt. Ltd.
2. Pylee, M.V. (2008), *India's Constitution*, New Delhi: Vikas Publishing House Pvt. Ltd.
3. Shukla, V.N. (2003), *Constitution of India*, Lucknow: Eastern Book Company.





Development Economics

PPM-02-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

The objective of this course is to acquaint students with the concepts of economic development and theories of economic growth. Students will be able to develop understanding about measures of economic development, problem related to poverty and inequality and concepts related to sustainable development.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand basic concept of economic development and approaches for measuring development.

CO2: Learn different aspects of poverty and inequality.

CO3: Describe the theories and growth models of economic development.

CO4: Illustrate environmental externalities and state regulation of the environment and sustainable development.

Course Contents:

Unit-I: Economic Development: Meaning of economic growth and development, Factors determining economic growth and development; Measuring Development: Income Measures, Basic Needs Approach, PQLI and HDI and Capabilities Approach; Importance of agriculture and industry in economic development.

Unit-II:

Poverty and Inequality: Measurement, Impact and Policy options, relationship between poverty/inequality and economic development; Development Gap: concepts and measurement; land reform and its effects on productivity and development.

Unit-III:

Theories of Development: classical theory of development, Karl Marx's theory of development – theory of social change, capitalist development; Growth Models: Harrod and Domar Model, Neo Classical Growth Models, Endogenous Growth Model, Lewis Model; Amartya Sen vs Bhagwati debate on growth, Poverty and Distribution.

Unit-IV:

Environment and Sustainable Development: Defining sustainability for renewable resources; a brief history of environmental change; common-pool resources; environmental externalities and state regulation of the environment; economic activity and climate change.



Recommended Books:

1. Michael P. Todaro, Stephen C. Smith, Economic Development, Pearson
2. Mukherjee, A. and Chakrabarti S., Development Economics: A Critical Perspective, PHI
3. Debraj Ray, Development Economics, Oxford University Press.
4. H. L. Ahuja, Development Economics, S. Chand Publication.
5. Chakravarti, S., Alternative Approaches to the Theory of Economic Growth, Oxford Univ. Press, Delhi.
6. Alfred W. Stonier, Douglas C. Hague, A Textbook of Economic Theory, Pearson.
7. Behrman, S. and T. N. Srinivasan, Handbook of Development Economics, Elsevier

Reference Books:

1. Thirlwal, P., Growth & Development, Mcmillan, U.K
2. Malar, K. G. Environment, Poverty in Economic Growth. Annual World Bank, Conference on Development Economics, World Bank Washington D.C (1997)
3. Myint, Hla, The Economics of Undeveloped countries, Preager, New York
4. Higgins, B., Economic Development, W. W. Norton, New York





Data Analysis using Excel and SPSS

PPM-03-C (Same as IT-05-C)

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

The objective of this course is to familiarize the students with the practical approach of using Excel and SPSS software in data analysis.

Course Outcomes:

After completing the course, students would be able to:

CO1: Understand basics of data and data analysis.
CO2: Learn concepts and functions of Excel.

CO3: Gain knowledge of SPSS and hypothesis testing using SPSS.
CO4: Perform various advanced statistical tests using SPSS.

Course Contents:

Unit-

I: Understanding Data: Data, Types of Data and Level of Measurements; Quantitative (Discrete and Continuous), Qualitative (Categorical and Ordinal); Basic Concepts of Analysis: Population and Sample, Descriptive and Inferential Statistics, Parameter and Statistic, Parametric and Non-parametric tests, Variables (Dependent and Independent); Preparing and coding data for analysis.

Unit-II: Introduction to Excel: Understanding Spreadsheets, Workbooks and Worksheets, Navigating through cell, cell referencing, Data Entry (Manual and Auto fill), Formulas and functions, sorting data; Creating and Managing Charts and Graphs; Managing Data Lists in Excel: Building, Sorting, Filtering and managing; Performing What-if Scenarios, Generating Pivot Tables; Basics of Building and running Macros; Using 'Data Analysis' Add-in in Excel for computing basic descriptive and inferential statistics.

Unit-III: Introduction to SPSS: Creating and Managing Data files, defining variables, opening and reading data files from SPSS and non-SPSS sources; Creating, printing and saving output files; Summarizing Data: Frequency Distribution, Graphical presentation, Computing select measure of central tendency and dispersion; Hypothesis testing for single population (One sample z-statistic and t-statistics); one-tailed and two-tailed test of hypothesis; Hypothesis testing for two populations.

Unit-IV: ANOVA, Chi-square test, Simple Linear Regression analysis, Multiple Regression Analysis, Factor Analysis; Basic Non-parametric statistics: One-sample K-S Test, Mann-Whitney U test, Wilcoxon Matched-pairs Signed Rank test, Kruskal-Wallis test, Friedman test and Spearman's Rank Correlation.



Recommended Books:

1. Naval Bajpai, Business Statistics, Pearson
2. Whigham David, Business Data Analysis, Oxford University Press, Delhi.

Reference Books:

1. Darren George & Paul Mellery, SPSS for Windows Step by Step: A Simple Guide and Reference, 18.0 Update, Pearson, New Delhi.
2. Perry R. Hinton, Isabella McMurray & Bob Cozens, SPSS Explained, Tata McGraw-Hill Education Pvt. Ltd, Noida.
3. Evan Berman & Xiaohu Wang, Essentials Statistics for Public Managers & Policy Analysts, Sage Publications





Public Finance Administration
PPM-04-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

The objective of this course is to acquaint students with the concepts of public finance. Students will be able to develop understanding public revenue, public expenditure, public debt and fiscal policy.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand different aspects of public finance and parliamentary financial committees. CO2: Know about different sources of revenues and public expenditure aspects.

CO3: Describe the basic concepts of public debt and federal finance.

CO4: Learn about fiscal policy, fiscal responsibility and budget management act.

Course Contents:

Unit-

I: Public Finance: Nature, Definition, Scope of Public Finance, Role of Public Finance in Economic Development and Principles of Maximum Social Advantage; Impact, shifting, incidence and effects of taxation; Parliamentary Financial Committees- Estimates Committee, Public Accounts Committee, Committee on Public Undertakings, Standing Committee for scrutiny of demands for grants.

Unit-II: Sources of Revenue: taxes, loans, grants and aid – meaning and types, canon of taxation, problem of justice in taxes, incidence of taxation, taxable capacity, Impact of taxation & tax evasion characteristics of Indian tax system, defects & steps of reform; Public Expenditure: Meaning, Classification and Canners of Public Expenditure, Effects of Public expenditure on- Production, Distribution and Economic Growth.

Unit-III: Public Debt: Meaning, Need, Sources and repayment, Effects of Public debt on – Money Supply, Economic Growth and Economic Stability; **Federal Finance:** Financial Issues in a Federal setup, Finance Commission, Principles of efficient division of financial resources between Central and States, Problems of financial imbalances and measures for adjustments.

Unit-

IV: Fiscal Policy: Meaning, Objectives of Fiscal Policy, role of fiscal policy in controlling inflation and stagnation, Fiscal Responsibility and Budget Management Act; **Budgets:** Meaning, Classification of Budgets, Fiscal Deficit, Deficit financing and deficit budget.



Recommended Books:

1. H.L.Bhatia,PublicFinance,VikasPublication
2. R.A.Musgrave&P.B.Musgrave,PublicfinanceinTheoryandPractice,McGraw-HillEducation(India)PvtLimited.
3. J.Gruber,PublicFinanceandPublicPolicy,MacmillanLearning.
4. HughDalton,PrinciplesofPublicFinance,AlliedPublishers.
5. S.K.Singh,PublicFinanceinTheoryandPractice,S.ChandPublishing.

Reference Books:

1. M.GovindaRaoandTapasSen,FinancialFederalisminIndia,Mcmillan,Delhi
2. PublicFinanceinTheory&Practice;HollwyUlbrich;Thomson-SouthWestern,2007.
3. ManagingGovernmentExpenditure;SalvatoreSchiavo-CampoandDanialTomasi:AsianDevelopmentBank,1999.
4. Constitution of India, Central Government Budget, Economic Survey, Various Reports of Finance Commission,Various ReportsofExpenditureReforms Commission.





Risk and Disaster Management

PPM-05-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks : 75
Internal Marks : 25
Total Marks : 100

Course Objective:

The objective of this course is to understand the nature and types of disasters, disaster management process and key institutions and to examine the significance of community-based disaster management.

Course Outcomes:

After completing the course students would be able to:

- CO1: Have an awareness about the basic concept of disaster, risk assessment and impact of disasters on population.
- CO2: Describe the disaster management and its process and institutions.
- CO3: Learn the community-based disaster management, first aid, emergency reconstruction, temporary relief and rehabilitation.
- CO4: Illustrate the disaster preparedness and risk reduction.

Course Contents:

Unit-I: Disaster Contexts: Meaning, Characteristics and Types of Disasters - Indian Society and its Vulnerability to Disasters - Hazards and Vulnerability factors - Risk assessment: Seismic Zones, Richter Scale and other measures – Impact of disasters on socio-economic development: Social, Economic, Political and Psychological – Food, Water, Shelter, Hygiene, Health, Education, Agriculture, Cattle wealth, Employment, Financial distress, Electricity, Infrastructure facilities, Transportation, Industry, Environment, Disorganising in the family, Governmental process, system and services - Impact of Disasters on population: Gender, Children, Aged, Poor, Differently abled, Shelterless, Coastal population, Tribal population.

Unit-II: Disaster Management – Process and Institutions: Evolution of Disaster Management in India - Disaster Management Act, 2005 – Organisation for Disaster Management at various levels – National Disaster Management Authority at National, State, District and Local Level – Role of National Institute of Disaster Management, State level institutions – Process: Disaster Preparedness, Prevention, Mitigation, and Rehabilitation – Capacity Building of the stakeholders - Institutional and Legal Mechanisms - Advocacy and Public awareness - Preparation of Prevention and Mitigation Strategies.

Unit III:

Community-

based Disaster Management: Community Based Disaster Management: Scope and Significance - Disaster Management Planning at Village Level – Mapping of the Area and Resources – Preparatory Exercises at the local level – Capacity building sessions: Mock Drills; Emergency Response and recovery; First Aid - Emergency Reconstruction; Temporary Relief and Rehabilitation.



Unit IV: Disaster Preparedness and Risk Reduction: Disaster Preparedness and Risk Reduction: Scope and Significance - Eco Disaster Risk Reduction - Role of Local Governments in Disaster Preparedness and Risk Reduction

– Analysis of functions by the Local Governments – Empowering Local Governments in Disaster Preparedness and Risk Reduction - Community Based Approach - Disaster Preparedness Measures: Constitution of Core team/ Taskforce- Village Disaster Management Plan- Capacity building of elected members, officials and community – Use of GIS data for disaster-specific information.

Recommended Books:

1. Goel, S.L. (2009), Disaster Administration – Theory and Practice, Deep and Deep, New Delhi, 2009. Goel, S.L. (2010), Management of Natural Disasters, Deep and Deep, New Delhi, 2010.
2. Singh, Tej (Ed.). (2006), Disaster Management – Approaches and Strategies, Akansha Publishing House, New Delhi.
3. Kaur, Anu, et al. (Eds.), Disasters in India – Studies of Grim Reality, Rawat Publications, Jaipur, 2005. Disaster Management and Panchayati Raj Institutions – PRIA, New Delhi, 2007.

Reference Books

1. Kafle, Shesh Kanta And Zubair Murshed. (2006), Community-Based Disaster Risk Management For Local Authorities, Asian Disaster Preparedness Center Through Its Partnerships For Disaster Reduction Southeast Asia, Bangkok, Thailand.
2. Government of India. (2015). Best Practices in Panchayatson Livelihoods and Natural Resource Management, New Delhi: Ministry of Panchayati Raj.

