

Course Curriculum
for
Master of Business Administration



School of Management
National Institute of Technology
Rourkela- 769008, India

Vision

To be recognized as a premier business school with passion for academic and research excellence, uncompromising human value, social conscience and committed to improve the quality of life in organizations and beyond.

Mission

- To create and disseminate knowledge through advanced management research that influences scholarship, practice and policy making.
- To inculcate managerial competencies through real life problem solving using mathematical and analytical pedagogy.
- To nurture ethical action leaders by instilling ethos of innovation and strong entrepreneurial spirit, that challenges conventions through change and transformation.

Program Educational Objectives (PEO):

1. To create knowledge by nurturing students with experiential learning, scholarship and dedication, and prepare them for advanced study, careers and lifelong learning.
2. To develop a strategic level understanding of core business principles and demonstrate their competencies across business disciplines.
3. To train students for the major challenges in contemporary business environment and apply their perspective through innovation, integrity, leading and managing change, globalization, and technology management.
4. To inculcate professionalism, leadership skills, effective communication skills, interpersonal skills and teamwork in order to manage and collaborate in diverse work environments.
5. To sensitize students with legal and moral consciousness that will lead to holistic welfare of organizations and society.

Program Outcomes:

- a. Graduates will be able to evaluate contextual forces in business such as political, economic, environmental, ethical, social and technological change.
- b. Graduates will be able to demonstrate the ability to recognise and analyse business problems by using technical and analytical methods.
- c. Graduates will be able to plan, design and implement marketing strategy to achieve long term consumer welfare.
- d. Graduates will demonstrate ability to interpret financial data, formulate a cogent assessment of the situation and design strategies for financial health of the business.
- e. Graduates will demonstrate an understanding of diverse perspectives and strategic issues in human resource management and development within organisations.

- f. Graduates will be able to design and propose policies to manage resources and operations for integrated production and distribution of goods and services.
- g. Graduates will be able to analyse the impact of information systems and technology on a business and demonstrate the ability to make effective information management decisions.
- h. Graduates will be able to demonstrate advanced verbal and non-verbal communication along with business presentation skills.
- i. Graduates will demonstrate the ability to integrate engineering and management techniques to aid planning and control within a changing context to meet stakeholder interests.
- j. Graduates will demonstrate their role as managers and entrepreneurs and contribute to betterment of the society.
- k. Graduates will be able to succeed in competitive examinations like UGC-JRF/NET, Civil Services, MT, etc.

Consistency between PEO's and Mission Statements

Mission Statement	Program Educational Objectives				
	PEO1	PEO2	PEO3	PEO4	PEO5
To create and disseminate knowledge through advanced management research that influences scholarship, practice and policy making.					
To inculcate managerial competencies through real life problem solving using mathematical and analytical pedagogy.					
To nurture ethical action leaders by instilling ethos of innovation and strong entrepreneurial spirit, that challenges conventions through change and transformation.					

PEO's Alignment with PO's

Program Educational Objectives	Program Outcomes											
	a	b	c	d	e	f	g	h	i	j	k	
PEO1												
PEO2												
PEO3												
PEO4												
PEO5												

Mapping of CO's with PO's

Contribution of Courses to Program Outcomes	Program Outcomes										
	a	b	c	d	e	f	g	h	i	j	k
SM 6301											
SM 6601											
SM 6101											
SM 6201											
SM 6611											
SM 6501											
SM 6571											
SM 6371											
SM 6171											
SM 6881											
SM 6302											
SM 6402											
SM 6102											
SM 6602											
SM 6612											
SM 6622											
SM 6572											
SM 6372											
SM 6172											
SM 6882											
SM 6991											
SM 6471											
SM 6271											
SM 6671											
SM 6883											
SM 6632											
SM 6642											
SM 6992											
SM 6672											
SM 6472											
SM 6272											
SM 6884											
SM 6211											
SM 6221											

SCHOOL OF MANAGEMENT

Course Curriculum

Sl. No	Sub Code.	Subjects	L-T-P	Credits
1	SM 6301	Organizational Behavior and Structure	3-0-0	3
2	SM 6601	Managerial Economics	3-0-0	3
3	SM 6101	Financial and Cost Accounting	3-0-0	3
4	SM 6201	Marketing Management	3-0-0	3
5	SM 6611	Business Research Methodology	3-0-0	3
6	SM 6501	Management Information Systems	3-0-0	3
7	SM 6571	Basic Computer Laboratory	0-0-3	2
8	SM 6371	IGBO Laboratory	0-0-3	2
9	SM 6171	Business Simulation Laboratory	0-0-3	2
10	SM 6881	Seminar and Technical Writing – I	0-0-3	2
11	SM 6302	Human Resource Management	3-0-0	3
12	SM 6402	Operations and Project Management	3-0-0	3
13	SM 6102	Financial Management	3-0-0	3
14	SM 6602	Quantitative Methods in Management	3-0-0	3
15	SM 6612	Business Environment	3-0-0	3
16	SM 6622	Technology and Innovation Management	3-0-0	3
17	SM 6572	Statistics Lab	0-0-3	2
18	SM 6372	HR Lab	0-0-3	2
19	SM 6172	Management Games Lab	0-0-3	2
20	SM 6882	Seminar and Technical Writing - II	0-0-0	2
21	SM 6991	Internship	0-0-0	3
22	SM 6471	OR Lab	0-0-3	2
23	SM 6271	Leadership Lab	0-0-3	2
24	SM 6671	Language Lab	0-0-3	2
25	SM 6883	Seminar and Technical Writing – III	0-0-0	2
26	SM 6632	Strategic Management	3-0-0	3
27	SM 6642	Business Ethics and Corporate Governance	3-0-0	3
28	SM 6992	Project Work	0-0-0	3
29	SM 6672	Banking Operations Lab	0-0-3	2
30	SM 6472	Project Lab	0-0-3	2
31	SM 6272	Marketing Lab	0-0-3	2
32	SM 6884	Seminar and Technical Writing - IV	0-0-0	2
33	SM 6211	Consumer Behaviour and Marketing Research	3-0-0	3
34	SM 6221	Strategic Brand Management	3-0-0	3
35	SM 6231	Retail Management	3-0-0	3
36	SM 6202	International Marketing	3-0-0	3
37	SM 6241	Industrial Marketing	3-0-0	3
38	SM 6251	Integrated Marketing Communication	3-0-0	3
39	SM 6261	Customer Relationship Management	3-0-0	3
40	SM 6212	Sales and Distribution Management	3-0-0	3
41	SM 6222	Services Marketing	3-0-0	3
42	SM 6232	Strategic Marketing	3-0-0	3
43	SM 6111	Financial Institutions, Instruments and Markets	3-0-0	3

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44	SM 6121	Financial Derivatives	3-0-0	3
45	SM 6131	Commercial Banking	3-0-0	3
46	SM 6141	Tax Planning and Management	3-0-0	3
47	SM 6151	Security Analysis and Portfolio Management	3-0-0	3
48	SM 6112	Commodities Derivatives Market	3-0-0	3
49	SM 6122	International Finance	3-0-0	3
50	SM 6132	Mergers and Acquisitions	3-0-0	3
51	SM 6161	Insurance and Risk Management	3-0-0	3
52	SM 6142	Project Planning and Appraisal	3-0-0	3
53	SM 6311	Employee Relations and Labour Legislations	3-0-0	3
54	SM 6321	Human Resource Planning	3-0-0	3
55	SM 6331	Training and Development	3-0-0	3
56	SM 6341	Leadership for Corporate Excellence	3-0-0	3
57	SM 6351	Employee Compensation and Benefits Management	3-0-0	3
58	SM 6361	Talent Management	3-0-0	3
59	SM 6312	Performance Management	3-0-0	3
60	SM 6322	Organization Change and Development	3-0-0	3
61	SM 6332	Strategic Human Resource Management	3-0-0	3
62	SM 6342	Conflict and Negotiation Management	3-0-0	3
63	SM 6401	Materials and Inventory Management	3-0-0	3
64	SM 6411	Total Quality Management and Six Sigma	3-0-0	3
65	SM 6421	Logistics and Supply Chain Management	3-0-0	3
66	SM 6431	Service Operations Management	3-0-0	3
67	SM 6441	Production Planning and Control	3-0-0	3
68	SM 6451	Strategic Procurement	3-0-0	3
69	SM 6412	Revenue Management and Dynamic Pricing	3-0-0	3
70	SM 6422	Operations Strategy	3-0-0	3
71	SM 6432	Decision Models and Optimization	3-0-0	3
72	SM 6442	Environment, Health and Safety Management	3-0-0	3
73	SM 6511	Knowledge Management	3-0-0	3
74	SM 6521	Strategic Information System	3-0-0	3
75	SM 6531	E-Commerce	3-0-0	3
76	SM 6541	Enterprise Resource Planning	3-0-0	3
77	SM 6551	System Analysis and Design	3-0-0	3
78	SM 6561	Cyber Law	3-0-0	3
79	SM 6502	Database Management System	3-0-0	3
80	SM 6512	Software Project and Quality Management	3-0-0	3
81	SM 6522	IT Strategy	3-0-0	3
82	SM 6532	Software Engineering	3-0-0	3

SM – 6301**Organizational Behaviour and Structure****3 Credits [3-0-0]****Academic Group: Human Resource****Course Outcome:**

This course will familiarize the students with the concepts and theories underlying the behavioural processes at individual, team and organizational level and enable them to influence the human behaviour in organizations.

Course Content:

Introduction to Organizational Behaviour: Foundation of OB, Relationship between OB and Individual, Evolution of OB, Theoretical Framework of OB, Contemporary Challenges in OB. Individual Behaviour and Processes: Values and Attitudes, Personality and Emotions, Perception and Individual Decision Making, Motivation, Learning and Reinforcement. Interpersonal and Team Processes: Group Dynamics, Developing Teams and Team Working Practices, Leadership, Conflict Resolution and Negotiation Process, Power, Influence and Authority. Organizational Processes and Structure: Organizational Structure and Design, Formal & Informal organization, Centralization and Decentralization, Authority, Responsibility & Accountability, Organization Culture and Climate, Span of Management, Delegation of Authority, Organizational Learning. Developments in OB: Transactional Analysis, Management by Objectives, Emotional Intelligence, Stress Management, Cross-Cultural Dynamics.

Essential Readings:

- Robbins, S. P., and Judge, T. A. (2013). *Organizational Behaviour (15th ed.)*. Prentice-Hall Publication.
- Nelson, D. L., and Quick, J. C. (2007). *Understanding Organizational Behaviour (3rd ed.)*. Thompson South-Western Publication.

Suggested Readings:

- Pareek, U. (2012). *Understanding Organizational Behaviour (3rd ed.)*. Oxford University Press.
- Bateman, T. S., and Snell, S. A. (2008). *Management (8th ed.)*. TMH

SM - 6601**Managerial Economics****3 Credits [3-0-0]****Academic Group: General Management****Course Outcome:**

The course will equip students to broaden the understanding on specific economic issues, problems and possible alternatives in diverse environments thereby promoting student interest in economics and the economy.

Course Content:

Fundamentals of Economics: Concept and Context, Difference between Micro and Macro Economics. Demand and Supply Analysis: Elasticity, Estimation and Forecasting. Production and Cost Analysis: Isoquant, Isocost, Revenue Analysis and Profit Maximization. Market Structure: Perfect Competition, Monopoly, Monopolistic, Oligopoly, Price and Output Determination, Short Run and Long Run Analysis. Oligopoly Market Structure and Models: Game Theory, Cournot's Model, Kinked Demand

Curve. Economics of Information: Adverse Selection Model Hierarchy, Principal Agent Model, Market Failure and Externalities. Macro-Economic Variables: Measurement of National Income, Inflation and Unemployment, Circular Flow of Income, Interrelationship. Product Market Equilibrium: Keynesian Theories of Income, Output Determination, Multipliers, Accelerator, Business Cycle. Principal Market Equilibrium: Determination of Interest Rates. Product and Financial Market: ISLM Model. Labour Market: Determination of Wages. Aggregate Demand, Aggregate Supply: All Market Equilibrium. Macro-Economic Policies: Monetary Policy, Fiscal Policy, Exchange Rate Policy. Macro-Economic Debate: Philip Curve, Sacrifice Ratio, Okun's Law, Interaction of Output, Money Inflation, Interest Rates, Theories of Economic Growth and Models.

Essential Readings:

1. Banerjee, S., Keat, K. G., and Young, P. (2011). *Managerial Economics (6th ed.)*. Pearson Education.
2. Shapiro, E. (1996). *Macroeconomic Analysis*. Galgotia Publication.

Suggested Readings:

1. Blanchard, O. (2011). *Macro Economics (5th ed.)*. Pearson Education.
2. Mankiw, N. G. (2010). *Principles of Micro Economics*. Thomson.

SM - 6101**Financial and Cost Accounting****3 Credits [3-0-0]****Academic Group: Finance****Course Outcome:**

This subject familiarizes the students with financial statements and principles underlying them and also acquaints them in brief with financial, cost and management accounting mechanics, process and system.

Course Contents:

Financial Accounting: Theoretical Background, Golden Rules of Accounting (Double Entry System), Generally Accepted Accounting Principles (GAAPs), International Financial Reporting Standards (IFRS), Final Accounts of Companies – Trial Balance, Trading Accounts, Profit and Loss Accounts, Balance Sheet. Cost Accounting: Preparation of Cost Sheet, Accounting Treatment on Allocation, Absorption and Apportionment of Overheads, Methods and Techniques of Costing, Cost Volume Profit Analysis (CVPA). Budgeting and Budgetary Control: Operating and Functional Budgets, Financial Budgets, Master Budgets, Zero- Base Budgeting, Strategy and Balanced Scorecard. Segment Performance Analysis: Responsibility Accounting System, Levels of Responsibility, Responsibility Centres, Variance Analysis, Evaluation of Cost and Sales Variances. Management Accounting: Analysis of Financial Statements, Ratio Analysis, Funds Flow Statement, Cash Flow Statement, Accounting in Computerized Environment.

Essential Readings:

1. Narayanswamy, R. (2014). *Financial Accounting - A Managerial Perspective (5th ed.)*. PHI Learning.
2. Rajan, M., Horngren, C. T., and Datar, S. M. (2011). *Cost Accounting – A Managerial Emphasis (14th ed.)*. Pearson Education.

Suggested Readings:

1. Ramachandran, N., and Kakani, R. K. (2005). *Financial Accounting for Management*. Tata McGraw Hill.
2. Banerjee, B. (2009). *Cost Accounting Theory and Practice (12th ed.)*. PHI Learning.

SM – 6201

Marketing Management

3 Credits [3-0-0]

Academic Group: Marketing

Course Outcome:

This course covers the processes involved in the creation, communication, sale and distribution of products. It takes a managerial perspective – exposing students to the tasks and decisions faced by marketing managers, including target market selection, competitive positioning, and the formulation of product, pricing, communications and distribution strategies.

Course Contents:

Introduction to Marketing: Nature and Functions: Evolution of Marketing, Marketing Management and Marketing Mix, Scanning the Marketing Environment, Consumer and Industrial Buying Behaviour – An Overview, Market Segmentation, Targeting, Positioning, Marketing Information System and Market Research, Ethical and Legal Aspects of Marketing. Product Planning and Development: Concept of Product, Product Classification, Product Line and Mix Decisions, New Product Development Process and Commercialization, Product Life Cycle and Marketing Implications, Innovation of Diffusion and Consumer Adoption Process, Branding Decisions and Brand Equity, Packaging and Labeling Decisions. Pricing Decisions and Strategies: Choosing an Appropriate Pricing Policy for the Firm, Factors Affecting Price Determination, Selecting the Final Price: Pricing Methods and Strategies, Adapting Strategy on Pricing, Initiating and Responding to Price Changes. Distribution Management: Nature and Importance of Distribution Channels, Channel Management Decisions, Channel Conflict and Integration, Retailing and Wholesaling, Physical Distribution/Logistics Decisions, Supply Chain Management, The Promotion Mix: Advertising, Sales Promotion, Personal Selling and Public Relation, New frontiers in Marketing.

Essential Readings:

- Kotler, P., Keller, K. L., Koshy, A., and Jha, M. (2012). *Marketing Management: South Asian Perspective (13th ed.)*. Pearson Education.
- Baines, P., Fill, C., Page, K. L., and Sinha, P. K. (2013). *Marketing: Asian Edition*. Oxford University Press.

Suggested Readings:

- Lamb, C.W., Hair, J.F., Sharma, D., McDaniel, C. (2012). *MKTG.A South Asian Perspective*, Cengage Learning.
- Ramaswami, V. S., and Namakumari, S. (2009). *Marketing Management-Global Perspective Indian Context (4th ed.)*. Macmillan India.

SM - 6611

Business Research Methodology

3 Credits [3-0-0]

Academic Group: General Management

Course Outcome:

This course will equip the students to better understand and diagnose business problems. It will also provide an insight into the application of modern analytical tools and techniques for the purpose of managerial decision-making.

Course Content:

Business Research Process: Introduction to Business and Operation Research, Research Process and Formulation of Research Problem/ Modelling of Business Problem, Literature Review. Research Design: Qualitative vs. Quantitative Research, Exploratory vs. Confirmatory Research, Experimental Research, Modelling Research, Data Preparation. Research Instruments and Report Writing: Data Sources and Data Collection Methods, Measurement Scales, Questionnaire Construction, Content Analysis, Validity and Reliability Test. Multivariate Data Analysis: Factor Analysis, Cluster Analysis, Discriminant Analysis, Multi- Dimensional Scaling, Conjoint Analysis. Operation Research: Introduction, Linear Programming: Concept, Problem Formulation, Solution Methodology, Graphical Method. Algebraic Method: Slack and Surplus Variable, Basic Solution, Basic Feasible Solution, Optimum Basic Feasible Solution. Algorithm Approach: Basic Idea of Simplex Algorithm, Duality and Simplex Algorithm. Special Types of Problem: Transportation Problem, Assignment Problem, Markov Chain, Queuing Theory, Introduction to Multi Objective Linear Programming, Goal Programming.

Essential Readings:

- Cooper, D., and Schindler, P. and Sharma, J. K. (2012). *Business Research Methods (11th ed.)*. Tata McGraw Hill.
- Taha, H. A. (2010). *Operations Research: An Introduction (9th ed.)*. Pearson Education.

Suggested Readings:

- Bryman, A. (2012). *Social Research Methods (4th ed.)*. Oxford University Press.
- Chase, R., Jacobs, F. R., and Aquilano, N. (2006). *Operations Management for Competitive Advantage (11th ed.)*. Tata McGraw Hill.

SM - 6501

Management Information Systems

3 Credits [3-0-0]

Academic Group: General Management

Course Outcome:

The course will provide an insight among managers to understand how MIS is developed, designed and implemented for various levels in an organization and understand various enterprise applications of MIS.

Course Content:

Management and System: Introduction to MIS, Concept of Data, Information and System, Types of Information system, Types of Management Information, Impact of IS on Management, Process of MIS Development. Planning: MIS Design, Implementation of MIS, IS Strategic Planning, IS Security, Control System Success and Failure, System Life Cycle, Concept of Data Modelling, Types of Data Models, DBMS, RDBMS. Decision Making with MIS: Decision Making Process, Decision Analysis, Decision Analysis Cycle. Enterprise Applications: Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management, Knowledge Management, SAP R/3, SAP ERP. The Future Trends in MIS: Emerging IT Trends Electronic Data Interchange, Object Oriented Approach, New trends in IS, Managing International Information Systems, Networking, Cloud Computing and Models (IaaS, PaaS, SaaS).

Essential Readings:

- Monk, E., and Wagner, B. (2009). *Concepts in Enterprise Resource Planning (3rded.)*. Cengage/Thomson.
- Davis, G. B., and Olson, M. H. (2001). *Management Information System(2nd ed.)*. TMH.

Suggested Readings:

- Ptak, C. A., and Schargenheim, E. (2004). *Enterprise Resource Planning (2nded.)*. St. Lucie Press.
- Laudon, C. K., and Laudon, J. (2013). *Management Information Systems: Managing the Digital Firm (13th ed)*. Pearson Education.

Semester- II

SM – 6302

Human Resource Management

3 Credits [3-0-0]

Academic Group: Human Resource

Course Outcome:

This course will help the students to develop strategies for effective management of Human Resources and enable them to meet HR challenges in present scenario.

Course Content:

Human Resource Management: Concepts and Strategic Importance of HRM, Evolution and Growth, Challenges for HR Professionals, HR Department Operations, HR Philosophy, Policies, Procedures and Practices, Functional Areas of HRM. Designing and Developing HR System: Human Resource Planning, Job Analysis and Job Design, Recruitment and Selection Process, Placement and Induction, Promotion, Transfer and Separations, Career and Succession Planning. Training and Development: Learning Principles and Theories of Learning, Training vs. Development, Training Need Assessment, Designing and Administering Training Programmes, Executive Development Programmes, Evaluation of T&D Programmes. Performance Management: Performance Appraisal System, Appraisal Methods, Use of Performance Data, Rating Errors, Performance Feedback and Counseling, Potential Appraisal. Compensation Management: Compensation Structure, Job Evaluation, Incentives and Benefits Plan, Executive Compensation, Linking Compensation to Performance, Employee Welfare. Emerging Trends in HRM: HRIS, HR Audit, HR Accounting, Outsourcing HR functions, Balance Scorecard, Talent Management, Knowledge Management

Essential Readings:

1. Dessler, G. (2008). *Human Resource Management (11thed.)*. Pearson Education.
2. Snell, S., &Bohlander, G. (2007). *Managing Human Resources (15thed.)*. South-Western/Cengage.

Suggested Readings:

1. Bernardin, H. J. (2007). *Human Resource Management: An Experiential Approach (4thed.)*. Tata McGraw Hill.
2. Rao, V. S. P. (2010). *Human Resource Management: Text and Cases (3rded.)*. Excel Books.

SM – 6402

Operations and Project Management

3 Credits [3-0-0]

Academic Group: Operations

Course Outcome:

The course will equip students to understand the basic aspects and applications of Operations and Project Management to handle the hindrances in executing a project.

Course Contents:

Introduction: Operations Function and its Applications, Operations Strategy & Competitiveness
Current issues in Operations Management, Break Even Analysis for Multi Product Situations
Quantitative Forecasting Models. Facility and Capacity Planning: Facility Layout and Location Models,
Manufacturing and Service process Selection and Design, Principles and Types of Plant Layout,
Strategic Capacity Planning, Matching Demand and Capacity (Aggregate planning). Employee
Productivity: Process Analysis, Work System Design, Operations Scheduling, Time Study and Setting
Standards, Maintenance Planning and Management. Projects and Project Management: Project
Management Life Cycle and Uncertainty, The Project Management Process, Developing and
Presenting the Project Plan, Setting up a Project Plan, Project Teams. Managing the Project: Project
Planning and Implementation, Project Monitoring, Evaluation and Control, Project Cost Analysis,
Managing Issues in Projects, Managing Risks.

Essential Readings:

1. Chase, R., Jacobs, F. R., Aquilano, N., & Agarwal, N. (2006). *Operations Management for Competitive Advantage (11th ed.)*. The McGraw Hill.
2. Lientz, B., & Rea, K. (2001). *Project Management for the 21st Century (3rd ed.)*. Taylor & Francis.

Suggested Readings:

1. Chary, S. N. (2012). *Production and Operations Management (5th ed.)*. Tata-McGraw Hill.
2. Mahadevan, B. (2010). *Operations Management: Theory and Practice (2nd ed.)*. Pearson.

SM – 6102

Financial Management

3 Credits [3-0-0]

Academic Group: Finance

Course Outcome:

This course will provide an understanding of the function, the roles, the goals and the processes of corporate Financial Management, covering the sources of finances and their issues in investment and operations.

Course Contents:

Financial Management : An Overview, Theoretical Concept of Finance, Profit Maximization vs. Wealth Maximization, Functions of Finance Manager in Modern Age, Financial Decision areas, Time Value of Money, Risk and Return Analysis. Financing Decision: Long-term Sources of Finance, Concept and Approaches of Capital Structure Decision, Measurement of Specific Cost of Capital, Computation of Overall Cost of Capital, Cost of Capital Practices in India. Investment Decision: Appraisal of Project, Techniques and its Applications of Capital Budgeting, Risk and Uncertainty in Capital Budgeting, Leverage Analysis along with Implications, EBIT-EPS Analysis and Indifference Points. Dividend Decision: Concept of Retained Earnings and Plough Back of Profits, Relevance and

Irrelevance Theories of Dividend Decision, Factors Affecting Dividend Decision. Working Capital Decision: Concept and Components of Working Capital Management, Factors Affecting Working Capital Requirement, Management of Cash, Inventory and Receivables, Working Capital Financing.

Essential Readings:

1. Bhaduri, S. and Van Horne, J., & Wachowicz, J. (2008). *Fundamentals of Financial Management*. Pearson Education Limited.
2. Pandey, I. M. (2013). *Financial Management (10th ed.)*. Vikash Publications.

Suggested Readings:

1. Keown, A. J., Martin, J. H., Petty, J. W., & Scott, D. F. (2004). *Financial Management: Principles and Applications, (10th ed.)*. Pearson Education.
2. Chandra, P. (2012). *Financial Management Theory and Practice (8th ed.)*. TMH.

SM – 6602

Quantitative Methods in Management

3 Credits [3-0-0]

Academic Group: General Management

Course Outcome:

This subject will provide students with the knowledge of formulating mathematical models for quantitative analysis of managerial problems so that they are able to use resources more effectively.

Course Content:

Descriptive Statistics and Probability: Measures of Central Tendency, Dispersion, Skewness & Kurtosis, Probability and Laws, Random Variable, Expectation. Probability Distribution and Sampling: Discrete, Binomial, Poisson, Continuous, Normal Sampling Distribution, Statistical Estimation, Determination of Sample Size. Testing Of Hypothesis: One population and Two Population Test for Mean, Proportion and Variance, T Test, Z Test. Test of Independence: Goodness of Fit (Chi Square Test), ANOVA, Non Parametric Tests. Correlation and Regression Analysis. Statistical Decision Making: EMV, EOL, EVPI, Decision Tree.

Essential Readings:

1. David, R. A. (2013). *Quantitative Methods of Business (10th ed.)*. South Western, Cengage Learning.
2. Vohra, N. D. (2009). *Quantitative Techniques in Management (4th ed.)*. Tata McGraw Hill.

Suggested Readings:

1. Levin, R. I., & Rubin, D.S. (2008). *Statistics for Management (7th ed.)*. Dorling Kindersley Pvt Ltd.
2. Gupta, S. P. (2011). *Statistical Methods (25th ed.)*. Sultan Chand and Sons.

SM – 6612

Business Environment

3 Credits [3-0-0]

Academic Group: General Management

Course Outcome:

The paper will enable the students to understand the influence of Environmental Factors and Legal Dimensions of Business Operations.

Course Content:

Introduction to Business Environment: Socio Economic, Political, Legal Environment, Components and Significance, Factors and Dimensions Influencing Business Environment. Economic Environment and Business Fluctuations: Structure and Dimensions of Economy, Agriculture, Industry and Service Sector, Agricultural Price Policies and Subsidies, PDS, Industry Policy Evolution, Licensing, Regulatory & Promotional Framework, Privatisation & Disinvestment, National Economic Planning and Policies, Economic Reforms, Inclusive Growth. Economic Policies and Business Environment: Fiscal Policy, Union Budget, Public Debt Crisis and Management, Monetary Policy, Money Supply, Money Demand, Operating Framework, Inflation, Cause, Consequence & Remedial Measures. International Environment of Business: International Trade Theories, Balance of Payment, Current Account Convertibility. Exchange Rate: Determination, Regimes, Currency Convertibility. Bilateral & Multilateral Trade: GATT, WTO, TRIPS, TRIMS, SAARC. Business Law: Indian Contract Act, the Sale of Goods Act, the Companies Act, the Consumer Protection Act, Patents Law and Enforcement, Negotiable Instruments Act.

Essential Readings:

1. Palwar, V. K. (2008). *Economic Environment of Business*. Prentice Hall of India.
2. Kapoor, N. D. (2011). *Business Law (5thed.)*. Sultan Chand publishers.

Suggested Readings:

1. Joshi, V., & Little, I. M. D (2006). *India's Economic Reforms, 1991 – 2001*. Oxford University Press.
2. Tulsian, P.C. (2001). *Business law (2nded.)*. Tata McGraw Hill Publishing Company Ltd.

SM – 6622

Technology and Innovation Management

3 Credits [3-0-0]

Academic Group: General Management

Course Outcome:

The course will develop managerial skills, methodologies and critical thinking in order to achieve a sustainable Technological Competitive Advantage for the firm.

Course Content:

Introduction to Technology and Innovation Management: Evolution of Technology, Effects of New Technology, Organizational and Social Implications of Technology, Human Aspects in Technology Management, Technological Innovation Measurements. Establishment of Technological Innovation: Sources and Selection of Technological Innovation, Choosing Innovation Projects, Decisions on Investment, Timing and Competence Level in Technology, Innovation within the Life Cycle of a Technology, Collaborating Strategies. Types and Patterns of Technological Innovations: Technology Forecasting, Radical Innovation, Incremental Innovation, Disruptive Innovation, S – Curves. Interactive Learning Networks and Protection of Innovation: Technology Platforms and Firms Taxonomy, Social Networks and Informality in the Innovation Process, Technology Transfer and Diffusion, Organization as a Laboratory for Learning, Intellectual Property Right. Managing New Product Development Process and Commercialization: Innovation Strategies, Crafting a Development Strategy, Managing New Product Development Teams, Internal Commercialization, External Commercialization.

Essential Readings:

1. Boutellier, R., Gassmann, O., & Von Zedtwitz, M. (2008). *Managing Global Innovation: Uncovering the Secrets of Future Competitiveness (3rd Ed.)*. Springer.

2. Melissa, A. S. (2010). *Strategic Management of Technological Innovation (2nded.)*. Tata McGraw Hill.

Suggested Readings:

1. Iansiti, M. (1997). *Technology Integration: Making Critical Choices in a Dynamic World*. Harvard Business School Press.
2. Conway, S., & Steward, F. (2009). *Managing and Shaping Innovation*. Oxford University Press.

Semester- III

SM – 6211 Consumer Behaviour and Marketing Research 3 Credits [3-0-0]

Academic Group: Marketing

Course Outcome:

This course will educate the students with the advances in consumer research in interpreting buyer motivation, behaviour, impact of social and cultural variables on consumption decisions. It will help the students to analyze consumer behaviour and use them in designing marketing strategies and in enhancing the effectiveness of marketing programmes. Further the course will inculcate practical experience in planning and implementing marketing research. It develops problem analysis skills, provides knowledge of concepts and methods of marketing research and increases sensitivity to limitations of marketing data.

Course Contents:

Overview of Consumer Behaviour: Determinants and Framework of Buyer Behaviour, Perceptual Mapping and Positioning: Value Perception, Attributes Mapping. Consumer Expectations and Perceptions: Measuring Satisfaction and Value, Managing Cognitive Dissonance. Models of Consumer Decision Making: Nicosia Model, Howard-Sheth Model, Engel-Kollat-Blackwell Model. Organizational Buying Behaviour: Issues and Prospects, Self Concept and Brand Choice: Self Image and Ideal Image, VALS. Consumer Motivation and Personality: Motivation and Consumer Behaviour, Personality types and traits, Use of personality to understand and segment markets. Learning: Memory, Learning strength, Generalization and Discrimination, Schema Formation and Change. Cognitive Process and Learning Consumer Attitudes: Formation, Measurement and Modification, Attitude Measurement Methods, Attitude Change and Management. Situational Determinants of Buyer Behaviour, External Influences on Consumer Behaviour. Family Influences on Buyer Behaviour: Family Life Cycle Stages and Decision Dynamics. Social Class and Social Stratification: Homogeneity of needs in Social Class, Product Usage Norms and Evaluation Rules within Class, Changes in Gender Perspectives, Impact of Psychological Factors on Buying Behaviour. Reference Groups, Opinion Leaders and Social Influences: In-Group versus Out-Group influences, Cultural Influences on Consumer Behaviour: Cultural and Sub-Cultural Influences on Individual, Situational Determinants of Buyer Behaviour.

Overview of Marketing Research: Marketing Information System, Marketing Research and Consumer Research, New Product Development Research, Pricing Research and Advertising Research. Research Design: Exploratory, Causative, Conclusive and Experimental Designs. Marketing Research Process: Sampling Design and Sample Size Determination. Design Of Questionnaire: Measurement and Scaling Techniques, Multi-Dimensional Scaling, Reliability and Validity Analysis, Uni-Variate and Multi-Variate Analysis for Marketing Research, Cleaning and Transforming Data, Cross Tabulation, t-

test and z-test, Chi-square, ANOVA and MANOVA, Simple and Multiple Regression and Correlation, Application of Factor Analysis, Conjoint Analysis, Discriminant Analysis and Cluster Analysis.

Essential Readings:

- Schiffman, L. G., Kanuk, L. L., and Kumar, R. S. (2012). *Consumer Behavior (10th ed.)*. Pearson Education.
- Malhotra, N., and Dash, S. B. (2010). *Marketing Research: An Applied Orientation (6th ed.)*. Pearson.

Suggested Readings:

- Solomon, M. R. (2011). *Consumer Behavior: Buying, Having, and Being (9th ed.)*. Pearson Education/Prentice Hall.
- Field, A. (2013). *Discovering Statistics Using IBM SPSS Statistics (4th ed.)*. Sage Publications.

SM –6221

Strategic Brand Management

3 Credits [3-0-0]

Academic Group: Marketing

Course Outcome:

This course will provide students with breadth and depth in strategic brand management. This subject will help to better understand the principles of branding at the corporate and product levels and study advanced strategies to develop, extend, manage and protect brands.

Course Contents:

Strategic Brand Management-Overview: Introduction to Brands and Brand Management. Branding: Challenges and Opportunities, Strategic Brand Management Process, Brand Loyalty and Brand Personality, Brand Relationship Spectrum, Establishing Brand Positioning and Values, Customer Based Brand Equity, Brand Building Process. Brand Resonance Pyramid: Brand Awareness and Brand Salience, Creating Customer Value and Positioning Guidelines, Building Brand Identity and Brand Image. Brand Marketing Strategies: Choosing Brand Element, Product Strategy, Pricing strategy and channel strategy, Integrated Marketing Communication to Build Brand Equity, Brand Leverage Decision and Co-Branding, Celebrity Endorsement. Measuring and Interpreting Brand Performance: Brand Equity Audit: Brand Valuation Techniques, Managing Brand Value Chain, Establishing a Brand Equity Management System, Qualitative and Quantitative Measures to Ensure Brand Growth, Building Lifetime Brand Loyalty. Growing and Sustaining Brand Equity: Brand Portfolio Management, Brand Extensions and their Equities. E-branding: Building the Brand Online, Brand Architecture and Hierarchy, Brand Failure and Management, Managing Brands over Time: Brands in a Borderless World.

Essential Readings:

- Keller, K. L. (2013). *Strategic Brand Management (4th ed.)*. Prentice-Hall.
- Kapferer, J.N. (2012). *Strategic Brand Management: Creating and Sustaining Brand Equity Long Term (5th ed.)*. Kogan Page.

Suggested Readings:

- Aaker, D. A. (2010). *Building Strong Brands*. Simon and Schuster UK Ltd.
- Heding, T., Knudtzen, C. F., and Bjerre, M. (2009). *Brand Management, Research, Theory and Practice*. Routledge.

SM – 6231

Retail Management

3 Credits [3-0-0]

Academic Group: Marketing

Course Outcome:

This course will help to identify and understand the significance of retailing in the current business as well as significance of end consumers in retailing and to identify the paradigm shifts in retailing business with ever increasing scope of technology / e-business and develop strategies accordingly.

Course Contents:

Understanding Retail Management: Retail Management: A Conceptual Overview, Managing a Retail Organizational Structure-Opportunities and Challenges, Booming of Retail Chains and the Burgeoning Competition, Retail Marketing in Indian Context, Career opportunities in Retail Sector. Analyzing the Retail Environment: Customer Understanding and Analysis, Competitive Forces in Retailing, SWOT Criterion for Self-Appraisal, Channel Dynamics in Retailing, Changing Environment and Retail Market. Pillars for Retail Design and Strategy Formulation: Differential and Strategic Planning, Planning for Finance, Marketing, HR and Pricing, Vendor Relations, Distribution and Promotion Strategy, Managing Store Design and Layout, Service offering to Retail Customers. Issues in Merchandise Management: Merchandise Inventory Management (Planning, Buying and Handling issues), Category Management and Merchandise Presentation, Merchandise Support System Management, Managing Retail Research and Information System, HRM and OM as a subset in Merchandise Management. Administration of Retail Business: Measuring Retail Performance, Integration and Control through Retail Audit, Essence of Supply Chain Management. E-Retailing: The Tech Partner.

Essential Readings:

- Berman, B., Joel, R. E., and Mathur, M. (2012). *Retail Management - A Strategic Approach (12thed.)*. Pearson Education.
- Levy, M., Weitz, B. A., and Pandit, A. (2012). *Retailing Management (8thed.)*. TMH.

Suggested Readings:

- Gilbert, D. (2003). *Retail Marketing Management (3rded.)*. Pearson Education.
- Sinha, P. K., and Uniyal, D. P. (2012). *Managing Retailing (2nded.)*. Oxford University Press.

SM – 6202

International Marketing

3 Credits [3-0-0]

Academic Group: Marketing

Course Outcome:

This course will help the participants to become more familiar with the nature and practices of international marketing and its dynamism from the domestic marketing models and approaches. It will equip them to design international marketing strategies by inculcating interactive ability of operating in the international markets.

Course Contents:

The International Marketing Environment: The Global Environment, International Trade Frameworks and Policy, the Cultural Environment, the Economic Environment, the Political and Legal Environment. International Market Entry and Development: Finding the Global Consumer, Strategic Planning and Research, Analyzing People and Markets, Market Entry and Expansion, Organization for Global Marketing. The Global Marketing Mix: Product Adaptation, Management and Global Brands,

Marketing of Services for Global Brands, Integrated Marketing Communications and International Advertising, Pricing Strategies and Tactics, International Distribution Systems. Exporting and Logistics: Special Issues for Business. International Marketing Planning: International Product Policy, Planning and Strategy, Export Finance, Export Risk Insurance, Quality Control and Pre-shipment Inspection, International Negotiations, International Marketing Strategy. The Indian Export Scenario: The Export Import Scene in India, Import-Export Policy, Export Procedure and Documentation, Export Promotion Bodies and Mechanism, International Technology Transfer and Counter Trade, the Trade Mark Regime, New Directions and Challenges.

Essential Readings:

- Czinkota, M. R., and Ronkainen, I. A. (2013). *International Marketing (10thed.)*. Southwestern, Cengage Learning.
- Cherunilam, F. (2010). *International Business: Text and Cases (5thed.)*. Himalaya Publishing House.

Suggested Readings:

- Shaw, J. J., and Onkvisit, S. (2008). *International Marketing: Strategy and Theory (5thed.)*. Sterling/Routledge.
- Czinkota, M. R., and Ronkainen, I. A. (2013). *International Marketing (10th ed.)*. Southwestern, Cengage Learning.

SM – 6241

Industrial Marketing

3 Credits [3-0-0]

Academic Group: Marketing

Course Outcome:

The subject will prepare the students for a career in “Industrial Marketing” and expose the students to a variety of product-market situations in the Indian context. To share the concepts and frameworks this may be more relevant in industrial marketing situations to develop skills to formulate implementable marketing strategies.

Course Contents:

Introduction and Overview of industrial marketing: Industrial VS Consumer Marketing, Types of Industrial Customers, Classification of Industrial Products and Services, Different Customers and Products of Industrial Marketing, Strategies for Managing Industrial Marketing Environment. Industrial Buying and Buying Behaviour: Industrial Buying Decision Process, Differences between Consumer and Organizational Buying Behaviour, Models of Industrial Buying Behaviour, Organizational Buying Process, In-suppliers and Out-Suppliers of Industrial Marketing. Promotion in Industrial Marketing: Advertising Decisions in Industrial Marketing, Sales and Sales Force Promotion, Industrial Marketing Mix Elements, Controlling the Sales Force and Compensation to Sales Persons, Controlling the sales force. Industrial marketing Research and Demand Forecasting: Industrial vs. Consumer Marketing Research: Issues and Challenges, Industrial Marketing Research Process, Demand Forecasting and Levels of Forecasting, Quantitative and Non-Quantitative Forecasting Methods, Managing Distribution Channels. Segmenting, Targeting and Positioning in Industrial Marketing: Process of STP, Requirements of Effective Segmentation, Selecting the Target Marketing Strategy, Developing a Product Strategy and New Product Development, Marketing of Industrial Services.

Essential Readings:

- Reeder, R. R., Brierty, E. G., Reeder, B. H., and Cliffs, E. (1997). *Industrial Marketing: Analysis, Planning and Control (2nd ed.)*. PHI Learning.
- Webster, F. E. (1997). *Industrial Marketing Strategy (3rd ed.)*. John Wiley and Sons.

Suggested Readings:

- Anderson, J. C., Narus, J. A., Das, N., and Seshadri, D. V. R. (2011). *Business Market Management: Understanding Creating and Delivering Customer Value (3rd ed.)*. Pearson Education.
- Ghosh, P. K. (2005). *Industrial Marketing*. Oxford University Press.

SM – 6251**Integrated Marketing Communication****3 Credits [3-0-0]****Academic Group: Marketing****Course Outcome:**

The course will help to understand the components and considerations involved in marketing communication strategy decisions and understand the customer perspective in designing an integrated promotional campaign.

Course Contents:

Integrated Marketing Communication: Overview and Approach: Role, Relevance and Impact of IMC in Marketing, Elements constituting IMC and their Functions in giving a Competitive Edge to Firm, Organizing for Advertisements and Promotions, Functions of Advertising Agencies and other Marketing Organizations, Consumer Behaviour Perspective. Understanding the Communication Process: Source, Message and Channel Factors in IMC, The Communication Response Hierarchy Model - AIDA and its Implications, Analysis of Structural Models of Communication, Effectiveness of the Communication Process in Business Problem Solving. Communication (MarCom) Planning: Setting Objectives for MarCom, Importance of Budgeting Techniques in Promotional Programmes, Marginal Analysis and Sales Response Curve in Budgeting, DAGMAR Model and Objectives Setting, Developing the IMC Programme, Planning and Development of Creative Marcom, Incorporating Creative Strategies in MarCom Tools, Creative Implementation and Evaluation of MarCom, Classification of Appeals and Execution Styles, Decision for Media Planning and Selection. Measurement of effectiveness of Promotional Programmes: Importance of Measuring Communication Effectiveness, Ethical, Social and Legal Aspects Concerning Advertisements and Promotion, Regulatory Codes Controlling Advertisements and Promotion in India, Regulations governing Sales Promotion, Packaging, Direct Marketing and Internet Marketing.

Essential Readings:

- Belch, G. E., Belch, M. A., and Purani, K. (2010). *Advertising and Promotion: An Integrated Marketing Communications Perspective (7th ed.)*. McGraw Hill Education.
- Myers, J. G., Aaker, D. A., and Batra, R. (2001). *Advertising Management (5th ed.)*. Pearson Education

Suggested Readings:

- Clow, K. E., and Baack, D. (2013). *Integrated Advertising, Promotion, and Marketing Communications (6th ed.)*. Pearson Education.
- Shimp, T. A. (2012). *Integrated Marketing Communications in Advertising and Promotion (8th ed.)*. Cengage Learning India.

SM – 6111**Financial Institutions, Instruments and Markets****3 Credits [3-0-0]**

Academic Group: Finance

Course Outcome:

The course will acquaint the student with specific financial management problems of financial institutions with a detailed study of the working of the leading financial institutions in India.

Course Contents

Financial Services: Description of Financial Services, Mutual Funds, Venture Capital Financing, Regulatory and theoretical framework of Leasing, Procedures of Merchant Banking. Financial Services Institutions: Commodity Exchanges, Role of NSDL, STC, Forward Markets Commission, Credit Rating Institutions. Credit Rating : Kinds of Instruments Rated, Credit Rating Symbols, Credit Rating Advantages and Disadvantages, Credit Rating Agencies – MOODY’S, CRISIL, CARE, ICRA and Fitch India, Process of Credit Rating and Methodology, Services Rendered by Credit Rating Agencies, Solicited Rating and Unsolicited Rating, Equity Assessments Vs Equity Grading, Rating Methodology for Financial Services, Manufacturing Companies, Banks and Financial Companies, Mutual Funds, Insurance Companies and IPO Grading, Registration and Regulation of Credit Rating Agencies. Development Banks : Operational Policies and Practices of IDBI, ICICI, IFCI, SIDBI, UTI, LIC, WB, IFC, AFDB, ASDB, Role DFI’s, Instruments of Money Market, Public Sector, Private Sector, Foreign Banks, International Banking and Country Risk Assessment. Mechanism of Security Trading: Trading Mechanism of NSE, OTCEI, Scrip Less Trading, Depository System and Custodial Services, SEBI – its Objectives, Functions And Powers, Integration of Financial Markets.

Essential Readings:

- Arshadi, N., & Karels, G. V. (1996). *Modern Financial Intermediaries*. PHI.
- Guruswamy, S. (2008). *Financial Markets & Institutions*. Tata McGraw Hill.

Suggested Readings:

- Khan, M.Y. (2012). *Indian Financial System*. TMH.
- Bhole, L. M. (2012). *Financial Institutions and Markets*. TMH.

SM – 6121

Financial Derivatives

3 Credits [3-0-0]

Academic Group: Finance

Course Outcome:

The course is designed to build up an understanding about the most commonly traded Derivative Instruments in derivative market and their role in the modern capital markets, in particular for risk management, explained both from a theoretical as well as practical point of view.

Course Contents

Development of Exchange Traded Derivatives: Global Derivatives Markets, Exchange Traded vs. OTC Derivatives Markets, Derivatives Trading in India, Requirements for Successful Derivatives Markets. Futures and Option Terminology: Futures vs. Forwards Pay Off for Futures and Option, Equity Futures and Option, Index Futures, Stock Futures, Index Options, Stock Options, Futures vs. Option. Pricing of Futures and Options: The Cost of Carry Models for Stock and Index Futures, Cash Price and Futures Price, Arbitrage Opportunity, Factors Affecting Options Pricing, Option Pricing Models – Binominal Pricing Model, The Black and Scholes Model, Pricing of Index Options, Options Pay off, Equity Options Contracts in India, Index Options, Stock Options, Options Trading Strategies –

Hedging, Speculation, Arbitrage, Straddle, Strangles, Strips and Straps, Spread Trading, Sensitivity of Option Premium (Delta, Gamma, Lambda, Theta, Rho). Trading Clearance: Futures and Options Trading System, Trader Workstations, Specification for Stock and Index Eligibility for Trading Charges, Clearing Mechanism-Adjustment for Corporate Actions, Open Position Calculation. Settlement of Futures and Options: Margining and Settlement Mechanism, Risk Management, SPAN-Mechanics of SPAN, Overall Portfolio Margin Requirement.

Essential Readings:

- Hull, J. (2011). *Options, Futures and other Derivatives (8th ed.)*. Pearson Education.
- Gupta, S. L. (2005). *Financial Derivatives*. Prentice Hall of India.

Suggested Readings:

- Pandian, P. (2012). *Security Analysis and Portfolio Management (2nd ed.)*. Vikas Publishing House.
- Chandra, P. (2012). *Investment Analysis and Portfolio Management (4th ed.)*. Tata McGraw Hill.

SM – 6131

Commercial Banking

3 Credits [3-0-0]

Academic Group: Finance

Course Outcome:

The paper will impart knowledge of various functional areas and risk management in banking sectors. This course focuses on the management of Commercial Banks and their role in the functioning of our economy and financial system.

Course Contents

Overview of Banking: Evolution of Commercial Banking, Customers 'Deposit Accounts, Risk Profile of Financial Systems, Banking Instruments, Basics of Lending and Credit Management, Banking Law Cases, Cash Management, Business Risk and Profitability Planning, Branch Banking, International Banking and Country Risk Assessment, Development Banking, Banking Sector Reforms, Introduction to International Banking. Management of Banking Companies: Scheduled and Non – Scheduled Banks – Origin and Development, Evaluation and Growth of Banking System in India – Recommendations of Narasimham Committee, Role of Central bank, Banker-Customer Relationship: Debtor-Creditor Relationship, Bank as a Trustee, Anti-Money Laundering, Deposit Products or Services, Payment and Collection of Cheques and other Negotiable Instruments. Liquidity Management: Liquidity–Sources–Measurement Liquidity/Profitability Problem, Theories of Liquidity Management, Priorities in the Employment of Bank Funds, Problem of Resource Allocation in Indian Commercial Banks. Capital Adequacy in Bank: Functions of Capital Funds in Commercial Banks – Capital Adequacy, Basle Norms on Capital Adequacy, Capital Adequacy Norms in Indian Commercial Banks, Present Position of Capital Adequacy in Indian Commercial Banks. Significance of Investment Management in Commercial Banks: Fundamental Principles of Security Investment by Commercial Bank, Management of Security Investment, Reviewing Investment Portfolio, Organization of Investment Function. ALM & NPA in Banks: Concept of ALM – Objectives – Functions – Process, Measurement and Management of Risks-Concept of NPAs, NPAs in Indian Commercial Banks, Prudential Norms, Bank Marketing, Formulating and Implementing Marketing, Relationship Banking, Fundamentals of Formulating Relationship Banking Strategy.

Essential Readings:

- Reed, E., Cotter R., Gill E., & Smith R. (1989). *Commercial Banking (4th ed)*. Prentice Hall.
- Khubchandani, B. S. (2000). *Practice and Law of Banking*. Macmillan Education.

Suggested Readings:

- Koch, T. W. and MacDonald, S. S. (2009). *Management of Banking (7th ed.)*. Thomson South Western.
- Srivastava, R. M., & Nigam, D. (2013). *Management of Indian Financial Institutions (9th ed.)*. Himalaya Publishing House.

SM – 6141

Tax Planning and Management

3 Credits [3-0-0]

Academic Group: Finance

Course Outcome:

The course is designed to accustom the students with basic principles underlying the provisions of Tax laws and to develop a broad perceptive of the tax laws and accepted tax practices and to implement practical aspects of tax planning as an important managerial decision-making process.

Course Contents

Tax Planning, Tax Avoidance and Tax Evasion: Residential Status, Incomes Exempt from Tax, Income from Salaries-Perquisites, Valuation of Perquisites- Tax Treatment Problem, Income from House Property-Chargeability, Computation of Income from Let Out and self-Occupied House Property. Profits and Gains of Business or Profession: Chargeability-Deductions Allowed in respect of Expenses/Allowances, Depreciation-Expenditure on Scientific Research, Amortization of Preliminary Expenses, Income from Capital Gains, Capital Gains Exempt from Tax. Taxation of Companies: Computation of Income under the Heads of Income Applicable to Corporate Assesses, Set Off and Carry Forward of Losses, Deductions available in respect of Gross Total Income, Computation of Taxable Income, Tax Liability of a Company. Tax Planning with reference to Setting up a New Business: Location of New Business, Forms-of Organization, Tax Planning in respect of Newly Established Industrial Undertakings in Free Trade Zones, Newly Established 100% Export Oriented Undertakings, Tax Planning in respect of Industrial Undertakings Engaged in Infrastructural Development or Other Activities. Tax Planning and Corporate Financial Decisions: Tax Planning and Corporate Capital Structure, Investment Decision and Dividend Decision, Issue of Bonus Shares, Tax Planning with reference to Other Managerial Decisions, Purchase of Assets out of Owned Funds or out of Borrowed Funds, Make or Buy – Shutdown or Continue. Tax Planning and Employees Remuneration: Formulation of an Ideal Wage Policy, Salary Package for Employees, Provision for various Perquisites and Facilities, Tax Incidence of a Wage Policy in the Hands of Employees, Deduction of Tax at Source.

Essential Readings:

- Singhania, V. K. (2013). *Direct Taxes: Laws and Practices*. Taxman Publications.
- Singhania, M., & Singhania, V. K. (2013). *Corporate Tax Planning & Business Tax Procedures*. Taxman Publication.

Suggested Readings:

- Mehrotra, H. C., & Goyal, S. P. (2011). *Direct Taxes – Tax Planning and Management (26th ed.)*. SahityaBhaavan.
- Srinivas, E. A. (1989). *Corporate Tax Planning*. TMH.

SM – 6151 Security Analysis and Portfolio Management 3 Credits [3-0-0]

Academic Group: Finance

Course Outcome:

The course is designed with a view to develop the skills required for Portfolio Management so as to be able to judge the competitive position of firms in capital market and review the related business decisions

Course Contents

Introduction to Portfolio Management: Risk & Return in a Portfolio, Markowitz Model, Two & Multi Assets Portfolio, Sharpe Model. Portfolio Selection Process: Optimal Portfolio, Utility Theory, Indifference Curve, Capital Assets Pricing Model & Arbitrage Pricing Theory, Efficient Market and Hypothesis. Building Fixed Income Security Portfolio: Bond Valuation, Yield to Maturity, Duration & Immunisation, Valuation of Convertibles & Warrants, Bond Management Strategies. Fundamental Analysis: Economic, Industry, Company & Environment Analysis, Technical Analysis, Volume & Price Trends, Tools of Analysis, Derivative Instruments. Evaluation of Portfolio Performance: Framework of Evaluating Performance, Measures of Portfolio Performance, Reward to Variable Measure, Measure Problems with Portfolio Management.

Essential Reading:

- Kevin, S. (2013). *Security Analysis and Portfolio Management*. PHI Learning Private Limited.
- Francis, J. C. (1993). *Management of Investments (3rd ed.)*. The University of Michigan.

Suggested Reading:

- Gordon, A. J., Bailey, J. V., & Sharpe, W. F. (2009). *Investments (3rd ed.)*. PHI Pvt. Ltd.
- Jordan, R. J. (1995). *Security Analysis and Portfolio Management (6th ed.)*. Dorling Kindersley.

SM – 6112 Commodities Derivatives Market 3 Credits [3-0-0]

Academic Group: Finance

Course Outcome:

The course will equip young managers with the knowledge of emerging commodities derivatives trading practices in India. The Commodities Markets design and rules in India will be focused

Course Contents

Growth of Global and Domestic Commodities Derivatives Markets: FCR Act 1952 and Regulatory Structure of Commodities Derivatives Markets in India, Issues in Agricultural Commodities Markets, and Issues in Non-Agricultural Commodities Markets. Commodities Derivative Exchanges and Design of the Markets: Issues Related to Product Design and Contract Specifications Issues related to Spot Price and Presents Practices of Commodities Exchanges. Clearing House Operations and Risk Management Procedures: Delivery Related Issues like Delivery Centres, Deliverable Varieties, Issues

related to Monitoring and Surveillance by Exchanges and Regulator, Role of Intermediaries in Commodities Markets. Basis Risk and its Importance in Pricing: Agricultural Commodity Futures Trading Pattern in Exchange – Case study, Non- Agricultural Commodity Futures Trading Pattern in Exchange – Case study, International Commodity Indices and as a Investment Tool for Investors. Commodity Options on Futures and its Mechanism: Internationally Traded Commodities based ETFs, Commodities as a New Asset Class, Essential Commodities Act and Role of State Governments, Warehousing Act Bill and its Implications.

Essential Readings:

- Schofield, N. C. (2007). *Commodity Derivatives: Markets and Applications*. Wiley India.
- Indian Institute of Banking Finance (2007). *Commodity Derivative*. Macmillan Publishers.

Suggested Readings:

- Dhankhar, J. N. (2005). *The Indian Commodity- Derivatives Market in Operation*. Skylark Publications.
- Velmurugan, P. S., Palanichamy, P., & Shanmugam, V. (2010). *Indian Commodity Market (Derivatives & Risk Management)*. Serial Publications.

SM – 6311 Employee Relations and Labour Legislations 3 Credits [3-0-0]

Academic Group: Human Resource

Course Outcome:

This course is designed to sensitize and expose students to critical tasks, functions and issues of industrial relations and to gain insight into the dynamics of employee management relations in the different job situations and to enable the students to apply the laws practically in business.

Course Content:

Approaches to Industrial Relations: Unitary, Pluralistic, Radical Approaches, IR system, Concept and Values in IR – Individualism vs. Pluralism, Integrity and Trust, Fairness and Equity, Role of State in IR. Trade Unionism & Collective Bargaining: Concept, Function and Structure, Union Registration and Recognition, Trade Unionism in India, Nature, Scope, Stages and Functions of Collective Bargaining, Bargaining Process. Industrial Disputes: Concept, Causes and Types, Procedure for Settlement of Disputes in India, Grievance Management. Participative Management: Concept, Scope and Objectives, Worker's Participation in Indian Industries, Employee Empowerment and Involvement, Tripartism and Employee Participation. Industrial Discipline: Code of Conduct, Code of Discipline, Disciplinary Action, Employee counseling. Legal Aspects: ILO and Employee Relations, Factories Act, 1948, Mines Act 1952, Contract Labour (Regulation and Abolition) Act, 1970, Trade Union Act, 1926, Industrial Employment (Standing Orders) Act, 1946, Industrial Disputes Act, 1947.

Essential Readings:

- Venkatratnam, C. S. (2006). *Industrial Relations*. Oxford University Press.
- Sinha, P. R. N., Sinha, I., & Shekhar, S. P. (2009). *Industrial Relations, Trade Unions, and Labour Legislation (4th ed.)*. Pearson Education.

Suggested Readings:

- Matoria, C. B., Matoria, S., & Gankar, S.V. (2013). *Dynamics of Industrial Relations (13th ed.)*. Himalaya Publishing House.
- Malik, P. L. (2009). *Handbook of Labour and Industrial Law (12th ed.)*. Eastern Book Company.

SM – 6321**Human Resource Planning****3 Credits [3-0-0]****Academic Group: Human Resource****Course Outcome:**

The course will provide an understanding of the essential elements of Human Resource Planning (HRP) process in organizations. Students acquire knowledge in analysing, assessing and programming for human resource requirements of organizational business plans and strategies.

Course Contents:

Overview of Human Resource Planning: Concept, Importance and Objective, Types of HR Plan. Job Analysis: Methods of Job Analysis, Strengths & Weaknesses of various Job Analysis Methods, Job Analysis & HRP. Dimensions of Human Resource Planning: Approaches-Social Demand Approach, Rate of Return Approach, Manpower Requirement Approach, HRIS and HRP, Human Resource Reporting, Computerized HRIS. Assessing and Forecasting Human Resource Needs: Methods of Demand Forecasting and Supply Forecasting at Micro Level, Managing Surplus and Shortage, Forecasting Techniques & Models. Career Management and Succession Planning: Concept and Objective, Career Planning vs. Human Resource Planning, Career Planning vs. Succession Planning, Process of Career Planning and Career Development. Evaluation of Human Resources: Human Resources Audit, Human Resource Accounting, Impact Studies, Evaluating HRP Effectiveness.

Essential Readings:

- Belcourt, M., &McBey, K. J. (2004). *Strategic Human Resource Planning (2nded.)*. Thompson South-Western Publication.
- Bhattacharyya, D. K. (2006). *Human Resource Planning (2nded.)*. Excel Books.

Suggested Readings:

- Mcbeath, G. (1992). *The Handbook of Human Resource Planning: Practical Manpower Analysis Techniques for HR Professionals*. John Wiley & Sons.
- Rothwell, W. J., &Kazanas, H. C. (2003). *Planning and Managing Human Resources: Strategic Planning for Human Resource Management (2nded.)*. HRD Press.

SM – 6331**Training and Development****3 Credits [3-0-0]****Academic Group: Human Resource****Course Outcome:**

In the context of global competition, organizations are committing more resources, in the forms of both time and money towards training that enables employees to continuously update and develop their competencies. The present course is designed to study the concepts and processes of Training and Development.

Course Contents:

Introduction to Training: Rationale for Training, Culture and Other Contexts, Training Process, Training Needs Assessment, Components of Training Needs Analysis, Sources of Data for Training Needs Analysis. Learning: Principles of Learning, Conditions for Effective Learning, Learning Cycle, Learning Process, Learning Curve. Design and Implementation of Training Programme: Training Design Process, Approaches to Programme Design, Training Delivery Competencies, Trainers and

Training Styles, Trainer's Role and Skills, Training Methods. Management Development: Designing Programme, Process and Techniques, Companies Strategies to Provide Development, Impact Analysis & Return on Investment, Special issues in Training and Employee Development. Evaluation of Training Effectiveness: Kirkpatrick's Training Evaluation Model, Galvin's CIPP Model, Warr's CIRO Model, Kaufman and Keller Five Levels of Evaluation.

Essential Readings:

- Noe, R. A. (2009). *Employee Training and Development (5th ed.)*. Tata McGraw Hill.
- O'Connor, B.N., Bronner, M., & Delaney, C. (2003). *Learning at Work (3rd ed.)*. HRD Press Inc.

Suggested Readings:

- Goldstein, I. L., & Ford, J. K. (2002). *Training in Organizations (4th ed.)*. Cengage Learning.
- Blanchard, P. N., & Thacker, J. W. (2012). *Effective Training: Systems, Strategies and Practices (4th ed.)*. Pearson Publication.

SM – 6341

Leadership for Corporate Excellence

3 Credits [3-0-0]

Academic Group: Human Resource

Course Outcome:

The course will provide an understanding of basic concepts and theories of Leadership and group dynamics at the individual, group and organizational levels in the changing global scenario.

Course Contents:

Introduction and Overview: Nature and Importance of Leadership, Traits, Motives and Characteristics of Leaders, Leadership and Values, Components of Leadership, Myths about Leadership. Theories of Leadership: Leadership Behaviours, Attitudes and Styles, Charismatic and Transformational Leadership, Contingency and Situational Leadership. Developing Leadership Skills: Motivation and Coaching Skills, Communication and Conflict Resolution Skills, Developing Skills in Problem Solving, Creativity, Innovation, and Leadership, Power, Politics and Leadership, Influence Tactics of Leaders. Leadership and Strategy: Developing Leadership Diversity, Leadership Development, Succession and Followership, Creating Vision and Strategic Direction, Shaping Cultures and Values. Group Dynamics: Cohesion and Development, Structure, Influence, Performance, Decision Making, Designing and Leading a Learning Organization, Leading Change.

Essential Readings:

- Daft, R. L., & Lane P.G. (2008). *The Leadership Experience (5th Ed.)*. South-Western/ Cengage.
- Allio, R. J. (2005). *Leadership: Myths and Realities (5th Ed.)*. Tata McGraw Hill.

Suggested Readings:

- Forsyth, D. R. (2010). *Group Dynamics (6th Ed.)*. Cengage Learning Press.
- Vijayaraghavan, G. (2007). *High Performance Leadership*. Himalaya Publishing House.

SM – 6351

Employee Compensation and Benefits Management

3 Credits [3-0-0]

Academic Group: Human Resource

Course Outcome:

This course is designed to promote the understanding of issues related to compensation in corporate sector and impart essential skills in designing, analysis and restructuring Compensation Management System, Policies and Strategies.

Course Contents:

Introduction: Conceptual Framework of Compensation Management, Components of Compensation, Concept of Wages – Minimum Wages, Fair Wages, Living Wages and CTC, Theories of Wages, Job Evaluation. Compensation at Macro Level: Wage and Salary Administration, Wage Differentials, Wage Fixation, Methods of Wage Determination in India. Compensation at Micro Level: Compensation Practices of Multinational and Global Organizations, Incentive Based Pay Systems, Executive Compensation Practices of MNCs. Employee Compensation and Performance Linked Compensation: Employee Compensation, Incentive Payment, Types of Incentive Plans. Wage and Social Security Legislations: Minimum Wages Act, 1948, Payment of Wages Act, 1936, Payment of Bonus Act, 1965, Equal Remuneration Act, 1976, Workmen’s Compensation Act, 1923, Employees’ State Insurance Act, 1948, Employees’ Provident Funds and (Miscellaneous Provisions) Act, 1952, Payment of Gratuity Act 1972, Maternity Benefit Act, 1961.

Essential Readings:

- Milkovich, G. T., Newman, J. M., & Gerhart, B. A. (2010). *Compensation (10th ed.)*. Tata McGraw Hill.
- Martocchio, J. J. (2014). *Strategic Compensation (7th ed.)*. Pearson Education.

Suggested Readings:

- Henderson, R. I. (2006). *Compensation Management in a knowledge based world (10th ed.)*. Pearson Education.
- Malik, P. L. (2013). *Handbook of Labour and Industrial Law (15th ed.)*. Eastern Book Company.

SM – 6361

Talent Management

3 Credits [3-0-0]

Academic Group: Human Resource

Course Outcome:

Organizations that capture, harness, and develop their human capital will flourish and succeed over the long term. The course will help develop a greater capacity and a comprehensive approach to Managing Talent and Performance.

Course Contents:

Overview of Talent Management: Concept of Talent Management, Strategic Importance of Talent, Talent Imperatives, Elements of Talent Management, Workforce Diversity and Talent Management, Role of HR in Talent Management. Talent Acquisition and Workforce Planning: Identifying Talent Needs, Sourcing Talent, Recruitment, Screening and Selection. Talent Development and Deployment: Methods of Talent Development, Types of Talent Deployment, Competency Mapping, Competency Models, Talent Multiplication Model. Talent Retention and Engagement: Cost and Consequences of Talent Departure, Diagnosing Causes of Talent Departure, Measuring and Monitoring Turnover and Retention Data, Designing Engagement Strategies, Drivers of Engagement. Effectiveness of Talent Management: Measuring Contribution of Talent to Business Performance,

Talent Metrics, Measuring Human Capital Investment, Transformation and Reorganization of HR, Future Challenges of Talent Management for The Organization.

Essential Readings:

- Cheese, P., Thomas, R. J., & Craig, E. (2008). *The Talent Powered Organization*. Kogan Page Ltd.
- Berger, D. R., & Berger, L. A. (2011). *The Talent Management Handbook (2nded.)*. Tata McGraw Hill.

Suggested Reading:

- Stringer, H., & Rueff, R. (2006). *Talent Force: A New Manifesto for the Human Side of Business*. Prentice Hall.
- Efron, M., & Ort, M. (2010). *One Page Talent Management: Eliminating Complexity, Adding Value*. Harvard Business Press.

SM – 6401

Materials and Inventory Management

3 Credits [3-0-0]

Academic Group: Operations

Course Outcome:

The course will familiarize students about emerging materials management facets along with inventory management techniques to coordinate the functional activities in the technology enabled enterprises.

Course Contents:

Materials Requirements Planning: Bill of Materials Accuracy, Material Requirements Planning Process, Material Requirements Plan, the Materials Cycle and Flow Control System, Materials Budget. Materials handling and Storage Systems: Plant Layout and Materials Handling, Evaluating Materials Handling projects, Unit Materials Handling and Bulk Materials Handling, Packaging and materials handling, Storage Claims Management. Purchasing Interface: Supplier Selection and Supplier Quality Assurance programme, Buyer Supplier Relationship, Price Determination and Forecasting, Legal Aspects of Purchasing and International Buying, Purchase Budgets and Statistics. Inventory Management: Supply and Demand patterns, Flow of Costs and Inventory valuation, Inventories and Demand Uncertainty, EOQ, POQ, Determining Safety Stock, Forecast and Lead Time Intervals, Decision under Uncertainty and Risk. Physical Inventory: Physical Control and Security, Storage and Warehousing Management Inventory Record Accuracy, Inventory Reconciliation, Storekeeping and Inventory Control.

Essential Readings:

- Chapman, S. N., Tony Arnold, J. R., and Clive, L. M. (2011). *Introduction to Materials Management. (7thed.)*. Pearson/ Prentice Hall.
- McDonald, S. C. (2009). *Materials Management*. Wiley.

Suggested Readings:

- Tersine, R. J. (1994). *Principles of Inventory and Materials Management (4th ed.)*. Pearson/Prentice Hall.
- Toomey, J. W. (2012). *Inventory Management: Principles, Concepts and Techniques*. Springer.

SM – 6411

Total Quality Management and Six Sigma

3 Credits [3-0-0]

Academic Group: Operations**Course Outcome:**

This course is designed to enrich the fundamentals of Total Quality Management to foster the emerging trends in production whereby students practically would know how the six sigma technique could be used to minimize defects.

Course Contents:

Principles of TQM: TQM Framework, Service Quality Model, Supplier Management, Contributions of Deming, Juran Crosby, Ishikawa, Feigenbaum, Taguchi Techniques, Parameter and Tolerance Design. Statistical Process Control: Statistical concepts, Control Charts for Variables and Attributes Process Capability, Reliability Concepts. Measurement systems evaluation Tools and Techniques of Quality Management: Seven New Management Tools, Japanese Techniques, Principles and Methodology, Quality Functions Deployment (QFD), Failure Mode Effect Analysis (FMEA), Benchmarking. Quality Systems: Quality Circles, Quality Management Systems, ISO Certifications, Quality Audits, TQM Culture. Six Sigma Interface: Six Sigma Philosophy, Linking Six Sigma Projects to Strategies, Attributes of Good Metrics, Tracking Six Sigma Project Results, Six Sigma Teams.

Essential Readings:

- Besterfield, D. H. (2003). *Total Quality Management*. Prentice Hall.
- Pyzdek, T., and Keller, P. (2010). *The Six Sigma Handbook (3rd ed.)*. Tata McGraw - Hill Education.

Suggested Readings:

- Goetsch, D. L., Stanley, B. D. (2012). *Quality Management for Organizational Excellence: Introduction to Total Quality (7th ed.)*. Prentice Hall PTR.
- Evans, J. R., and Lindsay, W. M. (2012). *Managing for Quality and Performance Excellence (9th ed.)*. Cengage Learning.

SM – 6421

Logistics and Supply Chain Management

3 Credits [3-0-0]

Academic Group: Operations**Course Outcome:**

This course will equip students with a proper blend of Logistics and Supply elements thereby confining their wide range of applications in the changing dynamic environment.

Course Contents:

Logistics Management: Modern Logistics Concepts, Factors Contributing to the Development of Logistics, Logistics Service Providers, Logistics and Financial Management, Measuring and Managing Logistics Performance. Manufacturing Logistics: Virtual Manufacturing, Distribution Channels, Lot Streaming, Cross Docking, Hub and Spoke Models. Strategic Focus and International Logistics: Globalization and International Trade Environment, International Logistics Management, the Global Logistics Operator. Supply Chain Security: RFID, Financing Global Supply Chain. Supply Chain Designs: Vulnerability, Risk, Robustness and Resilience, Sustainable Logistics and SC Systems, Service Supply Chains, Emerging Supply Chain Designs, Asset Management in the Supply Chains. Smart practices in SCM: 21st Century Supply Chains, Supply Chain Relationships, Supply Chain Strategies, Managing the Supply Pipeline for Global Trade Flows, Future Growth and Constraints of Global Supply Chain.

Essential Readings:

- Luo, Z. (2012). *Technological Solutions for Modern Logistics and Supply Chain Management*. Business Science Reference.
- Mangan, J., Lalwani, J., Butcher, T., and Javadpour, R. (2008). *Global Logistics and Supply Chain Management*. John Wiley.

Suggested Readings:

- Bowersox, D. J., Closs, D. J., and Cooper, M. B. (2007). *Supply Chain Logistics Management (2nd ed.)*. The McGraw Hill.
- Branch, A. E. (2008). *Global Supply Chain Management and International Logistics*. Routledge Chapman and Hall.

SM – 6431

Service Operations Management

3 Credits [3-0-0]

Academic Group: Operations

Course Outcome:

The emphasis of the course is to help students to bridge the best practices in designing and managing service operations leading towards high quality service standards.

Course Contents:

Fundamentals of services: Service Operations Concept, Service Organization as a System, Service Strategy Formulation, Basic and Integrative Elements of Strategic Service, Field Service and Customer Satisfaction. Building the Service System: Field Service Management, Service Manpower Planning and Scheduling, Linking Operations Decisions to Business Performance, Performance Measurement and Management, Quantitative Models for Service Management. IT enabled Customer Service: Networks, Technology and Information, Operational Complexity, World Class Service, Driving Operational Improvement, ERP Enabled Technical Services. Customer Relations and Managing Service Operations: Customer and Supplier Relationships, Customer Expectations and Satisfaction, Customer Service Evaluation, Managing Supply Relationships. Tools and Techniques for Managing Service Operations Service Operation Strategy: Service Culture, Service Processes, Service People, Resource Utilization, Managing Strategic Change.

Essential Readings:

- Fitzsimmons, J. A., and Fitzsimmons, M. J. (2013). *Service Management: Operations, Strategy, Information Technology*. McGraw-Hill Higher Education.
- Johnston, R., and Clark, G. (2008). *Service Operations Management: Improving Service Delivery*. Pearson Education.

Suggested Readings:

- Cengiz, H., and Render, B. (2013). *Service Management, Student Workbook: An Integrated Approach to Supply Chain Management and Operations*. Pearson Education.
- Wright, J. N. (1999). *The Management of Service Operations*. Cassell.

SM – 6441

Production Planning and Control

3 Credits [3-0-0]

Academic Group: Operations

Course Outcome:

This course is framed to acquaint students to gauge the mechanisms to handle production planning to cater the advanced production controls to manage operations.

Course Contents:

Tasks in Industrial Operations: Role and Impact of Production Planning and Control, Production Planning and Control process, Costs and Benefits of Production Planning and Control Systems, Framework for Production Decision Making, Modelling the Behaviour of Managers. Integrated Manufacturing Framework: Sales and Operations planning, Enterprise Resource Planning, Master production Scheduling, Material requirement planning, Capacity requirement planning, Production planning. Control Decisions: Demand Management and Forecasting, Master production Schedule, MRP I, MRP II, Resource Requirement planning and allocation, Manufacturing Models, Service Models. Master Production Scheduling: Scheduling in Job Shop production, Scheduling in Batch Production, Scheduling in Line Flow production, Scheduling in Assembly Line production, Economic Lot Scheduling. Production Order Creation and Execution: Process Overview, Production Order and Scheduling, Planning for Adjustments Recognizing Uncertainty, Confirmation, Settlement and Completion, Production Activity Control.

Essential Readings:

- Jacobs, F. R., Berry, W., Whybark, D. C., and Vollmann, T. (2011). *Manufacturing Planning and Control for Supply Chain Management*. The McGraw Hill.
- Onwubolu, G. C. (2012). *Emerging Optimization Techniques in Production Planning and Control*. World Scientific Publishing, Imperial College Press.

Suggested Readings:

- Chapman, S. N. (2009). *The Fundamentals of Production Planning and Control*. Pearson/Prentice Hall.
- Pinedo, M, L. (2009). *Planning and Scheduling in Manufacturing and Services (2nd ed.)*. Springer.

SM – 6451

Strategic Procurement

3 Credits [3-0-0]

Academic Group: Operations

Course Outcome:

The course will familiarize students with the latest procurement strategies whereby they could develop the art of negotiations in building good relationships in the business environment.

Course Contents:

Purchasing: Scope and Development, Service Principles for Procurement, Procurement's Impact in the Organization, Procurement as a Profit Center, Outsourcing Methodologies. Global Strategic Sourcing: Strategic Sourcing Process, Cultural Considerations for Global Sourcing, Developing a Global Sourcing Strategy, Strategic Sourcing Decision Making, Implementation of Strategic Sourcing. Supplier Research and Market Analysis: Conducting Supplier Research, Conducting Market Analysis, Supplier Evaluation and Selection, Standard Supplier Selection Criteria, Predicting Supplier Performance and Supplier Quality Audits. Art of Negotiation: Developing a Negotiation Plan,

Negotiating with Suppliers, Supplier's Psychological Warfare, Negotiating in Specialized Situations, Managing Supplier Relationships and Performance. Social Responsibility in Procurement: Ethics and Green procurement, Measuring Procurement Performance, Technologies and Services for Improving Procurement Performance, Specialized Areas of Procurement, Supplier Diversity and Sustainability.

Essential Readings:

- Dominick, C., and Lunney, S. R. (2014). *The Procurement Game Plan*. Cengage Learning India Pvt. Ltd.
- Sollish, F., and Semanik, J. (2011). *Strategic Sourcing Best practices*. John Wiley and Sons.

Suggested Readings:

- Baily, P., Farmer, D., Crocker, B., Jessop, D., and Jones, D. (2008). *Procurement, Principles and Management (10thed.)*. Prentice Hall.
- Booth, C. (2014). *Strategic Procurement (2nded.)*. Kogan page.

SM – 6511

Knowledge Management

3 Credits [3-0-0]

Academic Group: Systems

Course Outcome:

The course will give a solid foundation covering the major problems, challenges, concepts and techniques dealing with the organization and management of knowledge with the help of computers.

Course Contents:

Introduction to Knowledge: Meaning of Data, Information, Knowledge, Expertise, Epistemology, Types of Knowledge, Types of Expertise, Characteristics of Knowledge, Storage of Knowledge. Introduction to Knowledge Management: Forces Driving KM, Knowledge Management Process, Organizational Issues in KM. Knowledge Management Systems: Knowledge Discovery, Knowledge Capture Systems, Knowledge Sharing Systems, Knowledge Application Systems. Knowledge Management Infrastructure: Organizational Structure, Organizational Culture, Communities of Practice, IT Infrastructure. Knowledge Management Implementation: Dimensions (People, Process, Product, Organizational Performance), Assessment (Qualitative and Quantitative Measures), Identification of Appropriate KM Solutions, Organizational Transition into a Knowledge Enterprise.

Essential Readings:

- Hislop, D. (2013). *Knowledge Management in Organizations: A Critical Introduction (3rded.)*. Oxford University Press.
- Natarajan, G., and Shekhar, S. (2000). *Knowledge Management Enabling Business Growth*. TMH.

Suggested Readings:

- Brelade, S., and Harman, C. A. (2006). *Practical Guide to Knowledge Management*. Viva Books Pvt. Ltd.
- Reddy, B. R. (2007). *Knowledge Management*. HPH.

SM – 6521

Strategic Information System

3 Credits [3-0-0]

Academic Group: Systems

Course Outcome:

The course will provide an insight among the students the importance of Information system and how this is helpful in getting competitive advantage to an organization. Also students will learn how IS helps businesses and organizations categorize, store, process and transfer the information they create and receive, allowing them to recognize opportunities for growth and pinpoint ways to improve operational efficiency.

Course Contents:

From Human Decision making to DSS: DSS Architecture, Decision Modeling and Analysis, Decision Support Developments, Executive Information Systems, Data Warehousing, Access, Analysis, Mining and Visualization. Group Decision Support Systems: Goals of Group Decision Support Systems, Group versus Individual Activities, Types of Group DSS, Negotiation Support Systems. Intelligent Decision Support Systems: Knowledge-based Decision Support Systems, Knowledge Acquisition and Validation, Knowledge Representation. Inference Techniques: Decision Making Under Uncertainty, Managerial Risk Taking, Organizational Decision Making, Modelling Uncertainty. Advanced Techniques: Neural Network (Fundamentals, Architecture), Neural Network Applications, Genetic Algorithm, Fuzzy Logic, Fuzzy Sets in Decision Making, Intelligent Software Agents and Creativity, System Integration and Future of DSS.

Essential Readings:

- Turban, E., and Aronson, E. J. (2001). *Decision Support Systems and Intelligent Systems (6th ed.)*. Pearson Education.
- Marakas, M. G. (2010). *Decision Support Systems: In the 21st Century (2nd ed.)*. PHI.

Suggested Readings:

- Janakiraman, V. S., and Sarukesi, K. (2009). *Decision Support Systems (2nd ed.)*. PHI.
- Ravindranath, B. (2003). *Decision Support Systems and Data Warehouses*. New Age.

SM – 6531**E-Commerce****3 Credits [3-0-0]****Academic Group: Systems****Course Outcome:**

The course will familiarize the students with the underlying principles, concepts and trends of E-commerce in the current business scenario and keep them abreast with the business operations as aided by E-Commerce.

Course Contents:

Introduction to E-Commerce and Technology Infrastructure: E-Commerce: A Theoretical Framework, Comparative Analysis of E-Commerce and Traditional Commerce, Business Process Models, Revenue Models and Business Processes, Opportunities, Scope and Environment of E-Commerce (B2B, B2C, C2A), Internet Protocols, WWW, Web Portals and Semantic Web. E-Commerce to E-Business and Spotting Business Trends: Flexible Business Design, Definition of Value, E-Business Communities, Customization and Integration, E-Business. Architecture: E-Commerce-Web-based Tools, Software and Infrastructure, Building the E-Business Backbone- ERP, SCM, Business Engineering and Customer Relationship Management, Value Chain Analysis, E-channel Pattern, E-portal Pattern, E-market Maker Pattern, Self-Diagnosis. E-Commerce Software and Payment Systems: Web Hosting Alternatives, Basic and advance Functions of E-Commerce Software, Software for Small, Mid-Size and Large Businesses, Online Payment Basic, Payment Cards, Electronic Cash, Electronic Wallets, Stored Value Cards, Internet Technologies and Banking. Marketing on the Web: Web Marketing Strategy, Communication, Segmentation, Advertisement, E-Mail Marketing, Business to Business

Strategy from Electronic Data Interchange to E-Commerce Online Auctions, Virtual Shopping and Web Portals, Auction Overview, Online Auctions, Virtual Communities and Web Portals, Legal and Ethical Issues concerning E-Commerce.

Essential Readings:

- Laudon, C. K., and Traver, G. C. (2014). *Electronic Commerce (10th ed.)*. Pearson Education.
- Schneider, P. G. and Perry, T. J. (2000). *New Perspectives on E-Commerce: Introductory*. Course Technology Inc.

Suggested Readings:

- Whitely, D. E. (2001). *Commerce: Strategy, Technologies and Applications*. TMH.
- Joseph, S. J. P.T. (2012). *E-commerce: An Indian Perspective (4th ed.)*. PHI.

SM - 6541

Enterprise Resource Planning

3 Credits [3-0-0]

Academic Group: Systems

Course Outcome:

The course will provide an understanding of the issues involved in design and Implementation of ERP systems. It focuses on the cross-functional processes and integration of events/transactions across different functional areas in organizations.

Course Contents:

Overview of ERP: Introduction of ERP, Need of ERP, Advantages of ERP, Growth of ERP, Features of ERP, Integration, ERP drivers, Trends in ERP, ERP in India, Communication in ERP Systems, Enterprise Integration Application Tools for ERP, Network Structure of ERP System, ERP Workflow, Process modeling for ERP Systems. ERP and Related Technologies: Business process Reengineering (BPR), Management Information System (MIS), Decision Support Systems (DSS), Executive Support Systems (ESS), Data Warehousing, Data Mining, Online Analytical Processing (OLTP), Supply Chain Management (SCM), Customer Relationship Management (CRM). Control and maintenance of ERP and Implementation Life Cycles: Finance, Production planning, Sales and Distribution, Human Resource Management (HRM), Inventory Control System, Quality Management, ERP Market, Evaluation and Selection of ERP package, Project Planning, Implementation Team Training and Testing, End User Training and Going Live, Post Evaluation and Maintenance. ERP- Resource Management Perspective: Business Modules in ERP Packages, Finance, Production, Human Resource Plant Maintenance, Materials Management, Quality Management, Sales and Distribution, Resource Management. Next generation enterprise: Emerging Trends, Information Mapping, Role of Centralized /Distributed Databases, Linkages of the Enterprise Customer - Enterprise, Vendor Enterprise, Link within the Enterprise and links with Environment Client/Server Architecture.

Essential Readings:

- Ptak, A. P., and Schargenheim, E.(2000).*ERP: Tools, Techniques and Applications for Integrating the Supply Chain (2nd ed.)*, Standardsmedia.
- Jacobs, R. F., and Whybark, C. D. (2000). *Why ERP? A Premier on SAP Implementation*. TMH.

Suggested Readings:

- Monk, E., and Wagner, B. (2009). *Concepts in Enterprise Resource Planning*. Cengage/Thomson.
- Leon, A. (2008). *ERP Demystified (2nd ed.)*. TMH.

SM - 6551

System Analysis and Design

3 Credits [3-0-0]

Academic Group: Systems**Course Outcome:**

The course will provide an understanding of the role of systems analysis and design within various systems development lifecycles. Also the students will learn the activities of the systems analyst and systems designer, and apply some current techniques.

Course Contents:

The context of System Analysis and Design: Systems Development Lifecycle, Role of Business Analysts, System Analysts and System Architects, Systems Analysis and Design Methods and Methodologies, Agile Approaches (DSDM) and Extreme Programming (XP). Business Information Systems: Business Activity Modeling, Business Case and Feasibility Studies, Responsibilities of System Analyst, Steps in System Analysis, Stakeholder Analysis. System Analysis Techniques and Tools: Entity Relationship Modeling (ERM), Cross-Referencing Functions to Data Entities via Create/Read/Update/Delete Tables, Activity Diagrams, DFD and ER Diagrams. Logical Data Design: Conversion of ERM to a Relational Schema, Normalisation and De-Normalization, Identification of Validation Rules and other Database Constraints, Data Migration Issues (e.g. Mapping between Equivalent Data Items in New and Old Applications). Object Oriented Design: OO concepts, Relating Objects, Associations and Aggregations, Static Modelling, including UML Class Diagrams. Dynamic modeling: including UML Interaction Diagrams, UML State Charts.

Essential Readings:

- Wasson, S. C. (2005). *System Analysis, Design and Development: Concepts, Principles, and Practices (Wiley Series in Systems Engineering and Management)*. HRD Edition.
- Shelly, B. G., and Rosenblatt, J. H. (2009). *Systems Analysis and Design*. Cengage publication.

Suggested Reading:

- Rajaraman, V. (2004). *Analysis and Design of Information Systems (3rd ed.)*. PHI.
- Cashman, T. J., Shelly, G. B., and Rosenblatt, H. J. (2003). *System Analysis and Design (5th ed.)*. Thomson Learning.

SM – 6561

Cyber Law

3 Credits [3-0-0]

Academic Group: Systems**Course Outcome:**

This course will help the students to identify the emerging legal issues in a digital networked environment. They will be able to understand and evaluate how these developing concepts affect the flow of information in society and the work of information professionals.

Course Contents:

Information Technology Act, 2000: Objective, Scheme of the Act, Relevancy with Other Laws, Jurisdiction Issues under IT Act, 2000. Digital Signature: Technical Issues and Legal Issues, Digital signature Certificate, Certifying Authorities and liabilities in the event of Digital Signature Compromise, E-Governance in India. Concept of Cyber Crime and the IT Act, 2000: Technical Issues

and Legal Issues, Penalty under the IT Act, Cyber Crimes and Investigation, Cyber Crimes and Adjudication, Role of Interpol in Cyber Crime. Protection of Cyber Consumers in India: Goods and Services, Defect in Goods and Deficiency in Services, Restrictive and Unfair Trade Practices, Jurisdiction and Implications on Cyber Consumers In India. Contract in the InfoTech World: Status of Electronic Contracts, Click –Wrap and Shrink – Wrap Contract, Contract Formation In The Internet (Contract Law).

Essential Readings:

- Reder, M. E. K., Bird, R. C., Darrow, J. J., Aresty, J.M., et al. (2012). *Cyber Law Text and Cases (3rded.)*. Cengage Learning.
- Rosenoer, J. (1996). *Cyber Law: The Law of the Internet*. Springer.

Suggested Reading:

- Karake-Shalhoub, Z., and Ai Qasimi, S. (2010). *Cyber Law and Cyber Security in Developing and Emerging Economies*. Edward Elgar Publishing Ltd.
- Girasa, R. J. (2002). *Cyber law: National and International Perspectives*. Prentice Hall PTR.

Semester- IV

SM – 6632

Strategic Management

3 Credits [3-0-0]

Academic Group: General Management

Course Outcome:

The course will expose students to various perspectives and concepts in the field of Strategic Management, so that they can achieve conceptual clarity and could apply these concepts to the solution of business problems.

Course Content:

Strategy and the Quest for Competitive Advantage: Origins of Strategy, Schools of Thought in Strategic Management, Strategic Intent- Vision, Mission and Purpose, Dimensions and Levels of Strategy. Competitive Strategy: Porter’s Five Forces Model, Generic Strategies (Cost Leadership, Differentiation, Focus), Value Chain Analysis. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition and Takeover Strategies, Strategic Alliances and Collaborative Partnerships), Retrenchment, Outsourcing Strategies. Corporate Portfolio Analysis: Business Portfolio Analysis, Synergic Effect, BCG Matrix, GE 9 Cell Model, Concept of Stretch, Leverage and Fit. Strategy Implementation: Structure, Systems and People: Project Implementation, Procedural Implementation, Resource Allocation, Organization Structure, Matching Structure and Strategy, Behavioral Issues In Implementation, Corporate Culture, McKinsey’s 7sframework, Concepts Of Learning Organization. Strategy Evaluation: Operations Control and Strategic Control, Symptoms of Malfunctioning of Strategy, Balanced Score Card, Business Processes and Capabilities-Based Approach to Strategy.

Essential Reading:

- Robert, A. P., and David, L. (2003). *Strategic management: Building and sustaining competitive advantage (4th ed.)*. South Western, Cengage Learning
- Fitzroy, P., and Hulbert, J. (2012). *Strategic Management: The challenge of creating value*. Routledge.

Suggested Reading:

- Kazmi, A. (2012). *Strategic Management and Business Policy (3rd ed.)*. Tata McGraw Hill.
- Pearce, J., Robinson, R., and Mital, A. (2010). *Strategic Management: Formulation, Implementation, and Control (12th ed.)*. Tata McGraw Hill.

SM - 6642 Business Ethics and Corporate Governance 3 Credits [3-0-0]

Academic Group: General Management

Course Outcome:

The course provides a conceptual and theoretical understanding of ethical corporate governance and helps the students gain insight into and awareness of ethical behaviour in corporate. It will also aid in to determine the ethical dilemmas in common business situations, to recognize them, and to find ways to resolve in order to enhance the corporate performance.

Course Content:

Conceptual Framework of Corporate Governance: Meaning, Theories of Corporate Governance, Models of Corporate Governance, Insider Trading, Rating Agencies and Whistle Blowing, Corporate Governance Reforms Initiatives in India. Indian Model of Corporate Governance: Director, Board Role and Responsibilities, Regulatory Framework of Corporate Governance in India, SEBI Norms based on KM Birla Committee, Corporate Governance in Public Sector Undertakings, Board Committees Types and their Functions. Codes and Standards on Corporate Governance: OECD Principles of Corporate Governance, 1999, CACG Guidelines/Principles for Corporate Governance in Commonwealth, 1999, Calpers Global Corporate Governance Principles (USA), 1996, Combined Code of Best Practices (London Stock Exchange), 1998, Principles of Good Governance and Code of Best Practice (UK), 2000. Public Policies: The Corporation and Public Policy, The Role of Public Policies in Governing Business, Government and Public Policy, Business Policy Classification, Areas and Need. Corporate Ethics: Ethics and Business (Indian and International), Sources of Ethical Knowledge for Business, Ethics in Business Disciplines, Roots of Unethical Behaviour, Ethical Organizations and Decision Making. Corporate Social Responsibility (CSR): CSR Principles and Strategies, Models of CSR, CSR Indian and International Perspective (Case Studies), Major Failures in Corporate Governance Indian and International Context.

Essential Reading:

- Fernando, A. C. (2010). *Business Ethics and corporate governance*. Pearson Education.
- Velasquez, M. G. (2011). *Business Ethics: Concepts and Cases (7th ed.)*. PHI Learning.

Suggested Reading:

- Gosh, B. N. (2009). *Business Ethics and Corporate Governance*. Tata McGraw Hill.
- Soloman, J. (2011). *Corporate Governance and Accountability (3rd ed.)*. John Wiley and Sons.

SM – 6261 Customer Relationship Management 3 Credits [3-0-0]

Academic Group: Marketing

Course Outcome:

This course will help the participants to understand the role and importance of CRM in customer-centric, marketing cum services continuum and designing innovative strategies with technological support for long-term customer retention.

Course Contents:

Preliminary investigation into CRM: CRM in Services, Marketing and IT-A Conceptual Framework, Evolution, Growth and Theories of CRM- The Historical Perspective, Process, Bonding, Zero Customer Defections in CRM, Market Share versus Customer Share in CRM, Creating Lifetime Value of Customers. Facilitating Customer Service through CRM: Managing Call Centre and Customer Care Services, Automation of Contact Centers and Call Routing, Web-Based Self –Service, Customer-Centric Marketing and Processes, Effective Work Force Management for Effective Customer Service. Managing CRM tools for efficient customer services: Role of Operational CRM in Sales Force Automation, Enterprise Marketing Automation with O-CRM, Customer Database Management through Analytical CRM, Ethics and Legality Issues in Tech-Aided CRM, CRM and Business Intelligence Collaborative CRM (BIC-CRM). E-CRM solutions: Core Concepts and Components: E-CRM:-The Heart Throb of CRM, Data Warehousing, Data Mining, OLAP, Click Stream Analysis, Collaborative Filtering, Evaluation of Technical Solution for CRM, Role of Contact Centers in Relationship Marketing. Implementation Issues In CRM: Defining a CRM Strategy and Designing CRM Implementation Road Map, Establishing CRM Performance Monitoring and Relationship Orientation, CRM Readiness Assessment System, CRM Audit, Project Management, Budgeting and Evaluation of ROI, Capability Building through Internal Marketing, Customer Retention Plans-Feasibility and Viability Analysis.

Essential Readings:

- Anderson, K. L., and Kerr, C, J. (2002).*Customer Relationship Management*. Tata McGraw - Hill Education.
- Zikmund, W. G., Mcleod, R., and Gilbert, F. W. (2012). *Customer Relationship Management: Integrating Marketing Strategy and Information Technology*. John Wiley and Sons.

Suggested Readings:

- Sheth, J. N., Shainesh, G., and Atul, P. (2013). *Customer Relationship Management: Emerging Concepts, Tools and Applications*. Tata McGraw - Hill Education.
- Dyche, J. (2001).*The CRM Handbook*. Pearson.

SM - 6212

Sales and Distribution Management

3 Credits [3-0-0]

Academic Group: Marketing

Course Outcome:

This course will help the participants to develop critical skills for generating, evaluating and selecting sales and distribution strategies. This subject will cover the concepts attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.

Course Contents:

Overview of Sales and Distribution Management, Consumer versus Organizational Selling, Sales Structure: Role Of SDM in the Marketing Mix, Integrating Structure with Distribution Strategy, Frameworks for Analyzing the Sales Environment. Managing the Sales Force: Issues in Sales Force

Management, Recruiting, Training and Motivating Sales Force, Personal Selling Process and Handling Objection, Sales Force Compensation and Evaluating Sales Performance, Ethical and Legal Issues in Sales Management. Distribution Planning and Control: Selection and Motivation of Intermediaries, Channel Dynamics – Vertical Marketing Systems and Horizontal Marketing Systems, Multichannel Marketing Systems, Channel Conflict and Management, Evaluation and Control. Physical Distribution and Logistics: Issues in Physical Distribution, Distribution Channels for FMCG and Industrial Products, Sales Planning for Industrial Distributors, Logistics Integration for Customer Satisfaction, Integration of Sales and Distribution Strategy. Supply Chain Management: Supply Chain Designs and Synchronization, Supply Chain Relationships and Supply Chain Strategies, Supply Chain Performance Measurements, Service Supply Chains, Retail Logistics and Reverse Logistics. Smart practices in SCM: 21st century Supply Chains.

Essential Readings:

- Spiro, R., Stanton, W., and Rich, G. (2003). *Management of a Sales Force (11th ed.)*. Tata McGraw - Hill Education.
- Still, R. R., Edward, C. W., and Govoni, A. P. (2011). *Sales Management: Decisions, Strategies and Case (5th ed.)*. Pearson Education.

Suggested Readings:

- Venugopal, P. (2008). *Sales and Distribution Management: An Indian Perspective*. Response Books.
- Coughlan, A., Anderson, E., Stern, L. W., and El-Ansary, A. (2006). *Marketing Channels (7th ed.)*. Pearson.

SM – 6222**Services Marketing****3 Credits [3-0-0]****Academic Group: Marketing****Course Outcome:**

This course will help the participants to realize the dynamics of ever increasing significance of services in the economies worldwide and specifically, in the marketers' scheme of things. Students will learn to develop a framework for recognizing and analyzing management problems in service industries and designing competitive strategies. This course will be of particular value to those who intend to work in a service organization or have a need to understand service organization from a point of view of investing or starting their own service business.

Course Contents:

Introduction and Overview of Services Marketing: Importance of Services Marketing. Goods-Services Continuum, Service Characteristics and Marketing Challenges, Reasons for Growth of Services Sector, Services Sector in the Indian Economy, The Services Marketing Mix. Customer Focus in Services Marketing: Managing Customer Behavior in Services: Consumer Choice, Experience and Evaluation, Customer Expectation and Perception Management, Crafting the Service Environment, Service Quality Dimensions, Service Demand Management, Market Segmentation and Services Positioning. Service Quality Management: Service Quality Audit – GAP Model of Service Quality, Total Quality of Services Marketing – Service Excellence, Services Product Management, Service Innovation and Design, Improving Service Quality and Productivity, Service Delivery Process. Strategies for Services Marketing: Service Marketing Triangle- External Marketing, Pricing Strategies for Services and Value Perceptions, Services Branding and Positioning, Developing Sustainable Service Models, Operating Strategy- Healthcare Services, Financial Services, IT Services etc., Service

Failure and Recovery Strategies, Service scapes. Delivering, Performing and Managing Service Promises: Managing People for Service Advantage, Employees and Customer Roles in Service Delivery, Delivering Service through Intermediaries and Electronic Channels, Challenges for Services Marketing Communication and Service Blue Print, Striving for Service Leadership.

Essential Readings:

- Lovelock, C., Wirtz, J., and Chatterjee, J. (2011). *Services Marketing (7th ed.)*. Pearson Education.
- Zeithaml, V. A., Bitner, M. J., Pandit, A., and Gremler, A. A. (2007). *Services Marketing: Integrating Customer Focus Across the Firm (4th ed.)*. Tata McGraw - Hill Education.

Suggested Readings:

- Fisk, R. P., Grove, S. J., and John, J. (2013). *Services Marketing: An Interactive Approach (4th ed.)*. South Western College Publishing.
- Gronroos, C. (2007). *Service Management and Marketing: Customer Management in Service Competition (3rd ed.)*. John Wiley and Sons.

SM – 6232**Strategic Marketing****3 Credits [3-0-0]****Academic Group: Marketing****Course Outcome:**

This course will be able to look at various marketing strategies at National and International level and map the growth of marketing. It will also sharpen their analytical abilities in integrating strategic marketing decision in a comprehensive manner. This would enable students to interpret the current competitive environment. Assimilate how managers manage their activities in strategic manner with special emphasis on strategic management.

Course Contents:

Product Marketing Strategy: Product Life Cycle and New Product Development Strategies, Product Portfolio Analysis Matrix, Strategic Appraisal of the Product, Managing Strategic Product Line Extensions, Designing Market Winning Strategies-New Product Success. Pricing and Competitor Marketing Strategies: Pricing Strategies for International and National Markets, Porter's Model for Competitor Analysis, Competitor Array as an Effective Technique for Competitor Analysis, Strategic Price Quotations and Terms of Sale, Pricing of Services – Pricing Strategies Linked to Value Perceptions. Promotion Strategies: Role of Advertising in Promotional Mix, Economic, Social and Ethical Aspects of Advertising, Media Strategy – Creative Strategy and Copy Writing, Methods of Formulating Advertising Budgets, Evaluating of Advertising Effectiveness, Advertising Agencies, Sales Promotion- Types and Techniques, Publicity and Propaganda. Marketing Law: Conditions and Warranties of the Product, Consumer Protection Act, Environmental and Legal Issues in Marketing, Competition Law in Marketing, Rules Relating to Hire-Purchase. International Marketing Strategy: Environmental Factors Effecting International Marketing, International Markets and Criteria for Grouping Countries, Export Procedure and Documentation – Special Economic Zones, Planning and Strategy for International Market, Planning and Control of International Marketing Operations.

Essential Readings:

- Piercy, N., and Cravens, D. (2009). *Strategic Marketing (8thed.)*. Tata McGraw - Hill Education.
- West, D., Ford, J., and Ibrahim, E. (2010). *Strategic Marketing: Creating Competitive Advantage (2nded.)*. Oxford University Press.

Suggested Readings:

- Gilligan, C., and Wilson, R. M. S. (2004). *Strategic Marketing Management: Planning, Implementation and Control (3rded.)*. Elsevier Butterworth Heinemann.
- Porter, M. E. (2008). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. Simon and Schuster Editions.

SM – 6122

International Finance

3 Credits [3-0-0]

Academic Group: Finance

Course Outcome:

The course will introduce students to global financial markets and operations of multinational firms. It will also provide students with knowledge of and competence in identifying the nature of Foreign Exchange Risk and main types of Foreign Exchange Exposure that company face, as well as in using main techniques of equivocation foreign exchange risk.

Course Contents

International Monetary and Finance System: Corollary of International Finance, Balance of Payment and International Linkages, Balance of Payments and its Components, International Flow of Goods, Services and Capital. International Financial System & the Market for Foreign Exchanges: Determining Exchange Rates, Fixed and Flexible Exchange Rate System, Exchange Rate Theories, Participants in the Foreign Exchange Markets, Exchange Rate Quotes, Factors Affecting Exchange Rates, Foreign Exchange and Currency Possession, Foreign Exchange Trades. Foreign Exchange Market in India: Determination of Exchange Rates- PPP & IRP, Evolving Floating Rate, International Parity Conditions, Interest Rate Parity, Exchange Rate Forecasting. Managing Foreign Exchange Risk: Transaction Exposure and Economic Exposure, Pricing Policy, Asset and Liability Management and Techniques, Currency Derivatives, Forwards, Swaps & Currency Options, Currency & Interest Rate Futures, Currency Trading and Risk, Currency Unwinding, Interest Rate Risk Management. International Investment & Financing: Financing the Global Firms, Foreign Investment Decisions, International Trade Finance, Transfer Pricing. International Investors and Foreign Investment Institutions: International Financial Markets & Instruments, International Institutions, Dimensions of International Trade, Counter Trade, The Institution Regulating International Trade.

Essential Readings:

- Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (2012). *Multinational Business Finance (13thed.)*. PHI Pvt. Ltd.
- Apte, P. G. (2011). *International Financial Management Text and Cases (6thed.)*. Tata McGraw Hill Education Pvt. Ltd.

Suggested Readings:

- Levi, M. D. (2009). *International Finance (5thed.)*. Routledge.

- Gandolfo, G.(2002). *International finance and open-economy macroeconomics*. Springer.

SM – 6132**Mergers and Acquisitions****3 Credits [3-0-0]****Academic Group: Finance****Course Outcome:**

The course involves analysis of corporate restructuring strategies including Mergers, Acquisitions and Takeovers, Financial Re-Capitalization, Leveraged Buyouts, Management Buyouts, Going Private, and Reorganization under Bankruptcy

Course Contents

Basics of Mergers, Acquisitions, Business Valuation: Merger Types, Merger as a Business Strategy, Merger as a Process of Value Creation. Trends in M&A Activity in India and world: Theories of Merger, Searching for Merger Candidates. Valuation in Mergers and Acquisitions: Discounted Cash Flow Approach, Relative Valuation Approach, Asset Based Valuation, Merger Deal Structuring and Merger Due Diligence. Accounting for Mergers: Pooling of Interest Method, Purchase Method, Treatment of Goodwill, Tax Implications of M&A Transactions. Relevant Accounting Standards for Merger Accounting: Leveraged Buyouts (LBO), Management Buyouts (MBO), Takeover Defences. Corporate Restructuring and Divestitures: Cross Border M&A, Post Merger Integration, HR Issues in M&A.

Essential Readings:

- Sudarsanam, S. (2011). *Value Creation from Mergers and Acquisitions (2nded.)*. Pearson Education.
- Boeh, K. K. & Beamish, P. W. (2006). *Mergers and Acquisitions: Text and Cases*. Sage Publications.

Suggested Readings:

- Gaughan, P. A. (2010). *Mergers, Acquisitions, and Corporate Restructurings (6thed.)*. Wiley.
- Damodaran, A. (2012). *Corporate Finance- Theory and Practice (2nded.)*. John Wiley.

SM – 6161**Insurance and Risk Management****3 Credits [3-0-0]****Academic Group: Finance****Course Outcome:**

The course provides comprehend basic concepts of risk and uncertainty as they relate to the insurance field. It also includes the principles and practices of risk management in order to enable production of the optimum strategy for the handling of risk in an organization.

Course Contents

The Risk Management Model: Identification and Evaluation of Risk, Rationale and Objectives of Risk Management, Steps in Risk Management Process, Implement and Monitor the Risk Management

Program. Risk Assessment: Risk Identification and Measurement, Pooling Arrangements, Diversification of Risks. Insurance Business and Operations: Structure of Insurance Plans, Investment Pattern and Policies of Insurance Companies, Challenges of Insurance Marketing, Role of IRDA, Pension Funds in India, Agency Law, Principles of General Underwriting and Claims Management, Product Management, Pricing, Place and Distribution Strategies. Commercial Insurance Contracts: Life Insurance, Marine Insurance, Fire Insurance, Motor Insurance and Miscellaneous Insurance Contract, Hedging Risk with Derivative Contracts, Relevant Case Studies in Indian context.

Essential Readings:

- Rejda, G. E. (2013). *Principles of Risk Management and Insurance (12th ed.)*. Pearson Education.
- Vaughan, E. J. & Vallghan, T. (2014). *Fundamental of Risk and Insurance (11th ed.)*. John Willey & Sons.

Suggested Readings:

- Trieschmann, J. S., Hoyt, R. & Sommer, D. (2004). *Risk Management and Insurance (12th ed.)*. South Western College Publication.
- Mishra, M. N. & Mishra, S. B. (2007). *Insurance Principles & Practice*. Sultan Chand.

SM – 6142

Project Planning and Appraisal

3 Credits [3-0-0]

Academic Group: Finance

Course Outcome:

Projects are non-recurring activities requiring a different set of skill for planning as compared to regular and operative activities. The course is aimed at developing the understanding of project activities and relevant skills.

Course Contents

Capital Investment Decisions: Magnitude of Capital Investments, Phases of Capital Budgeting, Levels of Decision Making, Facets of Project Analysis, TEFR & DPR, Common Weaknesses in Capital Budgeting. Strategy and Resource Allocation: Strategic Planning & Capital Budgeting, Generation of Ideas, Porter's Model, Different Types of Strategies, Credit Rating of Projects and Financing Proposals. Project Analysis: Technical Analysis, Product Mix, Alternatives and Implementation, Financial Estimates and Appraisals, Feasibility, Working Capital Requirements, Project Cash Flows, Risk Analysis. Financing of Projects: Capital Structure, Forms of Financing, Raising Venture Capital, Raising Capital in International Markets, Financing Infrastructure Projects, Current Concerns of the Indian Industry. Project Implementation and Management: Project Planning, Project Control and Implementation, Network Techniques for Project Management, Development of Project Network, Time Estimation, Determination of the Critical Path, Project Review and Administrative Aspects, Control of In-Progress Projects, Post-Completion Audits. Public-Private-Partnership Appraisal and its Specific Aspects.

Essential Readings:

- Chandra, P. (2009). *Projects Planning, Analysis, Selection, Implementation and Review (7th ed.)*. TMH.
- Khan, M. Y. & Jain, P. K. (2011). *Financial Management: Texts Problems and Cases (6th ed.)*. TMH.

Suggested Readings:

- Fight, A. (2005). *Introduction to Project Finance*. Elsevier.
- Gatti, S. (2012). *Project Financing: Theory and Practice (2nd ed.)*. Academic Press.

SM – 6312**Performance Management****3 Credits [3-0-0]****Academic Group: Human Resource****Course Outcome:**

The course will equip students with comprehensive knowledge and practical skills to improve their ability for Performance Appraisal in their organizations.

Course Contents:

Introduction to Performance Management: Historical Developments in Performance Management, Performance Appraisal vs. Performance Management, Process for Managing Performance, Implications of Performance Management. Performance Management Process: Performance Planning and Setting Objectives, Organizational and Individual Performance Plans, Setting Mutual Expectations and Criteria. Implementing Performance Management System: Strategies for Effective Implementation of Performance Management, Building Performance Oriented Work Culture, Factors affecting Effective Implementation of Performance Management. Reward for Performance: Components of Reward System, Linkage of Performance Management to Rewards and Compensation. Ethics in Performance Management: Ethical Issues and Dilemmas in Performance Management, Ethical Strategies in Performance Management. Performance Management Strategy: Career Based, Team Based, Culture Based, Measurement Based, Competency Based and Reward Based Strategies, Competency Mapping, 360 Feedback, Assessment Centres, Performance Review, Coaching and Counselling, Performance Management In some selected Industries.

Essential Readings:

- Rao, T. V. (2004). *Performance Management and Appraisal Systems*. Response Books.
- Kandula, S. R. (2006). *Performance Management: Strategies, Interventions and Drivers*. PHI Learning Pvt.Ltd.

Suggested Readings:

- Cardy, R. L. (2006). *Performance Management: Concepts, Skills and Exercises*. PHI Learning Pvt.Ltd.
- Armstrong, M., & Baron, A. (2006). *Performance Management*. Jaico Publishing

SM – 6322**Organization Change and Development****3 Credits [3-0-0]****Academic Group: Human Resource****Course Outcome:**

This course is designed to provide in depth understanding of behavioural interventions and enable the students to apply these interventions for building individual, team, systems and process related competencies.

Course Contents:

Organizational Change: Forces of Organizational Change, Need for Change and Innovation, Resistance to Change, Organizational Change Process, Organizational Diagnosis. Change Agents: Role of Change Agents, Competency Requirements, Training of Change Agents, Effective Change Leader,

Executing Organizational Change. Organization Development (OD): Foundations of OD, OD Process, Six-Box Model, Evaluating OD Effectiveness, Factors Influencing OD. OD Interventions: Individual and Interpersonal Interventions, Group Interventions, Role Focused Interventions, Third Party and Structural Intervention, Role of Organizational Leadership. Contemporary Issues and Applications: OD Practitioners, Success and Failure of OD, Organizational Transformation, OD in Global Context, Future Trends in OD.

Essential Readings:

- Cummings, T. G., & Worley, C. G. (2014). *Theory of Organization Development and Change (9th ed.)*. Cengage Learning.
- Jones, G. R. (2012). *Organizational Theory, Design and Change (7th ed.)*. Pearson Education.

Suggested Readings:

- Palmer, I., Dunford, R., & Akin, G. (2005). *Managing Organizational Change*. Tata McGraw Hill Education.
- Singh, K. (2009). *Organization Change and Development*. Excel Books.

SM – 6332

Strategic Human Resource Management

3 Credits [3-0-0]

Academic Group: Human Resource

Course Outcome:

How an organization deals with its people – realization of the strategic importance of this aspect in the success of an organization has led to the evolution of Strategic Human Resource Management. The course will help to gain an insight on the strategic approach towards HRM and to understand, how various HR strategies are formulated and implemented.

Course Contents:

Overview of Business Environment & Strategic Management: Levels of Strategy, Strategic Planning, Strategic Management & HR Linkages. Strategic HRM: Concept, Process, Steps Involved Linking Business Strategy and HR strategy, Formulating and Implementing HR strategy. Aspects of Strategic Human Resource Management (SHRM): Organization Development, Change Management, Culture, Recruitment & Selection, Performance Management and Employee Development, Reward Management, Employee Relation. Strategic Employee Retention, Restructuring and Strategic HR: Employee Retention Challenges, Methods of Retention, Strategic Restructuring, Talent Management and Competency Mapping. Strategies for Improving Organizational Effectiveness: Strategies for Organizational Transformations - Cross Border Mergers & Acquisitions, Strategies for Culture Management, Quality in Strategies, Strategies for Learning Organizations, Employee Engagement and Strategies.

Essential Readings:

- Mabey, C., Salaman, G., & Storey, J. (1998). *Human Resource Management: A Strategic Introduction*. Blackwell Publication.
- Mello, J. A. (2006). *Strategic human resource management (2nd ed.)*. Thomson South

Suggested Readings:

- Greer, C. R. (2001). *Strategic Human Resource Management (2nd ed.)*. Prentice Hall.
- Agarwala, T. (2007). *Strategic Human Resource Management (4th ed.)*. Oxford University Press.

SM – 6342**Conflict and Negotiation Management****3 Credits [3-0-0]****Academic Group: Human Resource****Course Outcome:**

Negotiation refers to the process of interacting in order to advance individual interests through joint action. The principles that guide successful negotiations in world politics are equally important in the business world as well as our personal lives. This course focuses on imparting a conceptual knowledge of Negotiation and Conflict Management to the students.

Course Contents:

Introduction to Negotiation and Conflict Management: Negotiation Planning Elements, Managing Conflict, Analyzing Disputes, Improving Decision Making, Coping With Conflict. Negotiation Strategies and Biases: Problem Solving, Contending, Yielding And Compromising, Building Relationships, Understanding Bias, Negotiation as Joint Problem Solving, Shared Interests. Processes and Phases of Negotiation: Distributive Negotiation, Game Theory, Positive-Sum, Zero-Sum and Negative-Sum Games, Integrative Negotiation, Phases of Negotiation. Managing different types of Business Negotiations: Multi-Party Business Negotiations, Negotiating Mergers and Acquisitions, Sales Negotiation, Labor Negotiations, Principals and Agents in Negotiation. Conflict Resolution: Intra-Organizational Conflict, Mediation and Conciliation, Arbitration and Adjudication, Collective Bargaining, Avoidance and Coercion. International and Cross Cultural Negotiation: Cross-Cultural Communications in International Business Negotiations, Application of Cultural Dimension Theories to International Business Negotiations, Regional and Country-Specific Case Studies on International Negotiations, Political and Legal Issues in International Negotiations, Ethics of Bargaining and Negotiations.

Essential Readings:

- Lewicki, R., Saunders, D., Barry, B., & Minton, J. (2010). *Essentials of Negotiation (5th ed.)*. Irwin.
- Wilmot, W. W., & Hocker, J. L. (2010). *Interpersonal Conflict (8th ed.)*. Tata McGraw Hill.

Suggested Readings:

- Moore, C. W. (2003). *The Mediation Process (3rd ed.)*. Jossey-Bass Publication.
- Ury, W. (1993). *Getting Past No: Negotiating with Difficult People*. Bantam.

SM – 6412**Revenue Management and Dynamic Pricing****3 Credits [3-0-0]****Academic Group: Operations****Course Outcome:**

The course will introduce students the modern practices of revenue management and dynamic pricing tactics thereby competitive and uncertain issues could be systematically assessed and prevented.

Course Contents:

Revenue Management: Overview and Levels of Revenue Management, Revenue Management Strategy and Tactics, Measuring Revenue Management Effectiveness, Revenue Opportunity Assessment. Revenue Benefits Measurement Capacity Allocation: Single Resource Capacity, the Two

Class Problem, Capacity Allocation with Multiple Fare Classes, Capacity Allocation with Dependent Demands, Measuring Capacity Allocation Effectiveness. Dynamic pricing: Single Product Dynamic Pricing without Replenishment, Single Product Dynamic Pricing with Replenishment, Multiproduct and Multi resource Pricing, Price Differentiation, Customized Pricing. Pricing and Revenue Optimization: Challenges of Pricing, Traditional Approaches to Pricing, the Scope of Pricing and Revenue Optimization, the Pricing and Revenue Optimization Process. The Financial Impact of Pricing and Revenue Optimization Theory of Constraints: The Price- Response Function, Price Response with Competition, the Basic Price Optimization Problem, Implications for Pricing and Revenue Optimization, Optimal Pricing with a Supply Constraint.

Essential Readings:

- Philips, R. (2005). *Pricing and Revenue Optimization*. Stanford Business Books.
- Talluri, K. T., and Ryzin, G. J. (2004). *The Theory and Practice of Revenue Management*. Springer.

Suggested Readings:

- Yeoman, I., and Beattie, U. M. (2010). *Revenue Management: A practical pricing perspective*. Palgrave Macmillan.
- Irene C.L. (2009). *The Pricing and Revenue Management of Services*. Routledge.

SM - 6422

Operations Strategy

3 Credits [3-0-0]

Academic Group: Operations

Course Outcome:

This course will acquaint students with operations function thereby competitiveness of the business can influence the overall operations strategy.

Course Contents:

Operations Strategy: The Operations Strategy Matrix, The Operations Edge (American and Japanese System), A Contingency Theory of Operations Strategy, Key Decisions involved in Operations Strategy Implementation, Challenges to the Operations Strategy Framework. Capacity Strategy: How Capacity and Operations Management Interact?, the Timing and Sizing of Capacity Increments, Developing a Capacity Strategy, Four Philosophies of Capacity Expansion. Integrating a Firm's Capacity Strategy with its Business Strategy and the process of Operations Strategy: Sustaining Alignment Over Time, Formulation Process, Analysis for Formulation, Formulation Models for Alignment, the Challenges to Operations Strategy Formulation. Product and Service Development: The Strategic Importance, Product and Service Development as a Process, a Market Requirements Perspective, an Operations Resources Perspective, the Outsourcing Decision. Process Technology and Improvement Strategy: Development and Improvement, Developing Operations Capabilities, Deploying Capabilities in the Market, Scalability and Degree of Automation, Evaluating Process Technology.

Essential Readings:

- Slack, N., and Lewis, M. (2010). *Operations Strategy (3rd ed.)*. Prentice Hall.
- Hayes, R. H., Pisano, G. P., Upton, D. M., Wheelwright, S. C. (2011). *Operations, Strategy, and Technology*. Wiley.

Suggested Readings:

- Gong, Y. (2013). *Global Operations Strategy*. Springer.

- Duggan, K. J. (2011). *Design for Operational Excellence*. McGraw- Hill.

SM - 6432**Decision Models and Optimization****3 Credits [3-0-0]****Academic Group: Operations****Course Outcome:**

This course will familiarize students to handle optimization issues, minimizing errors thereby effectively managing risk through optimal decisions.

Course Contents:

Optimality Criteria and Model reduction: Modelling Considerations Prior to Computation, Modelling Automation, Optimality Criteria Methods, the Tunnelling Method in Global Optimization, Nonlinear Mixed Integer Programming. Structural and Goal Optimization: Pareto Optimal Design, Industrial Application, Problem Classification and Formulation, Multiobjective Optimization, Goal Programming. Optimization of controlled structures: Sensitivity Calculations, Optimization Steps, Optimization Programs, Database Management for Design Optimization, Database Design Techniques. Reliability based Structural Optimization: Basic Reliability Modelling, Element Reliability Based Optimization, Analysis of System Reliability, System Reliability Based Optimization, Multiobjective Reliability Based Optimization. Data Envelopment Analysis and Simulation Modelling: Simulation Models, Spreadsheet Model for DEA, Assumptions and Limitations of DEA, Properties of Linear Models, Infeasibility and Unboundedness.

Essential Readings:

- Adeli, H. (1994). *Advances in Design Optimization*. CRC press.
- Albright, S. C., Winston, W. L., Zappe, C. J. (2010). *Data Analysis and Decision Making (4th ed.)*. South-western.

Suggested Readings:

- Baker, K. R. (2011). *Optimization Modelling with Spreadsheets (2nd ed.)*. Wiley-Blackwell.
- Ragsdale, C. (2003). *Spreadsheet Modelling and Decision Analysis*. Cengage Learning.

SM – 6442**Environment, Health and Safety Management 3 Credits [3-0-0]****Academic Group: Operations****Course Outcome:**

This course will make students aware of the business responses to environmental problems to handle the challenges of sustainable development.

Course Contents:

Introduction: The Hierarchy of Safety, Health and Environmental Management, The Basics of Managing Safety, Health and Environment Programs, Elements of a Good Safety, Health and Environment System, Managing Facilities, Due Diligence and Facility Transfers, Understanding Safety and Health Regulations. Environmental Management: Environmental Protection Agency, Managing the Environmental Regulations, Environmental Management Systems (EMS), Sustainable Development, Principles of Environmental Engineering. Safety and Health Management: History of Safety and Health Movement, Principal Health and Safety Acts, Understanding and Modelling the Safe Management System, Reviewing Occupational Health and Safety Management, Importance of

Setting a policy for health and safety. Perspectives of Safety Handling: The Individual and Safety, Influences on Health and Safety, Principles of Industrial Safety and Safety Organization, Occupational Health Hazards, Practical Safety Management. Safety and Health Responsibilities: Accidents, Job Safety Analysis and Human Error, Risk and Incident Communication, The collection and use of accident an incident data, Hazard Recognition and Risk Control, Process Safety Management.

Essential Readings:

- Channing, J. (2013). *Safety at Work (8th ed.)*. Routledge.
- Taylor, B. (2005). *Effective Environmental, Health, and Safety Management Using the Team Approach*. Wiley- Interscience.

Suggested Readings:

- Hughes, P., and Ferrett, E. (2007). *Introduction to Health and Safety at Work*. Routledge.
- Woodside, G. (1998). *Environment, Health, and Safety portable handbook*. McGraw- Hill.

SM - 6502

Database Management System

3 Credits [3-0-0]

Academic Group: Systems

Course Outcome:

This course will help to know how to design, manipulate and manage databases. The course participants are exposed to the various forms, types and models of database systems to enable them make viable choices.

Course contents:

Concepts of DBMS and RDBMS: Mathematical Definition of a Relation, Candidate Key and Primary Key of a Relation, Foreign Key, Relational Operators, Insertion, Deletion, Update Operations of a Relation, Attribute, Domain and their Implementation. Data Models: Object based Logical Models, Record based Logical Model, Network model, Hierarchical Model. Data Abstraction: Physical Level, Logical Level, View level, Data Independence. Normalization: Introduction, 1NF, 2NF, 3NF, BCNF, SQL, CODD's Rules, PL/SQL: Procedure and Function Trigger. Components of Form Designer: Form Designer Using Windows, Controls and Properties, Building Sample Application, Report Designer, Building the Project Reports. Database Administration with Oracle: Storage Structure and Access Method Definition, Physical Organization Modification, Granting of Authorization for Data Access, Integrity Constraint Specification, Role of DBA. Security mechanisms: Need for Security, Physical and Logical security, Design Issues, Maintenance Issues, Operating system Issues and Availability, Accountability, Integrity. Back-up and Recovery Mechanisms: Logical Backups, Physical Backups, Online Backups, Rollback, Standby Database, Recovery Manager, Parallel Recovery.

Essential Readings:

- Kahate, A. (2004). *An Introduction to Database Management Systems*. Pearson Education.
- Ramakrishnan, R. (2002). *Database Management System (3rd ed.)*. McGraw Hill Higher Education.

Suggested Readings:

- Post, G. V. (2005). *Database Management System*. Tata McGraw Hill.
- Coronel, C., Morris, S., and Rob, P. (2012). *Database Systems: Design, Implementation and Management (10th ed.)*. Cengage Learning.

SM - 6512

Software Project and Quality Management

3 Credits [3-0-0]

Academic Group: Systems**Course Outcome:**

The course will introduce software project management and describe its distinctive characteristics, and discuss project planning and the planning process, to show how graphical schedule representations are used by software project management and quality management discuss the notion of risks and the risk management process

Course Contents:

Introduction: The Software Engineering Discipline-Evolution and Impact, Emergence of Software Engineering, Notable Changes in Software Development Practices. Software Life Cycle Models: Waterfall Model, Classical Waterfall Model, Other SDLC Models. Project Estimation Techniques: COCOMO- A Heuristic Estimation Technique, PERT and CPM, other Estimation Techniques. Software Configuration Management: Software Design, Function-Oriented Software Design, Object-Oriented Software Design. Software Testing: Software Reliability and Quality Management, Computer Aided Software Engineering, Software Maintenance and Reuse.

Essential Readings:

- Pressman, R.S. (2010). *Software Engineering: A Practitioner's Approach (7th ed.)*. McGraw-Hill Higher Education.
- Mall, R. (2009). *Fundamentals of Software Engineering (3rd ed.)*. PHI Learning.

Suggested Readings:

- Keyes, J. (2002). *Software Engineering Handbook*, Auerbach Publications.
- Stephen, K. H. (2003). *Metrics and Models in Software Engineering (2nd ed.)*. Addison-Wesley Professional.

SM - 6522**IT Strategy****3 Credits [3-0-0]****Academic Group: Systems****Course Outcome:**

The students will learn how to focus efficiently on the technologies and in some cases the people who directly manage these technologies. Also they will learn how technology should be utilized as part of an organization's overall corporate strategy and each business strategy.

Course contents:

Introduction: IT Evolution, Business—IT Alignment, Forces that Shape Business Strategy, Impact of IT on Strategic Decision Making, Challenges with Information as a Resource. IT Productivity Paradox: Does the Paradox still Exists, Contributing Factors, Moving beyond Paradox, Information Intensity Matrix, Architecture and Infrastructure. Business Application: Business needs Assessment, Investment and Prioritization, IS Strategy Formulation, Strategic impact of IT on Business Services. Building the Networked Economy: Value Chain and Value Creation, Value Chains and Business Processes, Perspective of Valuation, Valuation of IT Impact, Portfolio Approach to IS Development. IT Governance: IT Environments, Link to Governance Structures, Mechanisms to Implement Governance, Decision Making Structures, Alignment Processes (SLAs, Chargeback), COBIT/ITIL Frameworks.

Essential Readings:

- Weill, P., and Ross, J. W. (2004). *IT Governance: How Top Performers Manage IT Decision Rights for superior results*. Harvard Business Review Press.
- Earl, M. J. (1989). *Management Strategies for Information Technology*. Prentice Hall.

Suggested Readings:

- Kulkarni, P., and Chandle, P. (2012). *IT Strategy for Business*. Oxford University Press.
- Brown, A. (1992). *Creating a Business Based IT Strategy*. Springer.

SM - 6532

Software Engineering

3 Credits [3-0-0]

Academic Group: Systems

Course Outcome:

This course will help the students to determine a systematic, disciplined, quantifiable approach to the design, development, operation, and maintenance of software and also codes for writing programs for computers or other electronic devices.

Course Contents:

Software Process: Principles of Software Process Change, Software Maturity Framework, Software Process Assessment, Process Reference Models, Process Definition Techniques. Software Development: Software Life Cycle, Software Development Activities, Software Development Models, Process Improvement Models, Methods for Software Engineering. Managing Software Projects: Project Management Concepts, Project Metrics and Quality, Software Project Planning, Risk Analysis and Management, Project Scheduling and Tracking. Software Architecture and Design Pattern: The Architecture Business Cycle, Designing the Architecture, Documenting the Architecture, Architecture Quality Attributes, Analyzing Software Architecture. Object Oriented Software Engineering: Object Oriented Concepts and Principles, Object Oriented Analysis, Object Oriented Design, Object Oriented Testing, Technical Metrics for Object.

Essential Readings:

- Pressman, R.S. (2010). *Software Engineering: A Practitioner's Approach (7thed.)*. McGraw-Hill Higher Education.
- Mall, R. (2009). *Fundamentals of Software Engineering (3rded.)*. PHI Learning.

Suggested Readings

- Sommerville, I. (2014). *Software Engineering (9thed.)*. Pearson Education.
- Jalote, P. (2011). *An Integrated Approach to Software Engineering (3rded.)*. Narosa Publishing House.

SCHOOL OF MANAGEMENT

Academic Group 1 FINANCE				
Sl. No	Sub Code.	Subjects	L-T-P	Credits
1	SM 6101	Financial and Cost Accounting	3-0-0	3
2	SM 6102	Financial Management	3-0-0	3
3	SM 6672	Banking Operations Lab	0-0-3	2
4	SM 6111	Financial Institutions, Instruments and Markets	3-0-0	3
5	SM 6121	Financial Derivatives	3-0-0	3
6	SM 6131	Commercial Banking	3-0-0	3
7	SM 6141	Tax Planning and Management	3-0-0	3
8	SM 6151	Security Analysis and Portfolio Management	3-0-0	3
9	SM 6112	Commodities Derivatives Market	3-0-0	3
10	SM 6122	International Finance	3-0-0	3
11	SM 6132	Mergers and Acquisitions	3-0-0	3
12	SM 6161	Insurance and Risk Management	3-0-0	3
13	SM 6142	Project Planning and Appraisal	3-0-0	3

Academic Group 2 MARKETING				
Sl. No	Sub Code.	Subjects	L-T-P	Credits
1	SM 6201	Marketing Management	3-0-0	3
2	SM 6272	Marketing Lab	0-0-3	2
3	SM 6211	Consumer Behaviour and Marketing Research	3-0-0	3
4	SM 6221	Strategic Brand Management	3-0-0	3
5	SM 6231	Retail Management	3-0-0	3
6	SM 6202	International Marketing	3-0-0	3
7	SM 6241	Industrial Marketing	3-0-0	3
8	SM 6251	Integrated Marketing Communication	3-0-0	3
9	SM 6261	Customer Relationship Management	3-0-0	3
10	SM 6212	Sales and Distribution Management	3-0-0	3
11	SM 6222	Services Marketing	3-0-0	3
12	SM 6232	Strategic Marketing	3-0-0	3

Academic Group 3 HUMAN RESOURCE				
Sl. No	Sub Code.	Subjects	L-T-P	Credits
1.	SM 6301	Organizational Behavior and Structure	3-0-0	3
2.	SM 6371	IGBO Laboratory	0-0-3	2
3.	SM 6302	Human Resource Management	3-0-0	3
4.	SM 6372	HR Lab	0-0-3	2
5.	SM 6271	Leadership Lab	0-0-3	2
6.	SM 6311	Employee Relations and Labour Legislations	3-0-0	3
7.	SM 6321	Human Resource Planning	3-0-0	3
8.	SM 6331	Training and Development	3-0-0	3
9.	SM 6341	Leadership for Corporate Excellence	3-0-0	3
10.	SM 6351	Employee Compensation and Benefits Management	3-0-0	3
11.	SM 6361	Talent Management	3-0-0	3
12.	SM 6312	Performance Management	3-0-0	3
13.	SM 6322	Organization Change and Development	3-0-0	3
14.	SM 6332	Strategic Human Resource Management	3-0-0	3
15.	SM 6342	Conflict and Negotiation Management	3-0-0	3

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Academic Group 4 PRODUCTION AND OPERATION MANAGEMENT				
Sl. No	Sub Code.	Subjects	L-T-P	Credits
1	SM 6402	Operations and Project Management	3-0-0	3
2	SM 6471	OR Lab	0-0-3	2
3	SM 6401	Materials and Inventory Management	3-0-0	3
4	SM 6411	Total Quality Management and Six Sigma	3-0-0	3
5	SM 6421	Logistics and Supply Chain Management	3-0-0	3
6	SM 6431	Service Operations Management	3-0-0	3
7	SM 6441	Production Planning and Control	3-0-0	3
8	SM 6451	Strategic Procurement	3-0-0	3
9	SM 6412	Revenue Management and Dynamic Pricing	3-0-0	3
10	SM 6422	Operations Strategy	3-0-0	3
11	SM 6432	Decision Models and Optimization	3-0-0	3
12	SM 6442	Environment, Health and Safety Management	3-0-0	3

Academic Group 5 INFORMATION TECHNOLOGY				
Sl. No	Sub Code.	Subjects	L-T-P	Credits
1	SM 6501	Management Information Systems	3-0-0	3
2	SM 6571	Basic Computer Laboratory	0-0-3	2
3	SM 6511	Knowledge Management	3-0-0	3
4	SM 6521	Strategic Information System	3-0-0	3
5	SM 6531	E-Commerce	3-0-0	3
6	SM 6541	Enterprise Resource Planning	3-0-0	3
7	SM 6551	System Analysis and Design	3-0-0	3
8	SM 6561	Cyber Law	3-0-0	3
9	SM 6502	Database Management System	3-0-0	3
10	SM 6512	Software Project and Quality Management	3-0-0	3
11	SM 6522	IT Strategy	3-0-0	3
12	SM 6532	Software Engineering	3-0-0	3

Academic Group 6 GENERAL MANAGEMENT				
Sl. No	Sub Code.	Subjects	L-T-P	Credits
1	SM 1601	Managerial Economics	3-0-0	3
2	SM 1602	Business Research Methodology	3-0-0	3
3	SM 1603	Business Simulation Laboratory	0-0-3	2
4	SM 1604	Quantitative Methods in Management	3-0-0	3
5	SM 1605	Business Environment	3-0-0	3
6	SM 1606	Technology and Innovation Management	3-0-0	3
7	SM 1607	Statistics Lab	0-0-3	2
8	SM 1608	Management Games Lab	0-0-3	2
9	SM 2609	Language Lab	0-0-3	2
10	SM 2610	Strategic Management	3-0-0	3
11	SM 2611	Business Ethics and Corporate Governance	3-0-0	3
12	SM 2612	Project Lab	0-0-3	2

Academic Group 7 STW/INTERNSHIP/DISSERTATION				
Sl. No	Sub Code.	Subjects	L-T-P	Credits
1	SM 1701	Seminar and Technical Writing – I	0-0-3	2
2	SM 1702	Seminar and Technical Writing - II	0-0-0	2
3	SM 2703	Internship	0-0-0	3
4	SM 2704	Seminar and Technical Writing – III	0-0-0	2

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5	SM 2705	Project Work	0-0-0	3
6	SM 2706	Seminar and Technical Writing - IV	0-0-0	2