

RAJASTHAN TECHNICAL UNIVERSITY



A

DRAFT DOCUMENT

COMPLETE SCHEME AND SYLLABUS FOR FOUR SEMESTERS

APPROVED BY BOARD OF STUDIES

(I and II semesters syllabus got approved in Meeting of BOS on 29.04.2013 and in the meeting of FOMS on 31.05.2013)

III and IV semesters syllabus and complete scheme got approved in meeting of BOS on 05.02.2014 & 28.06.2014 and in the meeting of FOMS on 05.07.2014)

FOR

**MASTER OF BUSINESS ADMINISTRATION
(MBA)**

2013-2015

RAJASTHAN TECHNICAL UNIVERSITY



2013 - 2015.

Regulations Governing Master of Business Administration (MBA) Program

Title of the Course

The course shall be called Master of Business Administration course which is abbreviated as MBA.

General

The University shall undertake and supervise the instructions and award of Masters Degree in Business Administration. The regulations shall be called as regulation for MBA (Regular) Program.

Reg. 1 Admission

Admission to MBA I semester will be made as per the rules prescribed by the Academic Council of the Rajasthan Technical University, Kota.

Reg. 2 Eligibility for Admission

Reg. 2.1. For admission through Entrance Examination:

For admission to MBA 1st semester a candidate should have Bachelor's degree of minimum three year duration or any higher degree in any discipline with minimum 50% marks from any University recognized by UGC and declared equivalent by the RTU.

Reg.2.2. For direct admission made at Institution/College level after Entrance Examination Counseling

The eligibility criteria for direct admission on seats remaining vacant after the Entrance Examination Counseling shall be such as may be notified by the State Govt./University/ CMAT from time to time.

Reg. 3 Attendance

Reg.3.1 Every student is required to attend at least 75% of all the lectures, practical and other prescribed curricular and co-curricular activities actually conducted up to the end of the semester.

Reg.3.2 No student will be allowed to appear in external examination if he / she do not satisfy the attendance requirements of clause Nos. 3.1. and shall be required to repeat that semester along with regular students during the subsequent year.

Reg.3.3 The attendance shall be counted from the date of admission in the college.

Reg.3.4 The Principals of the concerned Colleges shall display regularly, the list of such candidates who fall short of attendance, on the notice boards.

Reg.3.5 The list of the candidates falling short of attendance shall be sent to the University at least one week prior to the commencement of examination.

Reg. 4 Duration of Course

Reg.4.1 Total duration of the MBA Course shall be 2 years, each year comprising two semesters. Each semester shall normally have teaching for 12 – 14 weeks or as prescribed by AICTE from time to time.

Reg.4.2 A candidate, who has failed twice in first year (consisting of two semesters) due to any reason (either due to his/her non-appearance or he/she being not permitted to appear in semester examinations) the enrollment shall cease.

Reg.4.3 The maximum time allowed for completing the MBA course shall be 4 (four) years from the year of admission, failing which he/she shall not be allowed to continue for his/her MBA Degree.

Reg. 5 Curriculum

Reg.5.1 The 2 year curriculum has been divided into 4 semesters and shall include lectures, practical, seminars and projects etc. in addition to industrial training and educational tour etc. as defined in the scheme of instructions and examinations and issued by University from time to time.

Reg.5.2 The curriculum will also include such other curricular, co-curricular and extracurricular activities as prescribed by the University from time to time.

Reg. 6 Change of College

Change of College may be as per RTU college transfer rules.

Reg. 7 Medium of Instruction

The medium of instruction for all the theory and practical subjects shall be English only.

Reg. 8 Examination

Reg.8.1 If a student fails to comply with minimum 75% attendance and/or fails to obtain minimum 40% marks in internal assessment the director/Principal of the institute will be duty bound to detain him/her from appearing at the forthcoming end semester exam in such papers and list of such candidates will be sent to the COE (Controller of Examination) of RTU with copy to the centre superintendent of RTU Examination before commencement of the university Exam.

Reg.8.2 The performance of a student in a semester shall be evaluated through continuous assessment and end semester examination. The continuous assessment shall be based on class tests, assignments, viva-voce and attendance. The marks for continuous assessment (internal marks) shall be awarded at the end of each semester. The end semester examination shall be conducted by means of written papers, viva-voce, and inspection of certified course

work in classes, project work, and design reports or by means of any combination of these methods.

Reg.8.3 The distribution of marks for Internal & External, theory papers, and other examinations, comprehensive viva and project, shall be as per the prescribed scheme of examination.

Reg.8.4 The maximum marks of a theory subject shall consist of marks allotted for External examination and internal exam as per scheme of examination.

Reg.8.5 The minimum pass marks would be 40% in each theory subject and internal examination individually, (which means that a candidate has to secure 40% (28 Marks) out of 70 marks theory/external examination and 40% (12 Marks) out of 30 marks in internal examination) and 50% marks in the aggregate of the semester.

Reg.8.5 The minimum pass marks in a comprehensive viva / project shall be 50%.

Reg. 9 Promotion

Promotion to the semester III will be open to those students only who have cleared all papers of semester I & II or have due papers not more than 4 of semester I & II taken together and have obtained minimum 50% marks in the aggregate at semester I and semester II

9.1 A candidate satisfying all the requirements under clause 8 shall be promoted to the next academic year of study.

Reg.9.2 All failing candidates shall be required to take re-admission or to opt for ex-studentship.

Reg. 10 Ex-studentship

Reg.10.1 A candidate opting for ex-studentship shall be required to appear in all the external theory/practical/viva subjects in the end semester examinations of both semesters of the same academic year. However, the internal marks shall remain the same as those secured earlier.

Reg.10.2 A candidate opting for ex-studentship shall be required to apply to the college by paying only examination fee within 15 days from the start of new session.

Reg. 11 Re-admission in the Institution/College

A candidate may be allowed for re-admission provided he/she satisfies one of the following conditions:

Reg.11.1 A candidate could not appear in a semester examination.

Reg.11.2 A candidate as an ex-student passed the due examination of the academic year.

Reg. 12 Results

Reg.12.1 The result of a candidate shall be declared on the basis of performance of each semester of the same academic year. However, a final year student, who is not permitted in any one of the previous semester examinations due to shortage of attendance, will be permitted in

that particular semester of the next academic session to study as a regular student and appear at that semester examination.

Reg.12.2 Final result shall be declared on the basis of working out Grand Total by adding marks of all the semesters of study.

Reg. 13 Award of Division

Reg.13.1 The division shall be awarded on the basis of the final result.

Reg.13.2 If a candidate passes all examinations and secures 50% or more marks but less than 60% marks of the Grand total, he/she shall be placed in SECOND DIVISION.

Reg.13.3 If a candidate passes all examinations and secures 60% or more marks of the Grand Total, he/she shall be placed in FIRST DIVISION.

Reg.13.4 If a candidate passes all examinations in first attempt without grace and secures 75% or more marks in aggregate, he/she shall be placed in FIRST DIVISION WITH HONOURS and the candidates at first two top positions amongst First Division with Honours only will be awarded medals viz. Gold and Silver respectively in order of merit.

Reg.14 Grace Marks

Grace rules would be as per RTU rules.

Reg. 15 Revaluation

As per RTU rules.

Reg. 16 Unfair means

Cases of Unfair means shall be dealt as per the rules of the University.

Reg. 17 Award of Internal Marks:

Reg.17.1 Internal marks for theory subjects shall be awarded as per the provisions in the schemes of examinations. The break-up shall be as follows:

- (i) Class Tests of twenty marks (10+10) (two mid-term tests of equal Weightage).
- (ii) Teacher Assessment of ten marks – Cases, written papers, viva-voce, and inspection of certified course work in classes, project work, Quiz and design reports or by means of any combination of these methods.

Reg.17.2 Make-up test may be held only for those students who could not appear in any one of mid-term class tests due to genuine reasons for which the prior permission from the Head of Institution/College was taken. This should be done before the expiry of last date for submission of internal awards fixed by the RTU.

Reg. 18 Cancellation of Admission

The admission of a student at any stage of study shall be cancelled if:

- (i) He / She is not found qualified as per AICTE / State Government norms and guidelines or the eligibility criteria prescribed by the University.

Or

- (ii) He / She is found unable to complete the course within the stipulated time as prescribed in clause 4.2

Reg. 19 Powers of Academic Council

Notwithstanding anything contained in these regulations, the Academic Council and / or Vice-Chancellor shall have the power to relax any provision provided in the Regulation in any specific matter/situation subject to the approval of Board of Management of the University.

Rules for MBA (Regular) Course

1. **Papers:** There shall be two sections-A & B. section A will contain 6 questions out of which the candidate will be required to attempt any 4 questions. Section B will contain 1 question which will be compulsory and will be a short case study/Application based. All questions will carry equal marks.
2. **Optional Subjects:** The optional groups (Electives) to be introduced will be announced in the beginning of third semester by the institute. It is not necessary to introduce all the optional groups. During third & fourth semester, in addition to compulsory papers and project studies, a student shall have to choose six optional papers (Three from each specialization) in third semester and four optional papers (two from each specialization) in fourth semester from the list of optional papers announced at the beginning of each semester. Here, dual specialization is being offered. Students would be post graduating with two specializations for example with marketing and finance.
4. **Promotion:** Promotion to the semester. III will be open to those students only who have cleared all papers of semester I & II or have due papers not more than 4 of semester .I & II taken together and have obtained minimum 50% marks in the aggregate at semester .I and semester. II
5. **Summer Training:** At the end of second semester, all students will have to undergo summer training of 8 weeks with an industrial, business or service organization by taking up a project study. The conditions of successfully completing the program shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department in organizations as approved by the institute / college from time to time. Each student will be required to submit a project report, handwritten in English, to the institute / college within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester.
6. **Industrial Tour:** Each candidate would also be required to undertake an Industrial / Technical tour to be organized in the third / fourth semester and submit a tour report as indicated above.
7. **Attendance:** No candidate shall be considered to have pursued a regular course of study unless he/she is certified by the Director of the Institute / College to have attended 75% of the total number of lectures, seminars and case discussions in each semester during the course of study.
8. **Marks:** Each paper will carry 100 marks (except paper number M-404 of Project report which will be of 200 marks.) of which 30% of marks should be for internal assessment and remaining 70% of marks for written examination. The Internal Assessment will be based on verifiable means and it will be based on assignment, class tests, seminar papers, case discussion etc. each candidate will be required to pass separately in the internal & external examinations. The pass percentage will be 40% for both internal & external examination.
9. **Re-appear:** A candidate will have to re-appear in the internal / external exam, as and when held during the course of study, of a particular paper in which he/she failed.

MASTER OF BUSINESS ADMINISTRATION

MBA Semester Scheme

The Master of Business Administration (MBA) is 4 semesters program. The following shall be the scheme for teaching and examination of MBA Course for academic session 2013-2015.

MBA

“THE DURATION OF EXTERNAL EXAMINATION FOR EACH PAPER WOULD BE 3 HOURS.”

First Semester MBA					Marks		
Code No.	Name of Subject	Number of Hours/ week			Internal/ Minimum Pass Marks	External/ Minimum Pass Marks	Total
		Lecture (L)	Tutorial (T)	Laboratory (P)			
M-101	Fundamentals of Management	3	0	0	30/12	70/28	100
M-102	Organizational Behavior	3	0	0	30/12	70/28	100
M-103	Business Mathematics & Statistics	3	1	0	30/12	70/28	100
M-104	Managerial Economics	3	0	0	30/12	70/28	100
M-105	Accounting For Management	3	1	0	30/12	70/28	100
M-106	IT for Managers	3	0	0	30/12	70/28	100
M-107	Business Environment	3	0	0	30/12	70/28	100
M-108	Communication for Management	3	0	0	30/12	70/28	100
M-109	Information and Communication Techniques Lab	0	0	2	60/30	40/20	100
M-110	Business Communication Lab	0	0	2	60/30	40/20	100
Total		24	2	4	360	640	1000

Regarding M-109 and M-110 there shall be regular assessment of students in which internal assessment would be done by the concerned teachers taking the lab. A batch of 60 students is to be divided into 4 groups of 15 students per group for conducting lab classes. Each group may be assigned a teacher for conducting the lab and assessment of the students will be done by the teacher out of 60 marks. 40 marks assessment shall be done by the external examiner appointed by the Head of the department in consultation with Director/Principal of the college. This examination shall be conducted at the end of semester before theory examinations and schedule shall be notified in the MBA time table by the RTU.

The distribution of internal assessment marks will be:

- (a) Periodical tests (Subject to minimum of two tests for each course): 10 Marks
- (b) Assignments/ Case analysis: 05
- (c) Seminar & Discussion: 10
- (d) Class Participation and attendance: 05

Total: 30 Marks

A systematic record for the award of internal assessment marks shall be maintained in the department signed by the faculty member concerned and counter signed by the Head of the Department/Institution. This type of assessment shall be done for all the four semesters.

Second Semester MBA					Marks		
Code No.	Name of Subject	Number of Hours/ week			Internal/ Minimum Pass Marks	External/ Minimum Pass Marks	Total
		Lecture (L)	Tutorial (T)	Laboratory (P)			
M-201	Human Resource Management	3	0	0	30/12	70/28	100
M-202	Cost Accounting for Management	3	1	0	30/12	70/28	100
M-203	Financial Management	3	1	0	30/12	70/28	100
M-204	Marketing Management	3	0	0	30/12	70/28	100
M-205	Operations and Supply Management	3	0	0	30/12	70/28	100
M-206	Research Methods in Management	3	0	0	30/12	70/28	100
M-207	New Enterprise and Innovation Management (NE&IM)	3	0	0	30/12	70/28	100
M-208	Operations Research	3	0	0	30/12	70/28	100
M-209	Seminar on Contemporary Issues*	0	0	2	60/30	40/20	100
M-210	Computer Applications Lab	0	0	2	60/30	40/20	100
Total		24	2	4	360	640	1000

***M-209 Seminar on Contemporary issues. The faculty members will assign contemporary issues concerning with Indian Corporate sector like, merger & acquisition, current economic issues, global interface, stock market developments, new HR initiatives, recent trends in marketing trends etc, to the students. The student will prepare seminar under guidance of faculty members to be allotted by the Director/ Principal /Head Of Department of the institute. There will be regular internal assessment and regular class room interactions as per the number of hours allotted to it. The average number of pages in the report shall be 40 and should be hand written in your own handwriting.**

Regarding M-210 there shall be regular assessment of students in which internal assessment would be done by the concerned teachers taking the lab. A batch of 60 students is to be divided into 4 groups of 15 students per group for conducting lab classes. Each group may be assigned a teacher for conducting the lab and assessment of the students will be done by the teacher out of 60 marks. 40 marks assessment shall be done by the external examiner appointed by the Head of the department in consultation with Director/Principal of the college.

The sessional examination for M-209 and M-210 shall be conducted at the end of semester before theory examinations and schedule shall be notified in the MBA time table by the RTU. RTU shall not appoint any examiners for the above two courses such as M-209 and M-210.

At the end of II semester students are required to undergo 8 weeks of Summer Training Project. The guidelines are given in M-302. The students expected to go through the guidelines and follow them to get the maximum benefits of Training.

8 weeks of Summer Training Project

Third Semester MBA					Marks		
Code No.	Name of Subject	Number of Hours/ week			Internal/ Minimum Pass Marks	External/ Minimum Pass Marks	Total
		Lecture (L)	Tutorial (T)	Laboratory (P)			
Compulsory Subjects							
M-301	Business Policy & Strategic Management	3	1	0	30/12	70/28	100
M-302	Summer Training Project Report*	0	0	2	60/30	40/20	100
M-303	Capacity Building Lab	0	0	3	60/30	40/20	100
M-304	Major Optional Subject lab-1 ^{##}	0	0	3	60/30	40/20	100
Optional Subjects							
Dual Specialization is proposed: Six Subjects (Three from each group) The student will get specialized in two Majors. For example a Finance major & Marketing major student will have to opt any three from M-310, 311, 312 & 313 and any three from M-320, 321, 322, 323)		2	1	0	30/12	70/28	100
		2	1	0	30/12	70/28	100
		2	1	0	30/12	70/28	100
		2	1	0	30/12	70/28	100
		2	1	0	30/12	70/28	100
		2	1	0	30/12	70/28	100
	Total	15	7	8	390	610	1000

* The Summer training project report will be evaluated on internal and external basis. Evaluation and presentation of the report will be done by internal and external examiners. There will be external examiner to be selected by the Director/Principal/HOD of the institute from the panel of examiners, proposed by BOS and approved by Dean, Management Studies. The concerned institute will bear the travelling, remuneration, DA and other incidental expenditure of external examiner with recourse to RTU.

^{##} The purpose of this lab is to give exposure to students, various computer software relevant to subjects being taught in III semester of Dual Majors such as Finance Lab, Marketing Lab, HRM Lab, Operations Lab etc. For example if a student has opted for first major as Finance and second major as Marketing then in course M-304 the lab work would comprise of software related to Finance and Marketing courses being taught in III semester and in next semester in course M-405 the lab work would be from courses of Finance and Marketing taught in IV semester.

Minimum 10 students must enroll for any elective to be offered and run by the college.

Fourth Semester MBA					Marks		
Code No.	Name of Subject	Number of Hours/ week			Internal/ Minimum Pass Marks	External/ Minimum Pass Marks	Total
		Lecture (L)	Tutorial (T)	Laboratory (P)			
Compulsory Subjects							
M-401	Business Ethics & Corporate Governance (BE&CG)	2	0	0	30/12	70/28	100
M-402	Project Management	2	1	0	30/12	70/28	100
M-403	Business laws	2	1	0	30/12	70/28	100
M-404	Project Work [#]	0	0	3	120/60	80/40	200
M-405	Major Optional Subject lab-2 ^{##}	0	0	3	60/30	40/20	100
Optional Subjects							
Dual Specialization: Four subject (two from each group). For example Finance major & Marketing major student will have to opt any two from M-410, 411, 412, 413 and any two from M-420, 421, 422, 423. ^{###}		3	1	0	30/12	70/28	100
		3	1	0	30/12	70/28	100
		3	1	0	30/12	70/28	100
		3	1	0	30/12	70/28	100
	Total	18	6	6	390	610	1000

#Paper M-404 is a paper on Project Work. Further guidelines are given in M-404.

^{##} The purpose of this lab is to give exposure to students various computer software relevant to subjects being taught in III semester of Dual Majors such as Finance Lab, Marketing Lab, HRM Lab, Operations Lab etc. For example if a student has opted for first major as Finance and second major as Marketing then in this semester in course M-405 the lab work would be from courses of Finance and Marketing taught.

^{###}The specialization once selected in third semester would continue in fourth semester also.

List of Optional Groups for MBA (Third & Fourth Semester)

Group A [FINANCE]

M-310	Security Analysis & Portfolio Management
M-311	International Financial Management
M-312	Management of Financial Services
M-313	Corporate Taxation
M-314	Project Planning and Control
M-315	Mergers and Acquisitions
M-316	Econometrics for Finance
M-410	Financial Derivatives
M-411	Banking & Insurance
M-412	Treasury and Credit Risk Management
M-413	Global and Capital Market

Group B [MARKETING]

M-320	Advertising Management
M-321	Retail Management
M-322	Sales Distribution and Logistics Management
M-323	Product & Brand Management
M-324	Business to Business marketing
M-325	Strategic Marketing
M-326	Managing Corporate Relations
M-420	Consumer Behavior & Market Research
M-421	Marketing of Services
M-422	International marketing management
M-423	Rural Marketing
M-424	Direct marketing
M-425	Internet Marketing
M-426	Customer Relationship Management
M-427	Marketing of Innovation

Group C [HUMAN RESOURCE MANAGEMENT]

M-330	Training & Organizational Development
M-331	Strategic Human Resource Management
M-332	Leadership Skills & Change Management
M-333	Human Resource Planning
M-334	Compensation Management
M-335	Recruitment and Selection
M-336	Personality Development and business Etiquette
M-337	Human Resource Development
M-430	Employment Laws
M-431	Performance Management & Retention Strategies
M-432	Stress Management
M-433	International Human Resource Management
M-434	Management of Conflict and Collaboration
M-435	Transactional Analysis
M-436	Development of Management

Group D [PRODUCTION AND OPERATION MANAGEMENT]

M-340	Materials Management
M-341	Total Quality Management
M-342	Production Planning & Control
M-343	Management of Business Process Outsourcing (BPO) Organization
M-440	Logistics & Supply Chain Management
M-441	Technology Management
M-442	Manufacturing Policy and Implementation
M-443	Knowledge Management
M-444	Operations Management in Services

Group E [INFORMATION TECHNOLOGY MANAGEMENT]

M-350	Business Process Re-engineering
M-351	System Analysis and Design
M-352	Strategic Management of Information Technology
M-353	Data Base Management
M-354	Client Server Application Management
M-355	Data Warehousing and Data Mining
M-450	Management Support System
M-451	E-Business
M-452	Security and Cyber Law
M-453	Enterprise Resource Planning
M-454	Multi-Media management

M-301
Business Policy & Strategic Management

Course/Paper : M-301	MBA Semester-III
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objective

- The objective of the course is to equip the students with analytical tools for solving case studies by scanning the business environment and coming to a conclusion and in developing strategic decision making skills.

Section-A

Module	Course Description	Contact Hours
Module 1	Introduction: Business policy- Evolution, Vision and mission of a firm, Difference between business policy and strategic management, Introduction to Strategic Management, Strategic Management Process.	5 Hours
Module II	Strategic Decision Making: Mintzberg's modes of strategic decision making, Strategic decision-making process, Strategic Planning process.	6 Hours
Module III	Scanning the environment: Identifying external environmental variables, Porter's approach to Industry Analysis. Internal scanning – Resource based approach to organizational analysis, Value chain analysis, scanning functional resources.	5 Hours
Module IV	Strategy Formulation- Situation Analysis and Business Strategy: Situation Analysis-SWOT Analysis; Business Strategy- Porter's Competitive Strategies.	5 Hours
Module V	Strategy Formulation- Corporate Strategy and Functional Strategy Corporate Strategy-Directional Strategy, Portfolio Strategy, and Parenting Strategy, Functional Strategy and Strategic Choice.	6 Hours
Module VI	Strategy Implementation Concept of strategy implementation, Stages of strategy development, Advanced Types of organizational structures, Organizing for Action, Staffing and Directing, Global Issues.	5 Hours
Module VII	Evaluation and Control Evaluation and Control in Strategic Management, Measuring Performance, Strategic Information Systems, Problems in Measuring Performance, Guidelines for strategic Control.	5 Hours
Module VIII	International Strategy Identifying international challenges and opportunities, Choice of international entry modes, Strategic competitive outcomes, Risk in an international environment.	5 Hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Study of marketing strategies of any two companies.
- Analyzing Mission and Vision statements of any five companies and comparing them.
- Learning the concept of Michael Porter's five forces model through its application to any one industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc.)
- Study of ancient wisdom, Study of ancient Indian leaders like Chanakya, Chandra Gupta Maurya, Vikramaditya etc., Yesteryear leaders like Gandhiji, Sardar Vallabhbhai Patel, Shastri, Nehru etc., Current business Leaders namely Sir Ratan Tata, Birla's, Ambani's, Narayan Murthy, Nandan Nilekani, Rahul Bajaj, Vijay Mallya or any other leader of your choice as Strategic Leader.

Recommended Books (Please Use Latest Edition of the books)

Text Books:

- J.D. Hunger and T. L. Wheelen, Strategic Management and Business Policy, Pearson Education, N.Delhi, 12th Ed. 2010.
- Azhar Kazmi, Business Policy & Strategic Management, Tata McGraw Hill, 12th. Edition, New Delhi, 2009.

Suggested Readings:

- Thompson & Strickland, Strategic Management-Concepts and Cases; Tata McGraw Hill Publishing Co. Ltd. New Delhi; 12th Ed. 2001
- Garth Saloner, Andrea Shepard and Joel Podolny : Strategic Management, John Wiley & Sons, 1st Ed., 2001.
- John A. Pearce & R.B. Robinson, Strategic Management - Strategy Formulation and Implementation, AIBT Publishers & Distributors, New Delhi, 3th Ed. 2001.
- Ramaswamy and Namakumari, Strategic Planning -Formulation of Corporate Strategy, MacMillan India Ltd. New Delhi, 2007.
- Budhiraja SB and Athreya MB, Cases in Strategic Management, Tata McGraw Hill 1996.
- R. Srinivasan, Strategic Management the Indian context, Prentice Hall of India, 2002.

List of Journals/Periodicals/Magazines/Newspapers, etc.

- Harvard Business Review
- Vikalpa – A Journal for Decision Makers, IIM Ahmedabad
- *IIMB Management Review (IMR)*.
- SANKALPA: Journal of Management & Research (ISBN: 2231 1904)
- Management Review
- Business Standard/Economic Times/Financial Times.
- Managing Core Competence of the Organization by Srivastava, Shirish C., Vikalpa: The Journal for Decision Makers, Oct Dec2005, Vol. 30 Issue 4
- Core Competence, Distinctive Competence, and Competitive Advantage: What Is the Difference? By Mooney, Ann. Journal of Education for Business,

Nov/Dec2007, Vol. 83 Issue 2

- The Five Competitive Forces That Shape Strategy by Porter, Michael E., Harvard Business Review, Jan2008, Vol. 86 Issue 1
- Strategy & Society: The Link Between Competitive Advantage and Corporate Social Responsibility by Porter, Michael E.; Kramer, Mark R., Harvard Business Review, Dec2006, Vol. 84 Issue 12
- From Competitive Advantage to Corporate Strategy by Porter, Michael E., McKinsey Quarterly, Spring 88, Issue 2
- Strategy and the Internet by Porter, Michael E., Harvard Business Review, Mar2001, Vol. 79 Issue 3
- What Is Strategy? By Porter, Michael E., Harvard Business Review, Nov/Dec96, Vol. 74 Issue 6
- The Strategy Concept I: Five Ps For Strategy by Mintzberg, Henry., California Management Review, Fall1987, Vol. 30 Issue 1
- The Strategy Concept II: Another Look at Why Organizations Need Strategies by Mintzberg, Henry. , California Management Review, Fall1987, Vol. 30 Issue 1
- The Pitfalls of Strategic Planning by Mintzberg, Henry., California Management Review, Fall1993, Vol. 36 Issue 1
- Crafting strategy by Mintzberg, Henry; Hunsicker, J. Quincy. , McKinsey Quarterly, Summer88, Issue 3
- The GE-McKinsey Nine-box Framework, McKinsey Quarterly, 2008, Issue 4
- Reliance Telecom: Related or Unrelated Diversification? A Case Study by Sen, Subir, South Asian Journal of Management, Apr-Jun2011, Vol. 18 Issue 2
- Competing Today While Preparing for Tomorrow by Abell, Derek F., Sloan Management Review, Spring99, Vol. 40 Issue 3

M-302
SUMMER TRAINING PROJECT (STP) REPORT

Course/Paper : M-302	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 30	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

OBJECTIVES:

- To provide an opportunity for students to apply theoretical concepts in real life situations at the work place;
- To sensitize students to the nuances of corporate culture and familiarize them with the corporate code of behavior;
- To enable students to manage resources, work under deadlines, identify and carry out specific goal oriented tasks;
- To enable students discover their professional strengths and weaknesses and align them with the changing business environment;

General Guidelines:

At the end of Second Semester each student shall undertake a Summer Training Project (STP) for 8 weeks. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic and organization before commencing the STP.

The student will have to identify a project work in a business enterprise during summer training that matches the student's area of specialization. Students are expected to study the functioning of an organization, identify a problem area and provide suggestions to overcome the problems.

The problem identified during summer training can be carried over to fourth semester in Project Study.

The summer training project report will be evaluated on internal and external basis. Evaluation and presentation of the report will be done by internal and external examiners. There will be external examiner to be selected by the Director/Principal/HOD of the institute from the panel of examiners, proposed by BOS and approved by Vice Chancellor. The concerned institute will bear the travelling, remuneration, DA and other incidental expenditure of external examiner with recourse to RTU.

All the students will submit their Industrial Training Report within a period of three weeks in the concerned institute/school; this period shall be counted from the last date of completion of their Summer Training. The supervisor in the organization under whose guidance the summer training is carried out will be required to grade the student's report in the format prescribed by the university (Annexure – A). Each student will be attached with one internal faculty guide, with whom they shall be in continuous touch during the training period. The internal faculty guide will be required to evaluate (out of 60 marks) on the basis of the assessment report provided by the organization where the Summer Training has been completed and his/her own assessment about the work done by the student. The evaluation of the remaining 40 marks

shall be made by external examiner appointed by the University who shall evaluate the report on the basis of presentation and the assessment report received from the organization where student has undergone Summer Training. The report shall be of 30-40 pages written in student's own handwriting. The typed report shall not be accepted.

The student has to maintain daily work record in a diary which shall be evaluated along with report by the examiners.

One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem.

The Report will have two certificates. One by the Head of the Institute/College and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.

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

STP can be carried out in:

- Corporate Entity
- NGO
- SME
- Government Undertaking
- Cooperative Sector

STP may be a research project –based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the STP shall sensitize the students to the demands of the workplace.

The learning outcomes and utility to the organization must be specifically highlighted.

The report should be well documented and supported by –

1. Executive Summary
2. Organization profile
3. Outline of the problem/task undertaken
4. Research methodology & data analysis (in case of research projects only)
5. Relevant activity charts, tables, graphs, diagrams, etc.
6. Learning of the student through the project
7. Contribution to the host organization
8. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.) It should reflect the nature and quantum of work undertaken by the student. The report must reflect 8 weeks of work and justify the same.

The completion of the STP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ Government Entity/ Cooperative/ etc.) shall also certify the STP work. The student shall submit one hard copy

(Hand written) of the training report within three weeks of start of III Sem. The same copy shall be returned to the student by the Institute after the External Viva-Voce. The students are required to fill a log book in which she/he shall write the daily works accomplished with date wise and shall submit the same along with the training report.

See the Appendix B for further guidelines to be followed.

SUMMER TRAINING APPRAISAL

Student's Name:

Programme:

You are requested to provide your opinion on the following parameters.

4: Outstanding 3: Good 2: Satisfactory 1: Unsatisfactory

1. Technical knowledge gathered about the industry and the job he/she was involved.
2. Communication Skills: Oral / Written / Listening skills
3. Ability to work in a team
4. Ability to take initiative
5. Ability to develop a healthy long term relationship with client
6. Ability to relate theoretical learning to the Summer Training Project
7. Creativity and ability to innovate with respect to work methods & procedures
8. Ability to grasp new ideas and knowledge
9. Presentations skills
10. Documentation skills
11. Sense of Responsibility
12. Acceptability (patience, pleasing manners, the ability to instill trust, etc.)
13. His/her ability and willingness to put in hard work
14. In what ways do you consider the student to be valuable to the organization?
Consider the student's value in term of:

(a) Qualification

(b) Skills and abilities

(c) Activities/ Roles performed

15. Punctuality

Any other comments_____.

Assessor's Overall rating

Assessor's Name:

Designation:

Organization name and address:

Email id:

Contact No:

RAJASTHAN TECHNICAL UNIVERSITY, KOTA



SUMMER TRAINING PROJECT

(Instructions & Guidelines)



CONTENTS

Foreword

Training Methodology and

Training Report Preparation

Training Methodology: Tips

Guidelines for Training.....

Enclosures:

1. Specimen of Certificate
2. Specimen of Title Cover
3. Training Evaluation Form
4. Feedback Form

IMPORTANT:

1. Summer Training Project during summer at the end of 2nd Semester will be held for 60 days. Students have to work on a project. Industrial and Technical visits should also be organized.
2. Students will have to give presentation on their Summer Training Project after coming back. One slot of 2 periods per week is to be provided in 3rd Semester for presentation.
3. For Summer Training Project 100 marks are assigned in 3rd Semester

FOREWORD

..... the journey is the reward

I feel great pleasure in introducing this training document to the students. This document will serve a reply to several queries right from choosing a training site to submission of the report.

The main purpose of Summer Training Project is to prepare students for employment in their chosen discipline at the conclusion of two years of postgraduate studies.

Summer Training Project helps to gain first-hand experience of working as management professional, including the technical application of management methods. It provides opportunity to work with other management professionals. During training period a student can experience the discipline of working in a professional organization and can also develop technical, interpersonal and communication skills. It also facilitates the fundamental understanding of the functioning and organization of business.

Many companies regard this period as a chance to assess students for future employment. The ability to take responsibility, make sound decisions and apply technical skills is highly regarded. Further, students can also evaluate companies for which they might wish to work or make decisions about fields of management, which they enjoy.

You should make considerable effort and give sufficient thought obtaining the most relevant and effective Summer Training Project. It is difficult but desirable to obtain experience in a range of activities including design, analysis and experimental and on-site activities.

Prof. Sanjeev Mishra

Dean, Management Studies

Chairman, Board of Studies

TRAINING METHODOLOGY AND TRAINING REPORT PREPARATION

SUMMER TRAINING PROJECT

Summer Training Project forms an integral component of any professional course like Management. The real problem a manager faces and tackles live problem is the industry and the field. The institute where he pursues his studies cannot provide him that practical knowledge on all aspects of learning. Often the study of a subject is said to be incomplete until the student has been exposed to its practical aspects. The theoretical studies build the manager in him by providing him pools of knowledge whereas the practical applications make him agile and competent. If theoretical knowledge teaches him the principles and policies, the practical exposure tells him how to use those principles.

EXPECTATIONS

Training may be defined as a short-term process utilizing a systematic and organized procedure by which training personnel acquire technical knowledge and skills for a definite purpose. It provides an opportunity for students to apply theoretical concepts in real life situations at the work place. It is to sensitize students to the nuances of corporate culture and familiarize them with the corporate code of behavior. It enables students to manage resources, work under deadlines, identify and carry out specific goal oriented tasks. Further, it enables students to discover their professional strengths and weaknesses and align them with the changing business environment. A management trainee, while undertaking training must keep in mind these objectives.

A student is expected to complete his Summer Training Project with the sole objective of enhancing his practical knowledge. A successful training should be in accordance with the needs and objectives set before hand. Ask yourself these questions.

1. What do you want and hope to accomplish through training?
2. Should the training be formal or informal i.e. what are going to be your training priorities?

3. When and where should training be taken?
4. How should training be related to your curriculum and how much independent of it?

Summer Training Project must be undertaken only in an actual job environment and using only the tested principles and methods of learning like instructional methods, demonstrations and examples. He must ensure that the training site has such arrangement and environment that will assist him in achieving these objectives.

SELECTION OF THE SITE

The student trainees must ensure that the training site will provide him a full opportunity not only to learn the practical applications of the subject chosen but also help him to achieve the above stated objectives and expectations. Moreover, the training site must be relevant to his field of interest, and not only to his branch. It will always be better if he chooses a site that will offer him an opportunity to develop multi-disciplinary interests along with the pursuance of a certain training program. He must also look forward for getting an opportunity of placement in the same company/site after completing his degree. Often, the impression made during the training has a long lasting effect.

TRAINING REPORT

A technical report is an account, usually in detail, of some matter such as (a) a work completed or in progress, (b) findings from an investigation, information, search or study; (c) solution to a problem and/or (d) offering of specific theoretical or practical data. While undertaking training and pursuing a project, the management student must be involved in one or more of these activities.

ANATOMY OF A TRAINING REPORT

A well-organized report is divided into easily recognizable parts arranged in an effectual sequence. A training report is a formal report, which is a full scape, detailed tightly structured document. It may contain the

following parts arranged for effective communication in the report in the sequence shown as below:

Front Matter

- Title Page
- Letter of Transmittal
- Certificate
- Preface
- Acknowledgement
- Table of Contents
- Lists of Illustrations

Main Text

- Introduction (Chapter 1)
- Discussion (Body of the report)
- Conclusion and Recommendations (last chapter)

Back Matter

- Appendices
- References
- Bibliography

HOW TO BEGIN WRITING

A time proved good way to write a report is first to subdivide the job into essential steps and then to complete the corresponding parts step by step. Follow these steps carefully while preparing training or a project report.

Step 1: Preliminary Planning

The writing of a report proceeds more confidently and smoothly if the trainee understands the true nature of the desired end products. He must also know where he is heading for and how far he has progressed toward completion at any instant. This requires careful planning and scheduling. Planning is a flexible process because it must be adjusted to suit every individual's requirement. He must prepare a time schedule and a deadline on which the report must be completed.

Step 2: Collecting Material

Factual material counts principally of data obtained through tests and measurements, investigations, studies, surveys, observation and analysis of such data, calculation and

prediction and recommendations too. No attempt should be made to insert the theoretical principles found in the textbooks.

The need is also felt to maintain a daily diary giving full details of day-to-day activity. This also serves as a record and ready references of the training schedule at a later stage. This diary is also to be submitted along with the report.

Step 3: Making an Outline

After the material has been collected, it must be organised and written upon in a well-ordered pattern. To achieve this, the student must decide which topic should be discussed first, which next and so on. The plan for this sequence is the outline. An outline is a safeguard against repetition and omission and a guide to stratification of the subject matter. Report writing moves faster when it follows an outline. It also imparts to the report a degree of unity and coherence. It is always advisable to prepare a written outline as soon as the collected material has been scrutinized. This will help the student to establish a relationship between the various topics of the report. An outline shall also help him to think analytically about the subject.

Step 4: Writing a Rough Draft

When the trainee has collected and sorted the material and completed the outline, this initial writing step will produce the first version of the report. It will however, be seen only as a piece of connected prose derived from the mass of notes and other material. It will lack quality, both technical and rhetorical that is why it is called a rough draft. But it is a trial version of the written report.

Often the trainee faces the difficulty in writing the first draft. The only solution is "start writing at once whatever you have reviewed through collected material and the outline." Therefore, the first advice is to start writing immediately. The second is to write fast putting your thoughts on paper before you forget them. This means you should not stop

to make corrections or beautify sentences. You should only record the ideas as they come, giving no thought at the time to correct spelling, grammar, and sentences structure and paragraphing. Once the material is on paper, it can easily be corrected.

Always use your favourite method of writing long had with personal abbreviations refer freely to illustrations and tables or sketches. The sole criterion is your ability to read the draft. Do not hesitate to include line drawings, half tone pictures, flow diagrams, graphs and charts.

Step 5: Revision and Rewriting

This is the improvement phase for correcting the mistakes in the rough draft, adding items, which were forgotten, or which have lately been suggested, removing items, which have been proved irrelevant or superfluous. During this phase, the student is concerned with all the details that he temporarily ignored for the sake of speed while writing the first draft such as language mechanisms, style, technical accuracy and so on. He should now try to view the rough draft dispassionately as if he is correcting somebody else's writing faults. As he reads the rough draft, he should be alert for errors and bad writing of all kinds.

It is better to make three separate readings, concentrating each time on one correction area:

1. Read the rough draft first time for technical accuracy and avoid worrying about other matters. Ask these questions: Is the technical content true and clearly presented? Are there errors and contradictions?
2. Read the second time for logic. Ask whether the topics follow a meaningful sequence and whether the conclusions are valid.
3. Read the third time for language mechanisms. Be critical of every sentence, check grammar, spelling, punctuation, sentence structure and sentence variety.

Ask whether the draft lacks unity and coherence.

During each reading, make your corrections, additions, deletions on the rough draft itself. Then prepare that to the second draft incorporating all the revisions. Again read and revise the second draft for any additional revisions and visualizing whether its contents are ready for final presentation.

Step 6: Final Draft

Working on the final draft is largely mechanical and of productive nature. The final draft is made ready for the reader or the evaluator/examiner and this is the last change to correct mistakes, polish the writing and systematize the structure.

This step requires gathering together of all material, which has been prepared or collected in the preceding phases and the consolidation of the material. This includes the revised draft, illustrations and supplementary material. Prepare the last version of the report by putting all the material together. Illustration must be inserted, pasted or drawn onto the pages of the final draft itself. Number the text pages with Arabic numerals.

Follow these six steps to prepare your report and get the satisfaction of having authored and produced a work of which originality you can claim. Any short cut methods, copying from the reports of predecessors and just repeating what others have earlier written, clearly show the lack of enthusiasm and initiative on the part of the trainees. Such reports, at the time of evaluation, fail to draw any attention and are rated as under-average or average reports. On the other hand, if the report displays the trainee's first handwork, his initiative, his enthusiasm and real effort in making that report, it is rated as a work of merit. Such a report will always create a good impression at any instance when it is submitted for scrutiny.

There are some parts of the report, which cannot very well be written until all

information is final and the pagination is complete. These parts are:

1. Abstract
2. Letter of transmittal
3. Acknowledgement
4. Preface or foreword
5. Index / Table of Contents

All this material is front matter and should be composed in rough draft and carried through revisions as necessary. The *abstract* must give the gist of the report analytically outlining what the trainee has worked on. In the *acknowledgement*, all sources from where help has been derived during the training should be duly acknowledged. This includes, besides teachers of the college, such persons like training manager, supervisors, superintendents and other technical staff. The preface is an account justifying why that site / topic was chosen and what inspired the student in due course. This shall also include a brief description of what he is going to present in the report, the abstract of its contents and the structure. Any additional illustrations, graphs sketches and tables are to be appended at the end. Finally, an index or a list of contents is prepared with pagination and chapter names and numbers. Ensure that cauterization is strictly in accordance with the outline of the report and no sections/sub-sections have been left out.

Project Work during Training

Often during the training a single student or a group of students is given a project to complete. The project is solely to give you an opportunity to become well versed with a specific section of the training site or get an exposure of its working methods. It is also possible that the project is a part of their routine work, survey or investigation, and by undertaking the project the student is only going to assist them. Whatever is the mode or purpose of the project, show diligence and enthusiasm? You must adopt an inquisitive approach, finding more about the project, its specifications and utility. If possible,

complete the project (or component) before completing your training and submit the account of your work in the form of a project report. This report shall serve as an evidence of the work done. If the project is a part of your training program, it must always be included in your report. Otherwise also, such an inclusion in the training report shows the innovative bent of your mind. The evaluation becomes much easier since it clearly indicates that training was not just a routine excursion for you but an opportunity to learn and add something to your knowledge. And you have availed of that opportunity fully.

The project entrusted to the trainee will always be related to advances in Management pertaining to Marketing, Finance, HR, Production & Supply Management Quality Management, IT etc. It will also be linked with one or more of the activities of the plant/training centre. Often their personnel, from technical, administration, finance or HRD, will also be involved in that Project. Try to get a separate testimonial for your project work from one of the officials.

TRAINING METHODOLOGY: A FEW TIPS

A lot of mistakes can be avoided and improvement can be made if certain measures are adopted before proceeding on the training and during the later phases.

BEFORE THE TRAINING

1. Read the instructions carefully in this training manual and follow them strictly to avoid any complications of any nature.
2. Fill up the necessary forms and letters and Performa's provided in this manual.
3. Stick to the information supplied regarding the training site, confirmation etc. In the event of any change of training site or any other matter, inform the Training Officer of your institute immediately before proceeding on training.
4. The students are required to carry their identity cards, and two recent passport size photographs for verifications, gate pass etc.
5. They are also required to carry and furnish their personal bio-data, bonds, securities and clearance certificates issued by the police for various purposes of training.
6. They should also ensure their accommodation etc. because normally training centres do not provide hostel facilities.

DURING THE TRAINING

1. The student should reach the training centre well before the date of commencement of the training. They should also intimate about the commencement of training to Training Officer of your Institute as early as possible or within two days of joining their training
2. They must be regular, punctual and well behaved. They should not leave the training centre without the prior permission of the Training Supervisor.
3. They should maintain a daily diary to be checked and signed by the training supervisor from time to time. If required they must prepare a daily / weekly report and submit it to the supervisor.
4. They should take safety precautions as normally no compensation for any accident is payable to the trainee. They should also abide by the rules and regulations of the training organization.
5. While visiting the different sections of the training centre, they should collect the practical / data. They should also inquire the reasons for any deviations from the standard theoretical values. They may also collect information about personnel working on the site/ field / job regarding their qualification, experience etc. Remember that it will not be possible to revisit the training centre to collect material or rebuild the training experience once the training is over. All these data should be prominently included in the training Report. They should also study relevant trade literature collected from site / office / market. All these should be suitably incorporated in the training report.
6. At the end of the training they must clear their dues and other expenses incurred by them at the training centre including the damages, if any. They must also get a formal relieving certificate / no dues certificate before leaving the centre.

7. Collect a certificate of training upon completion, which should indicate the period of training, the nature of work and involved during the training and the performance of the student.

AFTER THE TRAINING

1. Always prepare the outline of the training report just 2 or 3 days before the completion of the training. Upon completion put all the material together and arrange them according to daily diary or the outline.
2. Consult your outline with training supervisor before leaving and also discuss it with the teacher regarding important contents of the report. They will furnish all necessary details, guidelines and literature, which will help you to prepare the report.
3. Always follow the 6 step method described in this manual for writing your training report. This is necessary to systematize and accelerate your work.
4. Always work with deadlines while writing chapters and finish them as visualized. Do not make any last minute entries or contribution as it may not be possible to revisit the training centre or recast the training experience.
5. Make good presentations of the report; neatly hand-written, with hardbound cover containing all the required details. **Report prepared by computer or typed will not be accepted.** Often-in campus interviews or direct interviews your training / project reports are evidence of your hard work, intellectual interests and even temperament.

GENERAL GUIDELINES FOR TRAINING:

This consists of important areas on which a student should collect relevant information while undergoing Summer Training Project in an organization:

Broad Areas-

1. Inputs- Raw Materials
2. Production Process
3. End Products and Specification
4. Organizational Structure
5. Financial setup
6. Sales and Marketing strategies
7. Plant Design
8. Materials Management system
9. Quality Control System
10. Management Information System
11. Utilities and Waste Management
12. Plant Economy

The guidelines for above-mentioned broad areas are as below:

1. Inputs: Raw Materials, details of raw materials pertaining to various products including quantity, specifications, sources of supply, vendor location, geographical availability, procurement cost, etc.
2. Production Process: Process flow diagram of manufacturing process, various stages in production.
3. End Products and Specification: List of final products, market growth of products, product demand and supply, competitors, customers for products
4. Organizational Structure: Organization chart for the whole organization showing various levels of authority, span of control at each level, type of arrangement at each level in terms of line, line and staff and functional details etc.
5. Financial setup: Balance sheet, Profit and Loss account and other financial instruments.
6. Sales and Marketing strategies: Various sales and marketing strategies employed by the organization must be studied.
7. Plant Design: Capacity of plant, its measurement and utilization, Plant Size, location and layout.
8. Materials Management System: Procedure adopted in stores for receipt of raw materials, goods and components, various forms and documents used for movement of materials and issue authorization, stores organization; centralized or decentralized, codification methods used for different materials, system of replenishment for inventory items, controls like ABC analysis, procedure for indenting spares etc.
9. Quality Control System: Methods used for controlling quality of raw materials, process and manufactured items, SQC application, testing machines used, implementation of ISO 9000.
10. Management Information System: Documents/reports used for information system at operational, tactical and strategic levels, communication network at various levels, organization of coordination meetings and decisions taken.
11. Utilities and Waste Management: List of utilities and auxiliary services needed, Information about waste generated, methods of reducing waste, environment pollution problems created ash disposal, and effluent treatment system.
12. Plant Economy: Project costing, components of production cost- direct and indirect, financial analysis- balance sheet, income statement, accounting for inventory, breakeven/profitability analysis.

(Specimen of the certificate to be submitted with the training report)

CERTIFICATE

Ref.No.:

This is to certify that Mr./Ms. _____ son/daughter
of Sh. _____ a student of _____ (class)
_____ (Branch) from _____ (college) has undertaken
Summer Training Project at our organization concern from _____ to
_____. The nature of work seen and observed/studied/performed by
him/her during the training was _____,
(kindly give the description)

His/Her performance and conduct during the training was found
satisfactory/good/excellent.

Place:
Date:

Signature
(Official seal)

NOTE: This certificate should be from an authentic officer not below the rank of Executive

(Specimen of the title cover of the training report)

PRACTICAL TRAINING REPORT

SUBMITTED BY

NAME : _____
(In Capital Letters)
College Roll No.: _____
Class & Branch : _____
Session : _____
Training Period : _____ to _____ days _____

SUBMITTED TO

Professor & Head,
Department of Training & Placement

Name of the college



SUMMER TRAINING PROJECT EVALUATION FORM

Name of Student _____ College Roll No. _____

Branch _____ Class _____

Name of

Organization _____

Address _____

Place _____ Pin _____ Phone _____ Fax No. _____

Duration of Training Period from _____ to _____ No. of Working Days _____

1) How do you rate the overall training programme as an educational experience?

Excellent () Very good () Good () Fair () Poor ()

2) To what extent will it help you in future?

To large extent () To some extent () Negligible extent ()

3) Indicate subject/area to which training was found relevant.

4) Indicate the level of interest taken by the training organization

High () Moderate () Low ()

5) Any other comments / suggestions

Dated:

Signature of the Student

Note: A Free and frank assessment of the Training experience would be helpful in improving the Training Programme.

FEED BACK FORM

1. Name of the Industry _____
2. Concerned Group _____
3. Turn Over (in terms of Capital) _____ (in terms of Product)
4. Work Force: Managerial & Management Staff : _____
Supervisory & Technical Staff _____ Labour _____
a. Skilled: _____ b. Semi-skilled: _____ c. Un-skilled: _____
5. Description of Product Range: _____
6. Description of Process: _____
7. Area of Training: _____
8. Contact details of the person responsible for Summer Training Project:
 - a. Name of contact person : _____
 - b. Designation : _____
 - c. Communication address : _____
 - d. Phone No. with STD code : _____
 - e. Mobile No. : _____
 - f. Email Address : _____

Name of the Student _____ College Roll No. _____

Class _____ B.E. ____ Branch _____

Phone No. _____ Mobile No. _____ E-mail _____

Dated:.....

Signature of the Student

M-303: Capacity Building Lab

Course/Paper : M-303	MBA Semester-III
No. of Practical Hrs/week: 03	Internal Marks: 60
Total No of Practical Hrs: 30	External Marks: 40
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objectives: This course will focus on overall development and Personality of students by enhancing their communication skills, shaping their attitudes and behaviour and ultimately preparing them for corporate roles.

Every management programme has to be aimed at enhancing the capacity for employability of the students. Accordingly RTU is undertaking a number of ECCA non-academic activities to enhance skills of the students, develop qualities of team working and leadership, and improve their overall value-system.

These additional activities, which include relevant soft-skills, are expected to make our students (who are passing out with an MBA degree) more confident and capable not only of acquitting themselves very well during the job selection processes that they will encounter in the immediate future, but also give them a foundation to perform well in their jobs during the subsequent 5 to 6 years.

RTU is introducing this lab so that students get an opportunity to exhibit and hone their skills in decision making, leadership, team working and communication.

Besides, the areas targeted for improvement are shown below. The college should mobilise key resources from external agencies apart from utilizing the bank of knowledge, experience and skills available with the existing faculty and staff:

S.No	Knowledge/Traits/ skills desired	Input Proposed
1	Handling telephonic interview	Handling telephonic calls
2	GK , Current Affairs	Psychometry, Aptitude Reading habit of business dailies followed by periodic testing
3	GD Skills	Regular GD sessions on issues of topical interest
4	CV preparation Filling up of application forms	Guidance on CV preparation, etc,

5	English Language facility Communication	Full-fledged training on Written, Oral & Presentation Training in the Language Lab of the Institution.
6	Maths, Aptitude & Problem solving	Training and coaching
7	Interview skills	Mock interviews
8	Etiquette/Manners/Behaviour	Workshops
9	Self-confidence / Personality development	Counselling / Mentoring
10	Inter-personal skills (Team work & Leadership)	GDs / Group Projects / Debates
11	Industry awareness	Exposure to business reality
12	Technical / Domain knowledge	Adapted methodology during class sessions
13	Networking	Alumni activities
14	Strategizing for one's own career	Career planning & Goal setting Expectation management
15	Time Management	Exercises
16	Pre-interview preparation	Refresher training

Apart from the above, RTU is planning to join hands with Confederation of Indian Industry (CII) in Jaipur for conducting programmes for our students which will enhance corporate exposure to the students, Industry Visits, etc. RTU is also talking to Newspapers and Other Agencies for CEO talks, conducting workshops and quizzes.

Suggested Readings:

1. The Seven Habits of Highly Effective People - Stephen R. Covey.
2. Who Moved My Cheese - Dr. Spenser Johnson.

3. Seven Spiritual Laws of Success - Deepak Chopra.
4. I'm OK are OK – Erric Seghal
5. Emotional Intelligence - David Goleman
6. Working with Emotional Intelligence - David Goleman.
7. *Good To Great* - Jim Collins
8. Goal - Eliyahu Goldratt.
9. Only the Paranoid Survive - Andrew Grove
10. All the books in the "Chicken Soup for the Soul" series.
11. "Effective Group Discussion: Theory and Practice" by Gloria J. Galanes, Katherine Adams , John K. Brillhart
12. "Effective Presentation", 3rd Edition by Ros Jay, Antony Jay published by Pearson
13. Effective Presentation Skills (A Fifty-Minute Series Book) by Steve Mandel
14. EatiQuette"s The Main Course on Dining Etiquette""": A step-by-step guide to dining with confidence in the 21st Century, by David Rothschild
15. "The Complete Idiot"s Guide to Etiquette" by Mary Mitchell – Published by Alpha Books
16. "Strategic interviewing" by Richaurd Camp, Mary E. Vielhaber and Jack L. Simonetti – Published by Wiley India Pvt. Ltd
17. Essentials of Effective Communication, Ludlow and Panthon; Prentice Hall of India.
18. Spoken English by V Sasikumar and PV Dhamija; Tata McGraw Hill
19. Developing Communication Skills by Krishna Mohan and Meera Banerji; MacMillan India Ltd.
20. Rich dad poor dad, By Robert T. Kiyosaki
21. Think & Grow Rich, Napoleon Hill.
22. How to win friends and Influence people, Dale Carnegie.
23. The millionaire next door, Thomas J. Stanley
24. The Richest man in Babylon, George Samuel Clause

25. The Science of getting rich, Wallace Wattles
26. The Intelligent Investor, Benjamin Graham
27. The 4-hour work week, Timothy Ferriss
28. The greatest salesman in the world, O G Mandino
29. The millionaire mind, Thomas J Stanely
30. The magic of thinking big, David Joseph Schwartz
31. The 48 laws of power, Robert Greene.

M-304: Major Optional Subject Lab - I
M-405: Major Optional lab - II

Course/Paper : M-304 and M-405	MBA Semester-III and IV
No. of Practical Hrs/week: 03	Internal Marks: 60
Total No of Practical Hrs: 30	External Marks: 40
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objective: The purpose of this lab is to give exposure to students various computer software relevant to subjects being taught in III semester of Dual Majors such as Finance Lab, Marketing Lab, HRM Lab, Operations Lab etc. For example if a student has opted for first major as Finance and second major as Marketing then in course M-304 the lab work would comprise of software related to Finance and Marketing courses being taught in III semester. and in next semester in course M-405 the lab work would be from courses of Finance and Marketing taught in IV semester.

A. Finance Lab

The objective of the Finance Lab is to support applied reading in financial area and equip students with conceptual approach and best practices in financial management that go into the creation and management of innovative financial products.

Objectives

- To provide students hands-on data analysis and modeling experience through access to real time national and international financial data, market information, business news, and cutting edge financial analysis software.
- To support and enhance academic research with the availability of extensive historical and real time data.
- To provide opportunities for collaborative research and teaching with other functional disciplines such as operations management, and information technology and other disciplines.

Research Databases

- CRSP
- Compustat
- ExecuComp
- Prime Database
- Bank Scope Database
- ACE Equity Database

Data Access

- Wharton Research Data Services (WRDS)

Applications

- AMPL Optimization Suite
- XSTrade (trading exchange simulator where we get real time data from five markets NSE- Cash and F&O, BSE-Cash, NCDEX, MCX)

Data Feed

- Bloomberg
- T1.com (Thomson Reuters)
- Newswire 18 Pvt. Ltd.

Accounting Software

Business accounting software keeps track of the financial transactions within an organization. A core package includes general ledger, accounts receivable, accounts payable, payroll, and reporting modules. These systems occasionally come with specialized functionality for particular types of businesses or companies. An example is fund accounting for nonprofit organizations and government entities. Because it's a critical business process, it's often a central component of an organization's enterprise resource planning (ERP) system.

Application Categories

Core Accounting	Core systems assist with the basic functions necessary to balance a business' books, including general ledger functionality, the ability to track accounts payable (A/P) and accounts receivable (A/R), fixed assets, and bank reconciliation. Every business requires these core functions to manage its finances.
Project Accounting	This type of system helps project-oriented businesses maximize job profitability and efficiency by tracking detailed project costs. Businesses can examine past job costs and estimate future costs to choose the jobs which will achieve adequate profit. It tracks by project factors like labor, overhead, materials, and equipment to improve decision-making.
Fund Accounting	These solutions support non-profit and governmental entities in tracking their development and spending of funds. Non-profit organizations can track their expenditures of donations or grants to make sure they meet fund provider requirements. The system also allows government entities to make sure they meet unique Governmental Accounting Standards Board (GASB) regulations.
Inventory Management	This type of solution helps companies keep the correct inventory levels to maximize profit, avoid overspending, and minimize the costs associated with inventory depreciation. The right system keeps inventory information up-to-date by tracking product levels as well as orders, sales, and deliveries. The Generally Accepted Accounting Principles (GAAP) stipulate specific ways to account for inventory to ensure proper reporting of value for inventory that has depreciated

	or undergone other changes. Software with inventory management capabilities ensures this is done correctly.
Billing & Invoicing	These systems automate the collection of payments from customers to enable timely and consistent collection with minimal human error. There are many different types of billing and invoice systems designed to support the wide range of industries, business models, payment methods, and scale of operations.
Budgeting & Forecasting	Users can leverage budgeting and forecasting solutions to project a company's financial outlook from historical data and estimates of future conditions. These systems are typically used in businesses that must consolidate multiple departmental forecasts and budgets. The systems are most helpful where multiple variables drive the ultimate forecast.
Fixed Asset Accounting	This type of system tracks fixed assets by providing a central database of important asset information, including location, check-in and check-out, due date for return, maintenance scheduling, audit history, cost and depreciation. Depreciation schedules are a core element of this specialty.
Payroll Management	Payroll systems help businesses track and process employee payrolls. It also composes and prints paychecks, automatically withholds and pays government taxes, and generates the necessary legal and tax reports on a regular basis. Automated reminders to pay required fees help businesses avoid legal penalties.

Market Trends to Understand

As you evaluate solutions, consider these current market trends.

- *Software as a Service (SaaS)*. SaaS is picking up speed as buyers realize the advantages of lower up-front costs and quicker implementation time. NetSuite is a prominent example of a SaaS system. In fact, it is available only as a SaaS offering.
- *Mobile apps*. Mobile applications are gaining popularity across the board, and accounting is no exception. Check to see how each vendor is innovating on this front.
- *Increased specialization by industry*. Increasingly, consumers are demanding more industry-specific features, and vendors are listening. Products that were once "horizontal" - such as Sage MAS 90/200, QuickBooks, and Microsoft Dynamics - are increasingly adding new vertical features to cater to buyers' specific industries. Make sure to keep a lookout for features that fit your particular industry when investigating tools and solutions.
- *Business intelligence*. Interest in business intelligence is on the rise. Business intelligence takes the massive amount of data collected and organizes it into reports designed to support business improvement. Many vendors are now integrating business intelligence into their ERP and financial management systems.

Students must be given exposure to some of the following Accounting Software:

Multiview Enterprise .NET n10, Intacct Financials and Accounting System, NetSuite Financials, Sage 100 Standard and Advanced ERP (formerly Sage ERP MAS 90 and 200), Microsoft Dynamics GP, PlanGuru, Adaptive Insights, Budget Maestro, Cougar Mountain DENALI, Epicor Financial Management, Oracle Financial Services

B. Marketing lab

The marketing lab is a facility that supports student learning in the areas of marketing, advertising, digital marketing, and marketing research.

The Lab prepares marketing students for their careers leveraging strong relationships with business professionals as well as students and marketing faculty.

This is accomplished by enhancing information literacy and helping students gain practical experience in solving real-world problems with independent study projects, consulting classes and marketing competitions.

- Provides you with a toolkit of market research approaches and techniques to help you define key research questions that underlie strategic marketing decisions. You will collect and analyze data, and develop the strategic implications of the research findings. The types of projects include estimating market potential, segmenting the market to identify target customers, improving advertising and pricing policies, designing and positioning new products, and identifying opportunities and obstacles in current market performance.
- Provide you with an in-depth understanding of new product development practices - including innovation product strategy and process, customer needs identification, idea generation, concept development & optimization, forecasting, and launch. The types of projects include customer needs assessment, ideation and screening to identify high-potential product/service concepts, concept testing to identify ideal combination/scenarios, and conjoint analysis.

Marketing Automation Software

Marketing automation is a very active segment of the CRM software market. Today, the majority of solutions can be split into business to business (B2B) and business to consumer (B2C) solutions. The two groupings are very different and so are their functional needs. Businesses that sell to other businesses (B2B) firms have longer sales cycles and engage in more relationship building activities. Businesses that sell to consumers (B2C) rely more on brand and high-volume direct outreach efforts.

B2B systems have sophisticated lead generation and lead management capabilities. For example, lead scoring functions score leads based on demographics (e.g. geography, industry, size) and behavior (e.g. website activity, responses to campaigns). The resulting scores ensure that the sales department only receives qualified leads that are close to making a purchase. For leads that are not ready to buy, marketing tracking software provides campaign management, which helps marketers to foster the relationship through techniques such as drip and “stay in touch” campaigns.

B2C systems tend to manage vast databases of customer data - often millions of records. These systems have sophisticated tools for analyzing and segmenting customers into different categories of buyers. Markets can then execute specific campaigns, or “treatments” for each segment. Campaigns are typically designed to elicit a direct response, such as returning to a website to make a purchase. Alternatively, campaigns may feed a target prospect list into a call center systems for telesales outreach.

MA software also provides companies with advanced reporting and analytics to measure the performance of initiatives. This allows managers to see which campaigns and channels are driving leads, along with the costs and revenue of those initiatives. In the end, this helps organizations decide how to better allocate resources.

This type of buyer...

Should evaluate these systems

B2C enterprise buyer	Aprimo (Terradata), Unica (IBM)
B2B enterprise buyer	Eloqua, InfusionSoft, Marketo, Manticore, Pardot, Genoo
CRM suite buyer	Oracle CRM, SAP, Salesforce.com, Microsoft Dynamics CRM
Email emphasis buyer	Alsamarketing, Constant Contact, InfusionSoft, Vertical Response

Market Trends to Understand

There are a number of market trends that buyers should understand, including:

- *Software as a Service (SaaS)*. In the MA market, SaaS is less of a trend than it is the dominant model for deploying software. Buyers will find that the majority of solutions - with the exception of some high-end B2C solutions - are delivered through the online marketing software model where the system is hosted by the software vendor and accessed over the Internet by user. A benefit of web-based email marketing software is increased accessibility. They can be accessed on multiple devices and from any operating system, whether you're a Mac or PC.
- *Social media*. Social networking gives managers a new channel. Firms tweet coupons to customers and post special offers to friends on Facebook. Advertising videos are successful if they go viral on YouTube. MA is

embracing all of this. Social networking integration will drive the next generation of MA.

- *Use of two dimensional barcodes.* Two dimensional (2D) bar codes are seen more and more often on print ads, bill boards, bus stop benches, and even as tattoos. Customers can use smart phones as code readers to get information about a product or service immediately on their mobile browser. Current solutions can use 2D bar codes with third-party solutions, but new versions will have built in support.
- *MA vendor consolidation.* Large ERP and CRM vendors will acquire some firms, while some niche providers will combine to remain competitive. IBM and Terradata both made significant acquisitions by picking up Unica and Aprimo, respectively. Oracle purchased the assets of Market2Lead. Buyers should expect to see more M&A activity going forward.

Sales Force Automation (SFA) Software

"Coffee is for closers," but SFA promises to help the entire team close more deals. Sales software helps companies manage their reps and their activities. At the individual level, sales automation software helps reps manage accounts, leads, opportunities, and customer interactions. Meanwhile, it helps management generate more accurate forecasts and gain better insight into opportunities.

Core CRM sales software functionality includes contact management, lead management, opportunity management, pipeline management, forecasting, and territory management. More advanced systems will include modules for proposal and quote generation, order management, marketing automation, collateral management, scripting, computer telephony integration and social media integration.

Best-of-breed sales database software products such as Sage ACT! or Salesforce.com are often implemented as a completely stand alone system or in conjunction with marketing automation and lead management software. Others choose to implement SFA software as part of a complete customer relationship management (CRM) suite, such as Microsoft Dynamics CRM. Finally, SFA can also be implemented as part of an enterprise resource planning (ERP) suite like Oracle or SAP.

This type of buyer...

Direct buyer

Indirect buyer

Enterprise buyer

Small business CRM buyer

Should evaluate these systems

Salesforce.com, Sage Act, Microsoft Dynamics CRM

Oracle CRM OnDemand, SAP

Oracle CRM, SAP, Salesforce.com

Sage Act, Salesforce.com, SugarCRM, Highrise

Market Trends to Understand

These market trends should be considered as you perform a sales force automation software comparison and select a product and vendor.

- *Software as a Service (SaaS)*. SaaS solutions have become very popular and comprise greater than 50% of new purchases. Low upfront costs and little to no hardware requirements are reasons for the uptake in adoption of online sales software that sits “in the cloud.” Another benefit is increased accessibility, which means that regardless of whether you're a Mac or PC, you can still easily access the software. The dominant leader in this market is Salesforce.com. Buyers should evaluate this new model with an open mind.
- *Mobile applications*. Mobile SFA applications are very popular and changing rapidly. The devices your system supports, and the attractiveness of its mobile app will be a huge influence on your team's attitude toward adopting the system. More and more systems provide integration with the major mobile platforms. Some are even Mac-based, with native integration with iPhone/iPad.
- *Social media*. Leading SFA vendors are discovering the meaning of social media for business and are capitalizing on developments in that area. In fact, this is driving the emergence of a new market, Social CRM. For example, Salesforce has its Chatter application. Oracle OnDemand interfaces with Facebook, allowing a rep to see if there is anyone they know in common with a prospect. Buyers should consider their social media strategy as they evaluate SFA solutions.
- *ERP suites offering strong CRM*. Solutions from enterprise-suite vendors like Oracle, SAP, Sage, Epicor and Infor have matured - in some cases through acquisitions. Enterprise suite buyers will naturally look to their ERP vendor for customer management solutions, but direct and indirect selling buyers should also consider solutions from these large players. Oracle and SAP are particularly strong in customer relationship management.

Students must be given exposure to some of the following Marketing Software:

- SAS or R (market research), Digital Marketing Boot Camp, Photoshop, Dreamweaver, HTML,...
- Velocify, Salesforce.com, Five9 Virtual Call Center, FieldOne, PlanPlus Online, InfusionSoft, The Raiser's Edge, TrackerRMS CRM, Cosential, Contractor's Cloud, Act-On, PlanPlus Online, InfusionSoft, Silverpop, Marketo Lead Management, Oracle Eloqua, Pardot, Salesfusion, Mailigen, eTrigue DemandCenter

C. HRM Lab

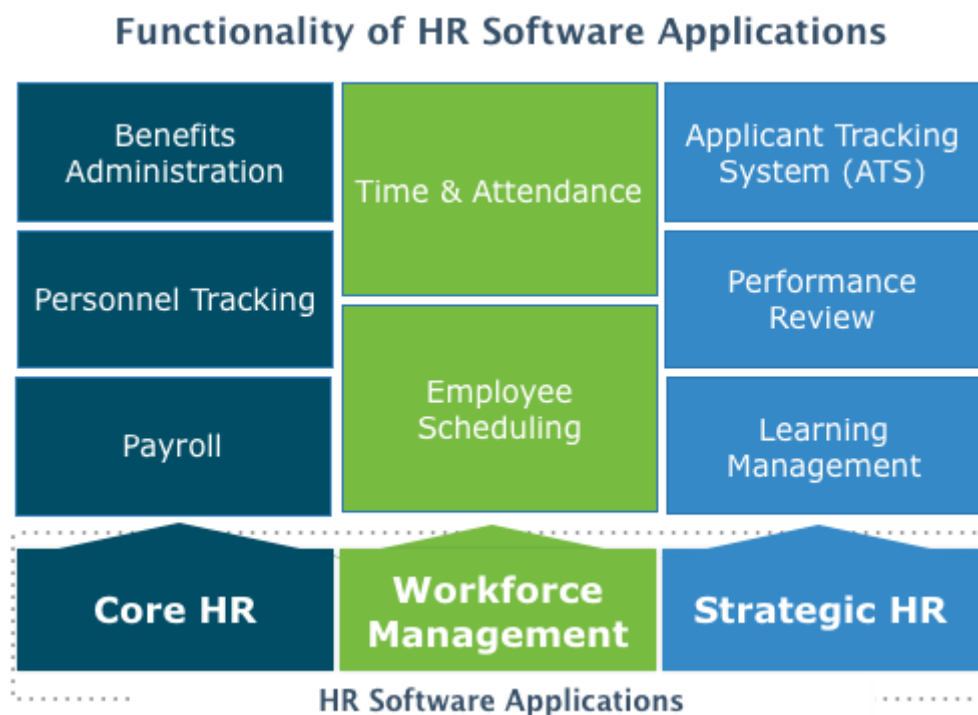
Human Resources Software

Human resources (HR) software solutions--also called Human Resources Information Systems (HRIS), Human Resources Management Systems (HRMS) or Human Capital Management (HCM) software--make managing a large or growing workforce more efficient.

These solutions streamline the traditional HR functions of benefits administration, personnel tracking and payroll. But in addition to increasing your productivity by automating many of these administrative processes, HR software can also support you on a strategic level, by helping you to recruit, develop and manage your company's most valuable resource: its people.

Overview of HR Applications

Industry watchers break down the field of HR software into three main categories: Core HR, Workforce Management, and Strategic HR--also called Talent Management or Talent Administration software.



- Core HR encompasses the three traditional human resources management functions: benefits administration, personnel tracking and payroll. Every company will require these functions once it has reached a critical mass of employees. You need core HR functionality when, for instance, manually running payroll and managing employees with spreadsheets becomes too burdensome a task.
- Workforce Management, or Workforce Administration as it is also called, comprises the range of software solutions intended to effectively schedule and track your workforce. These solutions are ideal for organizations whose employees work in shifts, and include applications to track time and attendance, monitor compliance with labor laws, and usually include payroll functionality, or integrate well with other payroll software.
- Strategic HR involves growing your company by attracting and developing the best people, as well as better managing your workforce overall. Strategic HR applications generally provide some combination of applicant tracking and recruiting, learning management, as well as performance review functionality. This type of software

streamlines these strategic processes to ensure that a company is using its staff as efficiently as possible, and also that employees are continuing to grow and develop--increasing employee satisfaction and retention rates.

Of course, core HR, workforce management and strategic HR functions often overlap. While there are best-of-breed solutions for individual functions in each category, there are also integrated suites boasting across-the-board functionality.

HR Application Categories

Core HR

Benefits Administration	Manages employee benefits such as paid time off, medical/dental/life insurance policies and 401k participation. Example vendors: OmnipriseHRM, Epicor HR, Triton HR.
Personnel Tracking	Centralizes employee data, such as SSN, contact information, past employment and demographic information. Example vendors: Sage HRMS, Ascentis, Lawson HR.
Payroll	Tracks employee salaries, bonuses, 401k contributions, health and other deductions; calculates withholding for taxes; and cuts paychecks. Most solutions provide integration for direct deposit as well. Example vendors: Halogen, Vista HRMS, Tribe HR.

Workforce Management

Time attendance	& Helps staff track employee attendance and absences, and enables employees to clock in and out. Many solutions also track accrual and usage of sick days and PTO. Rules-based engines provide alerts when employees miss or perform established amounts of work. Example vendors: TimeForge Labor Management, LaborVIEW, Kronos
Employee scheduling	Provides functionality for scheduling employee shifts and attendance to ensure compliance with staffing needs. Systems can schedule employees across departments, locations and projects, and provide alerts to employees when schedules change and when staffing levels are inadequate. Example vendors: Ascentis, Sage HRMS, UltiPro.

Strategic HR

Applicant Tracking Systems (ATS)	Provides a centralized database that lets recruiters store applicant information and employment applications throughout the application process. Features include candidate tracking, applicant status monitoring, and direct integration with other HR applications. In addition, many vendors include on-boarding features, like the ability to perform background checks. Example vendors: iCIMS, MarketRate, NuViewHR.
Employee Evaluation	Also known as Performance Review software, these applications offer a centralized system where supervisors can conduct and track reviews with employees. Features performance measuring, tracking and goal management. Example vendors: Empower by ECI, Cornerstone CSB, People-Trak.
Learning Development	& Establishes a centralized hub to monitor new employee training and the ongoing skills development of existing employees. Features include content authoring and management, curriculum and certification path

definition, testing and reporting. Example vendors: Prosperity LMS, Halogen Talent Management Suite, SmartTeam.

Market Trends to Understand

As you evaluate a human resources management system, it is helpful to understand a few current trends in this industry.

Consolidation of Cloud-based HR Software Start-up Vendors. Recently, there has been a trend in the HR software world toward consolidating as many applications as possible under one vendor. As such, companies have focused on developing integrated suites that allow HR departments to track an employee's entire lifecycle within an organization.

To that end, many best-of-breed providers have been acquired by larger vendors looking to extend the breadth of their integrated suite solutions. For instance, in 2012, SAP acquired SuccessFactors; Oracle bought Taleo (one of SuccessFactors' competitors); and Salesforce.com completed its integration of Rypple, a social performance platform.

For buyers, this offers the opportunity to benefit from larger corporate resources, but it can also lead to disruptions as acquired companies are integrated and product offerings are rationalized. In anticipation, buyers should lock in rates and service/maintenance terms in their contract as this can save them a headache down the line.

Smaller Vendors Attract Venture Capital. Following on the heels of recent acquisitions by large software companies of smaller HR software vendors, venture capitalists are now pouring money into HR startups. In March 2013, PeopleMatter--an hourly worker management software solution--received \$19 million in funding, while in January 2013 InternMatch--a solution focused on matching university students to employers--raised \$1.2 million. Expect more companies to launch, and more product innovation in this market, in 2013.

Adoption of Software as a Service. HR software vendors have widely embraced the Software-as-a-Service (SaaS), or "Web-based," deployment method. SaaS applications are easily implemented and updated, and can be accessed by HR staff and employees from almost any device with an Internet connection. Although most SaaS applications allow for some level of customization, it is important to realize that customization options to support your company's unique needs can be somewhat limited.

Consumerization of HR Software Technology. A major shift in the development of enterprise software has been the emergence of consumer markets as a primary source of technology innovation--a trend called consumerization. From social media as a recruiting tool to mobile apps for managing HR on the go, consumer technologies are changing the way HR technology is being used. Vendors are beefing up collaborative capabilities in their systems and developing more intuitive user interfaces. When selecting the human resources system that's best for you, third-party reviews of product features are a great way to distinguish which vendors will deliver.

Students must be given exposure to some of the following HRM Software:

BambooHR, HRM Direct, iCIMS talent Platform, The resumator, Halogen Talent management Suite, The Applicant Manager, Kronos Work Force Ready, Cornerstone Growth Edition, Sage HRMS, SutiHVM, Ramco HCM on Cloud, PeopleWork's solutions, Resume Parser An Innovative HR Software

D. Operations Lab

Product Lifecycle Management

The goal of product lifecycle management (PLM) is to provide an infrastructure that companies can use to improve product quality. This is achieved by creating a centralized system to organize all data on all products, from initial conceptualization, to manufacturing, to sale and eventually to recycling.

For large companies with geographically dispersed teams, managing these processes and integrating data from throughout the supply chain is a complex strategy that requires software to help automate and connect disparate technology solutions. PLM software is the technology that ties these solutions together.

PLM software can be thought of as an application designed to help users track all information around product design, production and consumption. PLM software integrates all technology and systems throughout the product lifecycle, from design and simulation technology to procurement and manufacturing solutions.

The advantages to using PLM software can be distilled to three main benefits:

1. **Faster production.** Through the use of computer-aided design software, designs can be quickly and easily created, and at lower costs. Meanwhile, computer-aided manufacturing functionality can manage machining processes to create more products, quickly.
2. **More accurate production.** PLM software can reduce the chance products deviate from design specifications during machining. PLM software users can also simulate and test designs before production to ensure finished products will be reliable.
3. **More efficient production.** Users can communicate with coworkers throughout the organization and share designs, production forecasts and other data. The creation of definitive, automatic processes for product build, assembly and disassembly.

These benefits combined lead to more organized, profitable product development.

Supply Chain Management Software

Supply chain software refers to the range of tools that are designed to control business processes, execute value chain transactions and manage supplier relationships. While functionality in these systems varies tremendously, common features include purchase order fulfillment, shipping, inventory and warehouse management, and supplier sourcing.

Many supply chain management systems include forecasting, which helps companies manage the fluctuations in supply and demand by use complex algorithms and

consumption analysis to evaluate buyer histories. Supply chain optimization software can be an invaluable tool in maximizing production efficiency and planning for the future.

Supply Chain Management Application Categories

Supply Chain Planning	Planning systems are used to forecast customer demand and adjust the speed and flow of production accordingly. Simulated demand estimates are run using historical trend data <i>and</i> planned promotion schedules to determine how changes in market awareness will affect your organization's inventory requirements in the future. Example vendors include InStyle ERP, SCP 4.0, VISION SCM, and Clever.
Demand Planning	Demand planning software improves the accuracy of potential demand forecasts by reducing biases in the data and providing that data to your organization in real-time. Multi-dimensional forecasting allows users to view information through a variety of different filters--by market, time or customer--and run a series of "what if" simulations to project future demand. Example vendors include Microsoft Dynamics, Geneva BMS, Fishbowl Inventory and SAP.
Vendor Managed Inventory	Vendor managed inventory (VMI) systems give suppliers the ability to monitor and replenish the buyer's inventory themselves. Various communication options--such as XML, web portals and email--help multiple business partners increase visibility. Buyers can automate sold inventory reports, and suppliers respond with new shipment notifications and invoices. Example vendors include Datalliance VMI, RedPrairie, SAP and Aravo.
Supplier Management	Buyers use supplier relationship solutions to monitor the performance of their suppliers. Users can assess supplier risk through user-defined risk categories. Performance analyses utilize key performance indicators (KPI) and audit trails to monitor spend and supplier performance. The software also helps users keep track of their suppliers' regulatory compliance. Example vendors include R.Portal, Geneva BMS, Fishbowl Inventory and S2K.
Procurement	Procurement software carries out purchase orders and maintains the financial side of supplier/customer relationships. Purchasing terms are distributed electronically throughout the organization for instant approval, and expenses are logged for future reference in the next sourcing cycle. As the accounting segment of SCM systems, procurement also handles reporting and compliance issues. Example vendors include Coupa, SphereWMS, Microsoft Dynamics and WISE.
Strategic Sourcing	Sourcing software is used before the procurement process to establish cost-cutting goals and to pre-screen potential vendors. Spend analysis pinpoints unnecessary costly supplier relationships by comparing current spend to other market options. Buyers can

	submit e-RFx, electronic requests for x (quotes, proposals and other information), to potential vendors to gather data for making informed purchases. Example vendors include ShippersEdge, Aravo, Epicor and Lawson.
Warehouse Management	WMS systems monitor and control the movement of materials within the warehouse. Shipping and receiving events are controlled with advanced shipment notifications, and picking and put away are tracked using tools like auto ID data capture (AIDC) and radio-frequency identification (RFID). WMS software also assists with the design of warehouse infrastructure. Example vendors include SphereWMS, WISE, HighJump Warehouse Advantage, Manhattan Associates and RedPrairie.
Transportation Management	TMS software guides the movement of materials to and from the warehouse. Logistics software can suggest the most efficient delivery modalities (air, land, sea) and manages multiple delivery variations like heterogenous vehicle fleets and load splitting constraints. Deliveries are monitored using satcomm and other communication devices. Land-based fleets should review our trucking software guide for the top dispatch and routing systems. Example vendors include TMW, Retalix and FreightMaster.
Order Fulfillment	Order fulfillment software helps supply chain managers decrease lead times on production orders, resulting in smooth quote to cash processes. The system can determine whether build-to-order (BTO) or engineer-to-order (ETO) is the best solution for each product. After order completion, order fulfillment software keeps track of unpaid orders through revenue recognition processes. Example vendors include SphereWMS, ShippersEdge and ShipSoft.

Trends to Understand

- *Online purchases.* Over the last decade, online retail sales have exploded, and with them the need for effective warehousing, inventory and transportation control. Suppliers, more often than not, are taking a product from manufacturing not to a store, but to a warehouse where it is stored and ultimately sent directly to the consumer. Ensuring an effective inventory control path is absolutely critical throughout this process.
- *Software as a service (SaaS).* Cloud-based software – that is, software that's hosted by the vendor and accessed through a web browser rather than being installed on a local computer – has been adopted by most industries to a large extent. SCM technology has been a little slower to adopt this trend, with major players like Microsoft, Geneva Systems, WISE and Fishbowl yet to develop web-based systems. But as the technology improves, more and more supply chain management software providers will offer web-based applications, with its benefits of collaborative networks and online purchasing integration. Currently S2K and SAP are the biggest SaaS contenders.

- *Eco-friendly logistics.* With environmental consciousness at an all-time high, consumers are beginning to think about logistics when it comes to purchasing their products. This trend is most noticeable in the food industry, where grocery stores and restaurants are beginning to brand and market products under a banner of being “locally sourced.” As transportation from suppliers is the easiest place for a manufacturer to cut its carbon footprint, buyers may want to look out for a program’s ability to identify suppliers based on proximity or other green factors.
- *Improving business intelligence.* More and more companies want to know how their business spends money, so sophistication of planning, demand planning and strategic sourcing capabilities will only grow in an effort to meet the demand.
- *Increased demand for labor management.* Companies using SCM software to track their inventory are now turning their attention toward labor optimization and the ability to manage each worker more efficiently. These systems can create a list of tasks for a worker so he can complete multiple types of work in one trip.

Inventory Management Software

For any business that deals with large numbers of physical products, whether assembling them into their final form, transporting them from one location to another or selling them in a wholesale or retail environment, effectively controlling inventory is crucial to success.

In product-based industries it’s critical to maintain the right inventory levels. Ordering too much of a product leads to excess storage and/or overstock costs, while ordering too little (or the wrong) product can result in losing a sale, a customer or valuable production time.

Inventory management software is designed to optimize your processes for ordering, storing and tracking inventory, so these kinds of problems don’t happen. Depending on your industry, it allows you to instantly determine on-hand inventory balances, track raw materials and stocked items, sort different and similar products, record works in progress and finished products, manage lots and more.

Industries that commonly use inventory control software include retail, distribution, manufacturing and construction.

Application Categories

Product categorization	Many businesses need to track inventory for dozens or hundreds of very similar products, and need an easy way to, for example, distinguish between a hundred different types of screws, or identify whether your retail store carries this pair of jeans but in a different size or color. This is an essential function of an inventory systems for almost all users.
Sales/purchase	Though the details vary by industry, your inventory control system

orders	will have a way to track each product sale or order, wholesale purchase or build, or delivery, automatically adjusting the product quantity in the inventory.
Electronic scanning	A common way to track inventory, electronic identification is especially popular when large volumes of product are being moved. Many inventory systems have a barcode or radio frequency identification (RFID) functionality to quickly and efficiently scan items that are received, sold, transferred, etc.
Automatic ordering	More advanced systems like SAP, Oracle, and Microsoft Dynamics can be set up to automatically re-order a product when it gets below a certain quantity.
Dynamic product information	Knowing that a certain product requires a four-week lead time to re-order could be a saving grace. NetSuite, Fishbowl, Epicor, and other systems include this kind of information and provide alerts when they see that you may run out at current rates.

Market Trends You Should Understand

- *Advanced inventory controls.* New tools are being developed that allow vendors to be proactive about keeping items fully stocked. They use “advanced slotting analysis” to identify historical inventory information, picking trends and warehouse shelving layout information, ensuring that re-orders happen on time, that dangerous items are not stored near each other and more.
- *Changes in inventory tagging.* One-dimensional bar codes have been in use for decades, but recently new tracking technology has become more readily available and more cost effective for smaller businesses. This includes two-dimensional bar codes (which allow for much more information to be transmitted) and RFID tags.
- *Voice-picking and pick-to-light (PTL) technologies.* These emerging technologies are designed to bring eliminate the paperwork in inventory picking for the manufacturing and distribution industries. PTL uses light technology to indicate the location of the items to be picked, generating the pick list automatically, while voice-picking uses voice recognition software to allow the manager to create pick lists verbally. Cadence and Exacta are two products that offer this capability.
- *Online/offline integration.* With more and more small retailers building an online store in addition to a brick and mortar one, managing inventory control between these two sales channels presents a unique new challenge that many of them are ill-equipped to handle. This results in understocked items and loss of revenue. An RSR Research survey found that today’s most successful retailers manage their inventory as though the store is a distribution center, using their online inventory management system for all sales.

Project Management Software

Project management software describes a range of solutions that allow individuals and teams to track the progress of complex projects from their conception to their completion and/or launch.

Project management software is designed to track the development of projects that take weeks, months, or years to complete, providing project managers and other team members a single access point for all the relevant information on any given project. The best project management software on the market will include (but is not limited to):

- planning;
- budgeting;
- invoicing;
- managing inventory;
- assigning human resources;
- tasking assignments (including tracking their progress and closing them out once complete);
- file sharing;
- and, bug reports.

The primary goal is to increase company efficiency by making the entire project cycle visible to all team members. Each team member is given their own login, allowing them to customize their view, report progress on their own projects, and monitor the progress of others. Most employees find themselves to be more efficient in this environment, it allows people to identify problems before/as they arise, and it eliminates any question as to the current status of any outstanding tasks. It also provides a single access point for all company-related information, eliminating lost memoranda or documents.

Industries that commonly use project tracking software include construction, large-scale manufacturing (e.g., aerospace), software, high tech, research, and consulting/professional services. Help desk, quality control, and customer relationship management are additional uses for certain types of project manager software.

Application Categories

Project Planning and Tracking	Most systems allow the user to define the scope of the project, establish deadlines, and create, monitor, and close essential tasks and deliverables. More complex systems include stronger project planning software capabilities, described below.
Multi-user interface	Since the purpose is to allow multiple users to track their own and others' progress, a system will have logins for each user with personalized functionality, different types of permission settings, and ways to share and track relevant information between individuals.

Scheduling	Most systems include basic calendar functionality to allow users to schedule their projects out. More advanced industry-specific solutions build on this, providing specialized intelligent support based on the known phases associated with a typical project.
Document Management	Another capability common to almost all solutions, this feature allows users to store documents in a central location, share them with the relevant parties, and track changes and manage different versions of the documents.
Budgeting, Time and Expense Tracking	For many companies, particularly those tracking large one-off projects (e.g., construction, large manufacturing, or professional services), each project must be individually budgeted, with time and/or expenses tracked. These companies will likely want a solution that incorporates this functionality and ties it to the project, so bids, budgets, expenses, and revenues can all be directly connected to the project they're associated with.
Billing and Invoicing	The next level up from Budgeting and Expense Tracking, many products on the market also include full accounting functionality, allowing the user the simplicity of using a single system for all functions related to the management and accounting of the project.
Resource Allocation	When physical resources are required, this will include inventory management, but it also includes personnel management—in other words, identifying the physical and human resources that are available and required for a project, allowing the project manager to assign those resources appropriately.
Risk Management	Some of the more robust solutions provide the capability of identifying potential risks associated with projects or activities and raising flags to alert the relevant team members.
Customer Management	For companies that consider each sale its own project to be established, tracked, and closed, customer management can be a valuable addition to the standard capabilities. This moves into the realm of customer relationship management software, tracking leads and sales cycles and connecting them then to the product deliverables.

Market Trends to Understand

- *Cloud-based solutions.* With the growth of the Internet, more and more web based project management software companies are cropping up offering low-cost solutions based entirely in the cloud. These typically offer subscription-based pricing, rather than forcing companies to purchase, install, and maintain their own expensive solutions. This makes it available to businesses that otherwise never could have afforded it, including to self-employed individuals who need something more powerful than the basic tools they started with.

- *Mobile applications.* Many project managers perform their work in the field, which means that's where they need access to their software, rather than in the office. As a result, many companies have developed mobile apps to accommodate this growing trend. Make sure to take your mobile needs and the availability of a mobile app into consideration when evaluating different systems.

Students must be given exposure to some of the following Operations Software:

Forecasting software, PLM, Project management, Prima Vera, Microsoft Project, REPLICON, Mavenlink, Vorex, Bill Quick, Clarizen, At Task, Time Fox, Webtech, Net suite Open Air, SIMMS Inventory Management, Fish Bowl Inventory, ACCTivate! Inventory Management, Digital Red book, Irms/WM Warehouse Management System, Eazystock, Jada SCP 4.0, SAP Distribution, JDA Software, Snapfulfil, U Route, Enterprise WMS and Interchange EDI, eBid eXchange, 3PL Warehouse Manager by 3PL Central, S C expert, FlexRFP, Shippers Edge, E2 Shop System, Global Shop Solutions One-System ERP, Epicor Manufacturing, Infor SyteLine ERP, MIE Trak PRO, EnterpriseIQ, EVO~ERP, Infor VISUAL ERP, Sage ERP X3, E-views, big data analytics

E. Information Technology Lab

ERP, Business Intelligence / Data analytic software using SAS or R, E-views, big data analytics

M-401
Business Ethics & Corporate Governance (BE&CG)

Course/Paper : M-401	MBA Semester-IV
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 28	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objective

- This course has been designed to create a mindset of value system among the students who are the future managers.
- The course aims to sensitize the students on ethical standards.
- The students will also be exposed to ethical problems and issues in various situations.

Section-A

Module	Course Description	Contact Hours
Module 1	Business Ethics: Meaning, Ethical Principles, Classification of Ethics-Descriptive, Analytic, Normative, Scope and Purpose of Ethics, Business Ethics and Management, Business Ethics and Moral Obligations, Importance of Ethics & Moral Standards.	4
Module II	Gandhian approach in Management & Trusteeship: Introduction to the Concept of Satya and Ahinsa, The Uniqueness of Gandhiji's Interpretation of Satya and Ahinsa, , Gandhian Trusteeship as an Instrument of Human Dignity, Relevance of Trusteeship Principle in Modern Business.	4
Module III	Ethical Issues: Ethics in Management, Marketing, Advertisements, Finance, Investments, Technology; Secular versus Spiritual Values in Management; Work ethics: concept of <i>Swadharma</i> .	3
Module IV	Indian Values- Relevance of values, Values at the Indian Work Place, Indian Perspective of Values for Managers, Universality of Values, Secular Values and Rationality.	3
Module V	Corporate Social Responsibility and Corporate Governance: Nature, Scope & Importance of Corporate Social Responsibility for Business, Meaning and Definition of Corporate Governance, Need for Corporate Governance, Excellence Through Corporate Governance.	4
Module VI	Indian Ethos: Relevance of Indian Ethos, Salient features of Indian Ethos, Evolution of Indian Management Thought, Difference between Western Management Thought and Indian Management Thought.	3
Module VII	Relevance of Bhagvad Gita: An Overview of Bhagvad Gita, Selective Extracts from Gita Relevant for Modern Day Managers, Modern Management Concept- A Relook from Gita's Point of View.	3
Module VIII	Ethical Decision Making: Theory of Guna Dynamics, The Doctrine of Karma, The Theory of Sanskaras, Ethical Elements of Group Decision Making, Ethics and the Indian Manager, Rational Brain vs Holistic Spiritual Brain.	4

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- To study values/ CSR Initiatives of any two companies representing two different sectors. Students are required to give presentations on the same.
- Students to study Bhagvad Gita and extract out management concepts relevant in today's times.
- Students to study an Indian Company and an MNC and compare their Corporate Social Responsibility initiatives.
- The students may be given a term paper either individually or in group of 2 to 3 students on topic like:
 1. Important tenets of Vedant and their implication for social and spiritual implications.
 2. Significance of Values contained in Scriptures like Ramayana, Mahabharat, Bible, Quran, etc., for Social and Spiritual Welfare.
 3. Important Values subscribed by great Leaders like, Shivaji, Maharana Pratap, Mahatma Gandhi, Vivekanand, etc., and their significance in guiding Human Behaviour.
 4. Relevant values as practiced by corporate leaders like Lala Shree Ram, Seth Jamnalalji Bajaj, Sir Jamshetji Tata, and their role in empire building.
 5. Relevant Values of present Business Leaders like, Azim Premji, Narayanmurthy, Rahul Bajaj, Ratan Tata, Kumar Mangalam Birla, Mukesh Ambani, Anil Ambani and their role models of corporate governance
 6. The students may also be asked to conduct the survey of 3 to 4 organizations to study the Ethical practices pursued by them and the way Ethical Dilemmas ,if any, are resolved and also the system of corporate governance in those organizations

Recommended Books (Use latest edition)

Texts Book:

- V. Balachandran, V. Chandrasekaran, Corporate Governance, Ethics and social responsibility, PHI Learning Pvt. Ltd. 2011 or Latest
- Manuel G. Velasquez, Business Ethics concept and cases, PHI Learning Pvt. Ltd. 2012
- S K Mandal, Ethics in Business and Corporate Governance, Tata McGraw Hill, 2011 or Latest
- S K Chakraborty, Quality of worklife, Tata McGraw Hill

Suggested readings:

- Kesho Prasad, Corporate Governance, PHI Learning Pvt. Ltd. 2011
- U.C Mathur, Corporate Governance and business ethics MacMillan, 2009
- Keshav Prasad, Corporate Governance, Prentice Hall Learning, 2009
- Balachandran & Chandrasekaran, Corporate Governance & Social Responsibility, Printice Hall Learning, 2009
- Prof. P. S. Bajaj & Dr. Raj. Agarwal, Business Ethics: An Indian Perspectives, Wiley India Editor, 2010
- Roverta G. Monks, Nill Minow, Corporate Governance, Wiley India Editor, 2010
- Frederickson & Ghare, Ethics in Public Management, Prentice Hall Learning, 2007
- Das, Corporate Governance in India, Prentice Hall Learning, 2009

List of Journals/Periodicals/Magazines/Newspapers, etc.

- Journal of Business Ethics
- IVEY Business Journal
- Vikalpa – A Journal for Decision Makers
- *IIMB Management Review (IMR)*

- Corporate Governance and Business Ethics, Springer
- SANKALPA: Journal of Management and Research (ISSN: 2231-1904), Volume 1, Issue 1 January 2011, Volume 1, Issue 2 July 2011, Special Issue September 2011, and Volume 2, Issue 1 January 2012, published by C K Shah Vijaypurwala Institute of Management, Vadodara
- Journal of Human Values published by Indian Institute of Management, Kolkata.
- IBA Journal of Management & Leadership published by Indus Business Academy, Bangalore.
- Kalyan Kalpataru published by Geeta Press Gorakhpur.

M-402
Project Management

Course/Paper : M-402	MBA Semester-IV
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objective

- Explore students to all aspects of Project Management covering project identification formulation, planning, scheduling & control
- Enable students to acquire concepts, tools & techniques of project management
- Inculcate in the students the expertise required for formulating project ideas and projecting cash flows as well as evaluation of project proposals.

Section-A

Module	Course Description	Contact Hours
Module 1	Introduction to Project Management Project management: concepts & types of projects, project organizations; Project management knowledge area. Project life cycle	4
Module II	Project appraisal Concept, Types of appraisal: Technical, Economic, Financial, Social appraisal of the Industrial Projects, Numerical on Economic, financial appraisals	6
Module III	Project scope management and break down structure Project scope, creating work break down structure (WBS); responsibility matrix , Activity relationship, Sequencing, activity duration, schedule development, Resource estimation , allocation & Leveling.	6
Module IV	Project networking Project networking, Networking techniques, critical path methods, network analysis, Network cost models -Crashing	5
Module V	Project procurement and contract administration Types of project procurement; Project procurement planning, source selection, project purchase contracts ; BOQ and SOQ preparation, Work contracts awards	5
Module VI	Project Quality Management Definition of -Project quality planning, quality assurance and quality control, Tools and techniques for project Quality planning, quality assurance and quality	5
Module VII	Project Risk management Project Risk Management: risk identification, risk quantification Measuring risk; Contingency planning; scheduling resources; reducing project duration;	5

Module VIII	Project Performance analysis and closure Project performance evaluation: Concept of earned value , Schedule & cost Variance S' curves for project completion and cost comparison; <u>Materials reconciliation</u> ; Materials take out and balance returns; <u>Documentation completion</u> ; documentation index ; As built preparation : as built submission; equipment drawing submission; <u>Financial transactions completion</u> ; final bills submission ; bills clearance <u>Site clearance</u> ; Punch list preparation and clear ,project handing over to stake holders (internal or external); project final closure:	6
--------------------	---	----------

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

Case study related to project formulation & execution of chemical / petrochemical / automobile / building construction and / or event management

- Example /case for project responsibility matrix
- Example / case for project appraisal
- Example / case for scope management
- Example / case for project Networking
- Example / case for project quality management
- Example / case for project risk management
- Example /case for project performance and closure
- Assigning specific situations to the students for developing a project plan and presenting the same in the class.
- Feasibility analysis of a live project to be undertaken by the students.
- Students to visit any two financial institutions and study the project appraisal criteria adopted by them.

Text Book(s) :

- Project Management (Step by Step) – Larry Richman –PHI
- Project Management – Clifford F Gray , Erik W Larson- Mc Grawhill
- Project management (core text book) – Samuel J. Mantel, Scott M. shafer
- Project management & control –Singh & Narendra
- Pert & CPM – Dr BC Punmia, KK Khendelwal- Laxmi publication

Reference Books

- Project management – Desai, Vasant
- Project Management – K P Sharma- National publishing house- Dehli
- Project Management – M R Agrawal
- Fundamentals of Project Management - James P Lewis, Heritage Publishers, 2010.
- M S Project 2010 Bible – Elaine Marmel- Willy publication
- MS project 2010 - by CAD Desk
- Prasanna Chandra, Projects: Planning, Analysis, Financing, Implementation & Review, Tata

Mc-Graw Hill, 2002

- John M. Nicholas, Project Management for Business, Engineering and Technology, Elsevier publications, 2008.
- Goel B.S., Production and Operations Management, Pragati Prakashan, Merrut, 21 Edition, 2009

List of Journals/Periodicals/Magazines/Newspapers, etc.

Project Management Journals and Articles published in India and internationally such as International Journal of Project Management Association, Project Management Journal, Journal of Organizational Change Management, Project Manager Today Periodical, Journal of Productivity Analysis and use of Software like M.S. Project, SAP, etc. is encouraged.

M-403
Business Laws

Course/Paper : M-403	MBA Semester-IV
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objective

- To provide with practical legal knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders.
- To understand fundamental legal issues pertaining to business world to enhance ability to lead and delegate.

Section-A

Module	Course Description	Contact Hours
Module 1	Contract Act, 1872: Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Capacity of Parties and Consideration, Free consent, Legality of object, Discharge of a Contract, Remedies for breach of contract and Quasi contract, Indemnity and Guarantee, Bailment and Pledge, Contract of Agency.	6 Hours
Module II	Partnership Act, 1932: Partnership and its essentials, Rights and Duties of Partners, Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, and Dissolution of firms.	5 Hours
Module III	Sales of Goods Act, 1930: Essentials of valid sales, Conditions and Warranties, Transfer of Property, Rights of Unpaid Seller, Performance of Contract of sale.	5 Hours
Module IV	Negotiable Instrument Act, 1881: Kinds of negotiable instruments, Promissory Note, Bill of Exchange, Cheques, Crossed Cheques, Penalties in case of dishonour of Cheques.	6 Hours
Module V	The Companies Act, 2013 – Formation of Company Company, Kinds of companies. Incorporation of a company, Memorandum and Articles of Association. The Companies Act, 2013 – Functioning of Company: Prospectus – Contents, Abridged Prospectus & Red-Herring Prospectus. Directors: Appointment, Removal, Power & Duties, Meetings, Winding up.	5 Hours
Module VI	Consumer Protection Act, 1986: Basic concepts, Rights of Consumers, Redressal Machinery under the act, Procedure for complaints under the act, Relief available to consumers.	5 Hours
Module VII	The Information Technology Act, 2000 : Definitions, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and adjudication, Offences.	5 Hours
Module VIII	Environmental protection act, carbon credit, prevention and waste management	5 Hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Students to collect prospectus, memorandum of association and articles of association of any two companies and present them in the class.
- Preparing a partnership deed for a hypothetical firm.
- Students to collect information about different documents necessary to be submitted for obtaining the digital signature certificate and present them in the class.
- Students should select real life cases from Government and/or Corporate world, study the same and make public presentation in the class.
- It is requested that students are taught to understand and appreciate the applications of various business laws in various managerial functions. This may be ensured by asking them to study and prepare assignments on different business laws as applicable to their functions.

Recommended Books

Text Books:

- S.S. Gulshan & G.K.Kapoor, Business Laws, New Age International, New Delhi, 2008.
- B.S. Moshal, Mercantile Law, Ane's Books Pvt. Ltd., New Delhi, 2010.

Suggested Readings:

- Kapoor G.K., Corporate Laws, Taxmann Publications, 2013.
- Majumdar A.K. and Dr. Kapoor G.K., Company Law & Practice, Taxmann Publications Pvt. Ltd., New Delhi.
- K. R. Bulchandani, Business Law, Himalaya Publishing house, 2009.
- G. Prasad, Business and Corporate Law, Jai Bharat Publishers, 2007.
- The Institute of Company Secretaries of India, A Comparative Study of Companies Act 2013 and Companies Act 1956, Taxmann Publications, 2013.
- Corporate Laws 2013, Lexis-Nexis (2013).

List of Journals/Periodicals/Magazines/Newspapers, etc.

National Law Journal, Company Law Journal, Company Cases – The Corporate Law Weekly, Corporate Law Cases – A Journal of All Indian Reporter, International Journal of Information Processing, Business Standard, Indian Express, Times of India, Business World, Business India.

M-404
PROJECT WORK

Course/Paper : M-404	MBA Semester-IV
No. of Laboratory Hrs/week: 03	Internal Marks: 120
Total No of Laboratory Hrs: 42	External Marks: 80
No. of Tutorial Hrs/week: 00	Exam Time: 3 Hrs

Paper M-404 is a paper on Project Work. The project is real life short term corporate study.

The candidate will be allotted the project by the faculty of the institute in consultation with the director/principal of the institute.

The problem identified during summer training can be carried over to fourth semester in Project Study.

The report will contain the objectives and scope of the study. Research methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography.

A certificate of the Supervisor of the project certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of the MBA program.

There will be external examiner to be selected by the Director/Principal of the institute from the panel of examiners, proposed by BOS and approved by Dean, Faculty of Management Studies (FOMS). The concerned institute will bear the traveling, remuneration, DA and other incidental expenditure of external examiner with recourse to RTU.

There shall be regular internal assessment and a time line to be followed according to the guidelines for project work. The guidelines for project work to be issued separately.

Extra 10 days for Project work will be given to the students after their last working day.

The guidelines for Project Work (M-404) during Fourth Semester MBA

INTRODUCTION:

Project work is an integral part of the academic curriculum of RTU MBA. It is an initiative to bridge the gap between knowledge and its application through a series

of interventions that will enable students of RTU MBA program to gain insights and exposure to the industry.

The Project Work has been positioned during fourth semester of the MBA program as it serves the twin purposes of providing critical business insights to students as well providing industry with graduates of a high caliber who are ready to get ahead in the world from day one.

OBJECTIVES:

- The objectives of conducting Project Work during 4th semester of MBA program are:
- To provide an opportunity for students to apply theoretical concepts in real life situations at the work place;
- To sensitize students to the nuances of corporate culture and familiarize them with the corporate code of behaviour;

General Guidelines:

A. Nature of Project Work: The student will have to identify a Project Work in a business enterprise that matches the student's area of specialization. Project Work is a combination of In-plant study and a research project. Students are expected to study the functioning of an organization, identify a problem area and provide suggestions to overcome the problems.

B. Duration of Project Work: The Project Work shall be done in fourth semester. Students are expected to take up work such as identifying the organization, finalization of topic and review of literature during the fourth semester and start the Project Work immediately after this.

C. Guide: Internal guide of the Project Work is a full time faculty member working in management department of respective institution with minimum of three years of experience. External guide is from the business organization where the student is carrying out his/her Project Work. Maximum of ten students can work under an internal guide. Internal guide is expected to be in continuous interaction with external guide during the course of the Internship.

D. No two students of an institute shall work on the same problem in the same organization.

E. Schedule to be followed before commencement of Internship

Activity	Time-line	Remarks
Identifying the Organization and Problem Identification	1 st week of 4 th semester.	Student individually identifies an organization and identifies problem for his / her study, according to his / her interest
Problem Statement	2 nd week of	His / her interests are discussed with

	4 th semester.	selected guides
Research design	3 rd week of 4 th semester.	Discussion with internal guide to decide on suitable design for the research
Synopsis preparation	4 th week of 4 th semester.	Preparation of synopsis* incorporating the Objectives
Presentation of synopsis	5 th week of 4 th semester.	The student will present Synopsis with the detailed execution plan to the internship committee** who will review and may (a) approve, (b) approve with modification or (c) Reject for fresh synopsis.
Approval status	6 th week of 4 th semester.	The approval status is submitted to HOD who will officially give concurrence for execution of the internship

***Synopsis: It is a 3 page document / hard copy to be submitted to the HOD with the signatures of Guide and the Student.**

Page1	Title, contact addresses of student - with details of internal & External Guide
Page 2	Short Introduction with objectives and summary (300 words), Review of articles/literature about the topic with source of information.
Page 3	Time-Activity Chart

****Composition of the Internship committee**

1. Director/HOD
2. Domain expert from the department
3. Internal Guide

F. Schedule to be followed during Internship

Activity	Time-line	Remarks
Understanding structure, culture and functioning of the organisation.	7 th and 8 th week of 4 th semester.	Student should understand products/services and problems of the Organization.
Preparation of research instrument for data collection	9 th and 10 th week of 4 th semester.	Discussion with the guide for finalization of research instrument in his/her domain and present the same to the guide. (First presentation)
Data collection	11 th and 12 th	Data collected to be edited, coded,

	week of 4 th semester.	tabulated and presented to the guide for suggestions for analysis. (Second presentation)
Analysis and finalization of report Submission of report	13 th and 14 th week of 4 th semester. .	Students must use appropriate and latest statistical tools and techniques for analyzing the data (It is must to use latest statistical packages whose results should be shown in the report) (Third presentation) Final report should be submitted to the university before one week of the commencement of theory examination.

G. Evaluation:

Internal Evaluation: Internal evaluation will be done by the internal guide.

Viva-voce / Presentation: A viva-voce examination will be conducted at the respective institution where student is expected to give a presentation of his/her work. The viva-voce examination will be conducted by the respective HOD / Sr. Professor of the department and an expert drawn from RTU institutions with minimum of 10 years of experience as appointed by the University.

Project work carries 200 marks consisting of 120 marks for internal evaluation by the internal guide, 80 marks for external evaluation through viva-voce examination

Format of the Project Work report: The Project Work report shall be prepared using word processor Viz., MS word, using Times New Roman font sized 12, on a page layout of A4 size with 1" margin on all sides and 1.5 line spacing. The Project Work report shall not exceed 40 pages.

H. Submission of report:

Students should submit the Project Work report in Hard copy and electronic data form also in PDF file (Un-editable format) to the Institute one week before the commencement of the examination.

I. Publication of research findings:

Students are expected to present their research findings in seminars / conferences / technical fests or publish their research work in journals in association with their

internal guide. Appropriate weightage should be given to this in the internal evaluation of the project report.

Contents of the Project Report

Cover page

A certificate from the Organization (Scanned copy of the certificate)

A certificate from the guide, HOD and Head of the Institution (Scanned copy of the certificate) indicating the bonafide performance of Internship by the student.

Declaration (Scanned copy of the declaration) – An undertaking by the student to the effect that the work is independently carried out by him/her.

Acknowledgement

Table of contents

List of Tables and Graphs

Executive summary

Chapter 1 Introduction: Introduction about the Internship, Topic chosen for study, Need for the study, Objectives of the study, Scope of the study, Methodology adopted, Literature review and Limitations of the study

Chapter 2: Industry profile and company profile: (Promoters, Vision, Mission & Quality Policy, Products / Services profile, Areas of Operation, Infrastructure facilities, Competitors' information, SWOT analysis, Future growth and prospects and Financial Statement

Chapter 3: Theoretical background of the study – elaborative information on the subject chosen for better understanding and usage in the analysis.

Chapter 4: Analysis and interpretation of the data Collected with relevant tables and graphs. Results obtained by using statistical tools must be included.

Chapter 5: Summary of Findings, Conclusion and Suggestions / recommendations.

Bibliography

Annexure relevant to the project such as figures, graphs, photographs etc.

Marks allocation for IV Semester Project Work report (M-404) Evaluation by Internal Guide

SI No	Aspects	Marks
1	First presentation	20
2	Second presentation	20
3	Third presentation	20
4	Introduction and Methodology	10
5	Industry and Company profile	10
6	Theoretical Background of the Study	10
7	Data Analysis and interpretation	20
8	suggestions and Conclusion	20
	Total	120

Viva-voce conducted by HOD and an expert drawn from RTU institutions

SI No	Aspects	Marks
-------	---------	-------

1	Presentation Skills	10
2	Communication Skills	10
3	Subject Knowledge	15
4	Objective of the study/Methodology	15
5	Analysis using Statistical tools and Statistical Packages	15
6	Findings and appropriate suggestions	15
	Total	80

Formats for Project Report and Evaluation

- Format of Cover Page
- Format of certificate by College/Institution
- Format of Declaration Page
- Format of Contents
- Format of List of Tables and Charts
- Format of Bibliography
- Format for Internal Evaluation, External Evaluation and Viva voce

Project Work report on
(Title of the Report)

BY

(Student Name)

(Roll No)

Submitted to

RAJASTHAN TECHNICAL UNIVERSITY

In partial fulfilment of the requirements for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

INTERNAL GUIDE
(Name)
(Designation)

EXTERNAL GUIDE
(Name)
(Designation)

(Institute Logo)

Department of MBA
(Institute name with Address)
(Batch)

CERTIFICATE

This is to certify that **(Name of the Student)** bearing Roll No (xxxx), is a bonafide student of Master of Business Administration course of the Institute (Batch), affiliated to Rajasthan Technical University, Kota.

Project Work report on **“(Title of Report)”** is prepared by him/her under the guidance of **(Name of the Guide)**, in partial fulfillment of the requirements for the award of the degree of Master of Business Administration of Rajasthan Technical University, Kota, Rajasthan.

Signature of Internal Guide

Signature of HOD

Signature of Principal

DECLARATION

I, **(Student Name)** , hereby declare that the Project Work report entitled "(Title) "with reference to "(Organization with place)" prepared by me under the guidance of (Guide Name) , faculty of M.B.A Department, (Institute name) and external assistance by **(External Guide Name, Designation and Organization)**.

I also declare that this Project work is towards the partial fulfillment of the university regulations for the award of degree of Master of Business Administration by Rajasthan Technical University, Kota.

I further declare that this project is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University/Institution.

Place:

Signature of the student

Date:

This shall be the sequence of various pages in the report

- Title
- Certificate
- Abstract
- Acknowledgements
- Table of Contents
 - Executive Summary
 - Definitions and Notations
 - List of Tables
 - List of Figures and Charts
 - Chapter 1 Introduction
 - Chapter 2
 - ..
 - Chapter 7 Conclusions and Directions for further work
 - Bibliography
 - Annexure

TABLE OF CONTENTS

Executive Summary	
Definitions and Notations	
List of Tables	
List of Figures and Charts	
Chapter 1. Introduction.....	(Page Number)
Chapter 2. Industry and Company profile.....	(Page Number)
Chapter 3. Theoretical Background of the Study	(Page Number)
Chapter 4. Data Analysis and interpretation.....	(Page Number)
Chapter 5. Summary of Results and Findings	(Page Number)
Chapter 6. Suggestions	(Page Number)
Chapter 7. Conclusions and Directions for further work.....	(Page Number)
Bibliography	
Annexure	

LIST OF TABLES

Table No	Particulars	Page Numbers
Table 4.1	Table showing ABC Analysis	
Table 4.2	Table showing FSN Analysis	
Table 4.3	Table showing EOQ	
Table 4.4	Table showing Stock of Raw Materials	

LIST OF FIGURES AND CHARTS

Chart No	Particulars	Page Numbers
Chart 4.1 Or Figure 4.1	Graph showing ABC Analysis	
Chart 4.2	Graph showing FSN Analysis	
Chart 4.3	Graph showing EOQ	
Chart 4.4	Graph showing Stock of Raw Materials	
Chart 4.5	Graph showing Raw Materials Turn Over Ratio	

BIBLIOGRAPHY

BOOKS:

1. Name of the Author, Title of the Book, Name of the Publisher, Edition, year of Publication.

ARTICLES:

1. Name of the Author, Title of the article, Name of the Journal, Volume Number, Issue Number, Year, Page Number (pp)

WEBLIOGRAPHY

2. Name of the Author, Title of the article, retrieved on mm/dd/yy, from URL

The report must not be more than 40 pages.

Group A [FINANCE]

III Semester Electives	
M-310	Security Analysis & Portfolio Management
M-311	International Financial Management
M-312	Management of Financial Services
M-313	Corporate Taxation
M-314	Project Planning and Control
M-315	Mergers and Acquisitions
M-316	Econometrics for Finance
IV Semester Electives	
M-410	Financial Derivatives
M-411	Banking & Insurance
M-412	Treasury and Credit Risk Management
M-413	Global and Capital Market

M-310
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course/Paper : M-310	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week: 01	Exam Time: 3 Hrs

Objectives: The focus of Security Analysis is on how others analyze your company's securities on their own. Whereas, that of Portfolio Management is on how investors analyze your company's securities in comparison with other's on the security market. The course is designed with a view: To acquaint the students with the working of security market and principles of security analysis; and 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.

Section-A

Module	Course Description	Contact Hours
Module 1	Overview of Securities market: Concept of Savings and Investments, security, stock market in India-primary and secondary market trends.	5
Module II	Regulatory Mechanism: SEBI, RBI, DCA, BFS. Terminology, trading mechanism; Investor Protection. Investment alternatives.	6
Module III	Concept of Portfolio: Primary market, secondary market and its operations, NSE, BSE, trading and settlement, Indices.	5
Module IV	Risk & Return: Concept of risk and return, sources, types and measurement.	5
Module V	Security Analysis: Equity and bond, valuation, fundamental analysis, technical analysis.	5
Module VI	Portfolio theory: Portfolio return, portfolio risk, portfolio diversification, single index model. CAPM, APT. Recent trends in Portfolio Management.	6
Module VII	Portfolio Management: Specification of investment objectives, Selection of Asset mix,	5
Module VIII	Formulation of portfolio strategy, selection of securities, portfolio execution, revision and performance evaluation.	5

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Valuation of shares, debentures and bonds.
- Problems relating to primary market (new issues).
- Computation of risk and return.
- Stock market indices.
- Options and futures, Forward & futures
- Indian capital markets reforms.
- Index construction methods.
- EIC analysis of any selected company.
- Selected tools of technical analysis.
- Use of Discounted Cash Flow technique for selection of stocks.
- Brief about Forward, Futures & Options.
- Application of CAPM theory.
- Creating a portfolio using Sharpe Portfolio Selection.
- Portfolio evaluation Mutual Fund Schemes. . . . etc

Text Book(s)

1. Reilly / Brown, Investment Analysis and Behaviour, TMH Latest Edition
2. ZviBodie, Alex Kane, Alan Marcus and Pitabas Mohanty, Investments
Tata McGraw Hill Latest Edition
3. Prasanna Chandra Investment Analysis And Portfolio Management,
Tata McGraw Hill Latest Edition

Reference Books

1. Avadhani, V.A., Investment and security Markets in India, Himalaya
Publishing House
2. Kevin, S., Security Analysis and portfolio Management, PHI Learning
3. Fischer and Jordon, Security analysis and Portfolio Management,
Pearson Latest Edition
4. Gordon Alexander, William Sharpe and Jeffery Bailey Fundamental of
Investments Pearson Latest Edition
5. P. Pandian Security analysis and Portfolio Management, Vikas
Publishing, House Latest Edition

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Security Analysis and Portfolio Management.

M-311
International Financial Management

Course/Paper : M-311	MBA Semester-III
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives

- To introduce the Students with the international financial environment and its implications in a globalised world.
- To Understand & analyze the recent developments and trends in global financial markets and global foreign exchange Marking
- To grasp and evaluate the international momentary system especially the IMF
- To know the foreign exchange rate mechanism.

Section-A

Module	Course Description	Contact Hours
Module 1	Introduction to International Financial Management Concept, Theories, contents. Recent trends and challenges in international Finance.	5 Hours
Module II	International Monetary System: Concept, Evolution of International Monetary System, different exchange rate regimes. International monetary Fund and risk. Exchange rate mechanism.	2 Hours
Module III	International investment strategies: FDI and portfolio investment. International Financing sources and cost of foreign Borrowings. Cross currency management.	6 Hours
Module IV	Balance of payments: Concept, items, types of transactions, types of accounts and significance of BOPs: Disequilibrium in BOPs: its types, current account deficit and its implications. Remedial measures for correcting disequilibrium in BOPs	6 Hours
Module V	International Payments Gateway Exchange Risk Management – hedging	6 Hours
Module VI	Foreign Exchange Rate: Meaning, types and determinants of foreign exchange rate, Spot market and Forward Market. The Real Exchange Rate, Real Effective Exchange Rate (REER) Cross Rates. Foreign Exchange Rate Forecasting currency derivate.	6 Hours
Module VII	Exchange Rate Determination The Purchasing Power parity (PPP) Theory, The absolute form and the relative form, Interest Rate parity Theory.	6 Hours

	The Balance of Payments Theory.	
Module VIII	Global Financial Markets: Recent developments and challenges. Global foreign Exchange Markets: characteristics & recent trends	5 Hours

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

Students should study the documentation in international finance (For example, How the application for letter of credit is made, How the forward contracts are entered into), prepare a report and submit it to concerned faculty).

Students should take any multinational company and study its cash / credit / loan / working capital management system and give a Public Presentation.

Students should take up one country such as India and look up its BOPs, Foreign Exchange Rates, Theories of Exchange Rate Determination, Management of Foreign Exchange Exposure, Exchange Rate Forecasting.

Text Book(s)

1. V. V. Sharan, International Financial Management, PHI - EEE Latest Edition
2. Eun & Resnick, International Financial Management Tata McGraw Hill Latest Edition
3. Alan Sharpio, Multinational Financial Management John Wiley Publication Latest Edition

Reference Books

1. Siddaiah, Thummluri, International Financial Management, Pearson.
2. Avadhani , V. A., International Financial Management, Himalaya Publishing House
3. Sinha P. K. and Sinha Sanchari: International Business Management. Excel Books
4. Aptey, International Financial Management, Tata McGraw Hill Publishing Company Ltd.
5. Chrunilam, Francis, International Economics ,Tata McGraw Hill Publishing Company Ltd.
6. Eitemen , Stonhill and Moffett, Multinational Business Finances, Pearson
7. C. Jeevanandan, Foreign Exchange & Risk Management, Sultan Chand Latest Edition
8. Siddieh, International Financial Management PHI Latest Edition
9. P. G. Apte International Financial Management PHI Latest Edition

10. O. P. Agrawal International Financial Management Himalaya Latest Edition
11. E. Clark International Financial Management Cengage Latest Edition
12. MadhuVij International Financial Management Excel Books Latest Edition
13. J. Madura International Financial Management South Western Publication Latest Edition

List of Journals/Periodicals/Magazines/Newspapers, etc.

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

Journal of Finance , Monetary Economics – ICFAI Journal, Money & Finance (ICRA Bulletin), Public Finance, Treasury Management – ICFAI Magazine, Business Standard, The Economic Times, Financial Express, CFA Reader, Business Today, Business India, Business World, Finance India

M-312
Management of Financial Services

Course/Paper : M-312	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives

The objective of this subject is to focus on research, Strategy and application specific to decision making in the highly competitive rapidly growing service sector.

Section-A

Module	Course Description	Contact Hours
Module 1	Management of Financial services: Concepts, Evolution and Objectives Financial system: Content, Feature and Trends. Structure of Indian Financial System: An overview.	6 Hours
Module II	Banking Services: commercial. Development, Investment and International banking – issues, trends and challenges.	5 Hours
Module III	Central banking (Regulator): issues and challenges. Reserve Bank of India: Traditional and promotional functions and its role in bank management & regulation.	5 Hours
Module IV	New instruments of money market: call money, Treasury Bills (TB), Commercial paper (CP), Certificates of deposits (CD), Participation certificates (PC), Repo Transactions.	6 Hours
Module V	Merchant Banking: Nature functions, scope & regulation. An overview of current merchant Banking. Micro finance – product & process innovation.	5 Hours
Module VI	Lease financing and hire Purchase – Industry, Size and scope, evaluation of lease transaction.	5 Hours
Module VII	Factoring , forfeiting, Discounting, Real estate financing, consumer credit and plastic money – concept, working and Uses.	5 Hours
Module VIII	Insurance and mutual finest: concept, issues and challenges. Role of IRDA and AMF.	5 Hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Study of any merchant banker in appraisal of projects, designing capital structure and instruments.
- Study of financial evaluation of any mutual fund.
- Study of fund raising by any real Estate company.
- Prepare a Financial Plan for a Person / Manager / Entrepreneur / Director / CEO of a Company / Bank / Insurance Agent, considering his / her current expense level, future needs of family, retirement age and contingency funds.
- Students can study the procedure for opening a Savings account and a Current Account.
- Students can understand the criteria to be noted to Identify a true currency note.
- How to write and present a cheque
- Students can study the Procedure to open a Demat account and an Online Trading Account.
- Students can study the Calculation of EMI.
- Students can study functioning of net Banking
- Students can study the Credit card and debit card procedure and account statements.

Text Book(s)

1. Gordon & Natarajan, Financial Markets and Services, 7/e, Himalaya publishing, 2011.
2. Khan M.Y, Financial services, 6/e, McGraw Hill, 2011.
3. Shekar & Shekar, Banking Theory and Practice, Vikas, 20/e, 2011.
4. Vij & Dhavan, Merchant Banking & Financial services, 1/e, McGraw Hill, 2011.
5. Machiraju, Indian Financial System, 4/e, Vikas, 2010.
6. Shanmugam, Financial Services, Wiley India, 2011.
7. Agrawal, O.P., Management of Financial services, Himalaya Publishing House.
8. Tripathy, Naline Prava, Financial Services, PHI Learning.
9. Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India.

Reference Books

1. Clifford Gomez, Banking and Finance, Theory and Practice, 1/e, PHI, 2011.
2. Bank Financial Management-Indian Institute of Banking and Finance, 1/e, Macmillan, 2010.
3. Padmalatha & Justin Paul, Management of Banking and financial services, 2/e, Pearson, 2010.
4. Pathak, Indian Financial System, Pearson Education, 3/e, 2011.
5. Machiraju H. R, Merchant Banking: Principles and Practice, New Age International.
6. Khan M. Y, Indian Financial System, 7/e, TMH, 2011.
7. Gordon & Natarajan, Banking Theory, Law and Practice –, 22/e, Himalaya, 2011.

List of Journals/Periodicals/Magazines/Newspapers, etc.

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

Business Standard

The Economic Times

The Chartered Accountant

The Chartered Secretary

Financial Express

Chartered Financial Analyst

Business World

Business Today

M-313
Corporate Taxation

Course/Paper : M-313	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week: 01	Exam Time: 3 Hrs

Objectives

To enable students:

- understand the various direct and indirect taxes and their implications.
- plan and compute the direct and indirect taxes.

Section-A

Module	Course Description	Contact Hours
Module 1	Introduction to Direct Taxes: Income tax, Exempted income. Head of income, Salary, House property, Business & profession, capital gain & other sources.	6 Hours
Module II	Set-off and carry forward of losses. Deductions from gross total income. Calculation of total income and tax for individual (Salary only). Assessment procedure, Advance taxes and T. D. S. Introduction to proposed Direct Tax Code.	5 Hours
Module III	Introduction to Indirect taxes: Central sales taxes, service tax, Excise duty and CENVAT. VAT– Introduction	5 Hours
Module IV	Tax planning: Concept, Nature, scope and significance. Problems of tax planning. Organizational problems of tax Management. Tax- evasion and tax avoidance. Tax- Consideration in specific managerial decisions.	5 Hours
Module V	Corporate income Tax: Tax Concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses and unabsorbed items; Carry forward and set-off of losses.	5 Hours
Module VI	Computation of tax on companies. Tax and business reorganization: Merger and amalgamation, Tax planning regarding employees' remuneration, Tax appeals, revision and review.	5 Hours
Module VII	Wealth Tax: Charge & scope of wealth tax, Deemed assets, exempted assets, Valuation of assets. Computation of net wealth and wealth tax. Collection, recovery and refund, penalty, Appeal & revision.	6 Hours
Module VIII	Central Excise Act, 1994 & Excise planning. Customs Act and Customs duties planning.	5 Hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

Practical project on all the above topics to be done, a report to be submitted of the same and a presentation to be given in the class in presence of faculty in charge and a Tax Practitioner or Chartered Accountant.

Students should do

- Computation of total income and tax for individual (Salary only),
- Computation of service tax, Exercise duty and VAT,
- Tax planning for individual & Corporate houses.
- Tax Planning for employees remuneration, Computation of net wealth and wealth tax.
- computation of central excise and custom duty

Text Book(s)

1. Dr. Vinod K Singhania & Dr Monica Singhania, Corporate Tax Planning and Business tax Procedures, Taxmann Publication, Latest Edition
2. Girish Ahuja & Ravi Gupta, Direct Tax Laws & Practices, Bharat Law House, Latest Edition

Reference Books

1. Dr. Vinod K Singhania & Dr Kapil Singhania Direct Taxes – Law & Practice, Taxmann, Latest Edition
2. H P Ranina, Corporate Taxation, Orient Law House, Latest Edition
3. Paolo M Panteghini, Corporate Taxation in a dynamic world, Springer, Latest Edition
4. Lakhotia, R. N., Corporate Tax Planning
5. Pooter, Monroe & Steward, Tax Planning with Precedents

List of Journals/Periodicals/Magazines/Newspapers, etc.

Business Standard, The Economic Times, The Chartered Accountant, The Chartered Secretary, Financial Express, Chartered Financial Analyst, Business World, Business Today.

M-410
Financial Derivatives

Course/Paper : M-410	MBA Semester-IV
No. of Lecture Hrs/week: 3	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week: 00	Exam Time: 3 Hrs

Objectives

The course intends to equip students with the ability to apply stock market basics to Indian Derivative market. Financial Derivatives are discussed in terms of their valuation, analysis and application for hedging, speculation and arbitrage. Students are apprised of the recent innovations in derivatives in India unlike other countries. At the end of the course, they are expected to have learnt the mechanics, valuation and trading strategies of derivative market. They are also required to frame their own trading strategies in the volatile market

Section-A

Module	Course Description	Contact Hours
Module 1	Derivative Markets and Instruments : Introduction, Types of Derivatives in India	5 Hours
Module II	Derivative Markets: Emerging trends. Elementary principles of derivative pricing. Regulation of derivatives trading in India.	5 Hours
Module III	Forward Market and contracts: concept, The structure of global forward markets, types of forward contracts: Equity forwards, bond and interest rate forward contracts, currency forward contracts .pricing of commodity forwards.	6 Hours
Module IV	Futures Markets and contracts: concept, public standardized Transactions. The clearing house, Daily Settlement and Performance Guarantee Regulation.	5 Hours
Module V	Future Trading, The clearing house margins and price limits, Delivery and cash Settlement, Futures Exchanges, Type of Futures contracts.	5 Hours
Module VI	Swap Markets and contracts: characteristics of swap contracts, Termination of swap. The structure of Global Swap Markets, Types of swaps: currency swaps, Interest rate swaps, Equity Swaps, commodity and other Types of swaps.	5 Hours
Module VII	Options: Fundamentals of options, types, trading strategies- Uncovered, covered, spread. Combination of calls and puts. Put- calls parity. Payoff values. Binomial options pricing model, Black scholes options pricing model. Currency options, interest rate options and options	5 Hours

	on futures.	
Module VIII	Risk Analysis and Management: Risk measurement and management framework, option's Greeks: delta, gamma. Vega. theta, rho. Hedging. Trading Mechanism, clearing and settlement.	6 Hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Analyzing Various Derivative Contract Specifications from Exchanges
- Mark to Market Margin Calculation on Real time data from Exchanges
- Understanding the trading and settlement process and other documentary requirements at Brokers' office to open the trading account
- Calculating the futures and options price with cost of carry, binomial and BS Models on real time data from Exchange & analyzing them with current market price
- Forming of different futures and options trading strategies with the real time data from Exchange
- Forming of Hedging with real time data from commodities and currency Exchanges Valuation of equity forwards.
- Bond and interest forward contracts.
- Pricing of commodity forwards.
- Future – trading.
- Delivery and cash settlement.
- Valuation of options and futures. Analysis and Management of risk.

Text Book(s)

1. Sundaram Janakiramanan, Derivatives and Risk Management, Pearson Education Latest Edition
2. Rajiv Srivastava Derivatives & Risk Management, Oxford University Latest Edition
3. Varma, Derivatives & Risk Management, Tata McGraw hill Latest Edition
4. Gupta, S. L., Financial Derivatives – Theory , concepts and practice, Prentice Hall of India
5. John, C. Hull, Options, Futures and other Derivative Securities, PHI Learning
6. Keith, Requehead, Financial Derivates an Introduction to Futures, forwards, options and SWAPs, PHI Learning

Reference Book

1. John C. Hull, Futures and Option Markets, Pearson Education, Latest Edition
2. Rene M. Stulz, Risk Management & Derivative, Cengage, Latest Edition
3. David A. Dufresne and Thomas W. Miler, Derivatives Valuation and Risk Management Oxford University Press, Latest Edition

4. O.P.Agrawal, Financial Derivatives and Risk Management, Himalaya, Latest Edition
5. Vohra & Bagri Futures and Options, Tata McGraw hill, Latest Edition
6. Madhumati and Ranganatham, Derivatives & Risk Management, Pearson Latest Edition
7. CFA Institute, Derivates and Alterative Investment.

List of Journals/Periodicals/Magazines/Newspapers, etc.

The students will have to refer to past issues of the following journals and websites in order to get relevant topic/information pertaining to the subject.

1. Business Standard
2. The Economic Times
3. Financial Express
4. NSE & BSE, SEBI, FMC, RBI Websites
5. ICFAI journal of Derivative Market
6. Business Today
7. Business India
8. Business World
9. Finance India
10. Treasury Management
11. Financial Risk Management

M-411
BANKING & INSURANCE

Course/Paper : M-411	MBA Semester: IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week: 00	Exam Time: 3 Hrs

Objectives

The objective of the course is to develop the skills required for understanding India's most challenging and important financial services sector. Banking & Insurance services will enable the management student to have an insight to the core services sector and how it works.

Section-A

Module	Course Description	Contact Hours
Module 1	Management of Banks: The Indian banking system an overview, structure of financial institutions, sources of bank funds, uses of funds, credit monitoring.	6
Module II	Monetary Policy: Basic concepts, implications for bank management.	5
Module III	Banking Functions and Retail banking: Mandates and power of attorney, retail banking-trends, emerging issues, Branding and positioning	5
Module IV	Technology of Banking: Concept, evolution and challenges of e-banking.	5
Module V	Insurance Services: Concepts, features of insurance contracts, Privatization and Insurance Industry, Challenges and Trends, types of insurance products.	5
Module VI	International banking – Exchange rates – Documentary letter of credit – financing exporters and importers – ECGC Policies and guarantees	6
Module VII	Indian Insurance Sector: The insurance sector, changing scenario of Life Insurance Sector, IRDA, ECGC.	5
Module VIII	Banks and Insurance services in India: The industry, Challenges, opportunities.	5

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Students can Understand Universal Banking & Cross Selling concepts adopted

by banks

- Students can Understand Customer Profiling aspects adopted by banks
- Students can Understand Advertisement & Publicity efforts done by banks using ATMs (making a checklist of the publicity material found in an ATM – preferably in a private bank ATM)
- Study an issued insurance policy
- List out all the insurance companies operating in India in both PSU & Private space and submit the report on the same
- List out the names of banks that have tie-ups with various insurance companies (for example – Karnataka Bank tie-up with Met Life Insurance Co.) and submit the report on the same
- Write about Third Party Administrator (TPA) in a mediclaim policy
- Departmental Set up of Nationalised & Private Banks
- Broad differences in Functions of Reserve Bank, State Bank, Nationalised and cooperative Banks
- Role of Life Insurance Corporation and other private Companies with special reference to the Policies for Life issued by them to the Individuals
- Awareness of Insuring life among general public.

Text Book(s)

1. Principles and practices of Banking - IIBF, 2/e, Macmillan, New Delhi.
2. Jyotsna Sethi and Nishwan Bhatia, Elements of Banking & Insurance, PHI, 2009.
3. Koch W, Timothy, and S. Scott, Bank Management, Cengage Learning, New Delhi.
4. Mohapatra and Acharya, Banking and Insurance, Pearson, 2012.

List of Journals/Periodicals/Magazines/Newspapers, etc.

The Indian Banker, The Bank Quest, Journal of Banking and Finance, Periodicals and Newsletters from National Institute of Bank Management (NIBM), Reserve Bank of India, and other Public and Private Banks, International Banks, etc including e-Newsletters and Websites of various Banks. Journal of Finance, Journal of Finance and Economics,

M-412
Credit and Risk Management

Course/Paper : M-412	MBA Semester: IV
No. of Lecture Hrs/week:03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week: 00	Exam Time: 3 Hrs

Objectives

Modern Financial Institutions are Operating in an environment of risk and Uncertainty. The global financial Scenario is very dynamic and Changing with robust pace, hence financial Institutions especially the banks and insurance companies are confronted with and exposed to great risks. The objective of this course is to develop insight to understand clearly the contemporary issues related to Credit and risk Management and also to acquire skills in managing the risks.

Section-A

Module	Course Description	Contact Hours
Module 1	The Concept of Credit , credit creation process by Commercial banks and its limitations	6 Hours
Module II	Monetary / credit policy : Meaning and objectives Instruments of credit control , Efficacy of monetary Policy in Credit Management	5 Hours
Module III	Credit Rating : The Concept, Factors Considered in Credit rating , limitations to credit rating. Individual and Corporate Credit rating, Agencies of credit rating in India-CRISIL, ICRA, CARE, Duff and Phelps and others. Types and Methods of credit rating	5 Hours
Module IV	NPAs : Concept, magnitude & management, issues and present policy of RBI, securitization act.	5 Hours
Module V	Risk Evolution , Types and Management	5 Hours
Module VI	Assessment of Specific Functional Risks – Banking, Insurance	5 Hours
Module VII	Managing Insurance Risk : Life and Non – Life Insurance sectors.	6 Hours
Module VIII	Managing Risk for Investors - Mutual Fund and Capital Market.	5 Hours

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Study of credit creation process of any commercial bank
- Study of creation rating of any financial institution
- Study of NPAs of any bank
- study of calculation of risks of any Life and non – life insurance Company
- Students can visit a treasury department of a bank and study the treasury management activities and submit a report.
- Students can study the risk management criteria adopted by banks relating to Asset backed and non asset backed (Housing loan/Personal loan)

Text Book(s)

1. P.K.Gupta, Insurance and Risk Management, Himalaya Publishing House Latest
2. S. Arunajatesan & T R Viswanathan, Risk Management and Insurance Macmillan Latest
3. George E Rajda, Principles of Risk Management and Insurance, Pearson Latest

Reference Books

1. Gordon & Gupta, Banking and Insurance, Himalaya Publishing House.
2. Vivek & Asthana P. N., Financial Risk Management, Himalaya Publishing House.
3. Murli & Subbakrishn, Bank credit Management, Himalaya Publishing House.
4. Gupta, P. K., Insurance and Risk Management, Himalaya Publishing House
5. Bhattacharya, K. M., Risk Management in Indian Banks. Himalaya Publishing House
6. Avadhani, V. A., Financial Services in India, Himalaya Publishing House.
7. Desai, VA, Financial markets and Financial Services Management, Himalaya Publishing House.
8. Ray, Christina, Extreme risk Management: Revolutionary Approaches to Evaluating and Measuring Risk, McGraw Hill.
9. Bernstein, Willia, The Intelligent Asset Allocator: How to Build your portfolio to maximize Returns and minimize Risk.
10. Vijayaraghvan, G, Bank credit Management (Text and cases), Himalaya Publishing House.

List of Journals/Periodicals/Magazines/Newspapers, etc

- Insurance and Risk Management, ICFAI Publication
- Insurance Journal
 - Risk and Derivatives

Group B [MARKETING]

III Semester Electives	
M-320	Integrated Marketing Communication
M-321	Retail Management
M-322	Sales and Distribution Management
M-323	Product & Brand Management
M-324	Business to Business marketing
M-325	Strategic Marketing
M-326	Managing Corporate Relations
IV Semester Electives	
M-420	Consumer Behavior & Market Research
M-421	Marketing of Services
M-422	International marketing management
M-423	Rural Marketing
M-424	Direct marketing
M-425	Internet Marketing
M-426	Customer Relationship Management
M-427	marketing of Innovation

M-320
Integrated Marketing Communication

Course/Paper : M-320	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives

- To equip participants with strategies, plan, and implementation of a multi-channel communications program in synergy with the other marketing mix strategies.
- To develop an understanding of the economic justifications for marketing communications.
- To sensitize the students to legal and ethical considerations in the formulation and the implementation of marketing communications strategy.

Section-A

Module	Course Description	Contact Hours
Module 1	Introduction: Overview of marketing communication, Role of IMC in marketing process, Factors affecting the marketing communication mix, Integrated Marketing Communication tools, Models of consumer responses.	5 Hours
Module II	Advertising: Objectives of Advertising, Role of Advertising in the Marketing Process, Types of Advertising, Advertising Planning.	5 Hours
Module III	Advertising Budgeting and Advertising agency: Advertising budgeting methods, Advertising Agency functions and types. Departmentalization and remuneration, Criteria for selecting the agencies, client-agency relationship.	5 Hours
Module IV	Creative Strategy: Creativity in advertising, Creative Process, Creative Strategy-Appeals and execution Styles, Advertising Copywriting, copy principles for print advertising and broadcast copy, Advertising art-Layout-Functions and Types.	6 Hours

Module V	Media planning & Scheduling : Overview of Media Planning, Establishing Media objectives, Evaluation of Media mix -print, Broad cast (T.V. & Radio), Cinema, Outdoor, Direct Mail and Internet, Developing and Implementing Media strategies, Media Scheduling.	6 Hours
Module VI	Sales-Promotion, Direct Marketing, Personal Selling: Sales-promotion objectives, Consumer-oriented sales promotion tools, Trade-oriented sales promotion tools, Designing the sales promotion program. Direct Marketing objectives, benefits and elements. Personal Selling objectives, strategy and process.	6 Hours
Module VII	Event, Public Relations, Interactive Marketing Key elements of Events and Sponsorship, Concepts of promotion and pricing in events. Public relations meaning, objectives, tools of public relations. Interactive Marketing and Social media Marketing -Meaning, Components.	4 Hours
Module VIII	Monitoring, Evaluation and control: Measuring the effectiveness of the Promotional Program Evaluating the social, ethical and economic aspects of advertising and promotion.	5 Hours

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Study the IMC programs adopted by any FMCG marketing firm of your choice and assess how effectively has the company mixed and matched marketing communications.
- Study the role of newspapers, radio, television, billboards, internet and other media in the marketing of mobiles, soaps, shampoos, cars etc.
- Choose a popular event. Assess its sponsors and evaluate how they are building brand equity with their sponsorship and how are they integrating the event with other marketing communications.
- Take an advertisement introducing a new product like car, LED TV and find the media in which it was advertised. Ask your classmates if they can recall this advertisement and the message. Analyse if they would or would not buy the product on the basis of this advertisement? And why?
- Evaluate the Web site for two major brands, for example, Nike, Levi's, Adidas and record your observations.
- From a current issue of *Business India* or *Business Today* magazine, decide which

print ad you feel is the best and which ad you feel is the worst and note your observations for the same.

- Perform a comparative analysis of Point-of-purchase displays for a product/service category.
- Study on ethical, legal and social aspects of advertising and communication along with the legislative self regulatory controlling advertising and promotions in India.

Recommended Books (Latest Edition)

Text Books:

- George E. Belch & Michael A. Belch: Advertising & Promotions, An Integrated Marketing Communications Perspective, Seventh Edition, Tata McGraw Hill, 2010.
- Kruti Shah, Alan D. Souza, Advertising & Promotions: An IMC Perspective, Tata McGraw Hill, 2009.

Suggested Readings:

- Clow Kenneth E, Baack Donald: Integrated Advertising, Promotion and Marketing Communications, Prentice Hall of India Pvt. Ltd., 2010.
- SA Chunawalla, K.C.Sethia, Foundations of Advertising, Theory and Practice, Himalaya Publishing House, 2010.
- Aaker, David A., Myers John, G., and Batra, Rajiv: Advertising Management, Pearson Education, 2009.
- Russel, J. Thomas and Lane, Ronald: 'Kleppner's Advertising Procedure', Pearson Education, 2005.
- Dunn, S. Watson and Barban, Arnold M: Advertising – Its Role in Modern Marketing, The Dryden Press
- S. H. H. Kazmi and S. K. Batra: Advertising and Sales Promotion, Excel Books, 2009.
- John Philip Jones: How to Turn Advertising Expenses into Investments, Pearson Education, 2005.

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Advertising, Journal of Marketing (USA), Indian Journal of Marketing, Marketing Master Mind, Harvard Business Review, Business India / Business Today / Business World, "Vikalpa" –Journal of Indian Institute of Management, Ahmadabad, "Management Review"- Journal of Indian Institute of Management, Bangalore, SANKALPA: Journal of Management & Research, etc.

M-321
Retail Management & Franchising

Course/Paper : M-321	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives

- To expose students to the different ways of approaching the retail marketplace, to learn a set of retail marketing principles and to feel more confident about practical uses of retail marketing.
- To create a comprehensive application of marketing concepts to the discipline of retail management and franchising.
- To provide an understanding of specific retail marketing concepts like store design, visual merchandising, retail location strategies, management of private labels.

Section-A

Module	Course Description	Contact Hours
Module 1	Overview of Retailing: Evolution of Indian Retail Industry, Importance of Retailing, Functions of Retailing, Retail Organization and Retail Formats.	5 hours
Module II	Research in Retailing and Retail Customer: Retail Research – importance and scope, Shopping Behavior of retail customers. Retail Buying Process	5 hours
Module III	Store Location and Merchandise Management: Retail Store Location Strategies, Store Design and Layout, Types of Layout, Visual Merchandising and Atmospherics, Visual Merchandising Techniques, Elements of Merchandise Management.	7 hours
Module IV	Marketing Strategies for Retailing: Retail market Strategies, Retail Marketing-Mix Strategies, Retail Pricing strategies, Retail Promotion Mix	7 hours
Module V	Managing Retail Business: Customer relationship management, Overview of Human Resource Management in Retail Organization and Retail information systems. Retail Supply Chain Management	6 hours
Module VI	Store Management:	4 hours

	Responsibilities of Store Manager, Problem at Retail Centers, Store Record and Accounting System – EDI and bar coding, Material Handling in Stores	
Module VII	Emergence of Organized Retailing: Organized Retailing and Online Retailing in India, Retailing in rural India, FDI in retailing, Role of IT in retailing,	4 hours
Module VIII	Franchising: Introduction to Franchising in India, Types of Franchising Agreements, Strengths and Weaknesses of Franchising, Key Franchising Agreements in India	4 hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Interview a retail salesperson and write a brief report about what they like and dislike about their jobs, their salary, store management, sales quotas, why they chose a sales career, and what does it take to succeed in sales profession.
- Visit a kirana store and a supermarket and compare the following: a) store arrangement b) Number of brands carried c) pricing policies (discount policy) d) service quality e) retail sales personnel behavior.
- Visit any modern retail format (Department store, hypermarket, mall, etc.) and study operational dimensions of retailing, location strategies, pricing policy, visual merchandising and other facilities.
- Take a trip to a supermarket. Observe the number of private labels and assess the categories in which you think private labels might be successful and why?
- Study any one franchisee model in India like Domino's, McDonald's etc. and make a presentation in the class.

Recommended Books

Text Books:

- Berman, Barry and Joel R Evans: Retail Management, A Strategic Approach, Pearson Prentice Hall, 2008.
- Lamba A.J., The Art of Retailing, Tata Mc Graw Hill, 2007

Suggested Readings:

- David Gilbert: Retail Marketing Management, Prentice Hall, 2003.
- K V S Madan: Fundamentals of Retailing, Tata Mc Graw Hill, 2009
- Gibson G Vedamani: Retail Management: Functional Principles and Practices, Jaico Publishing House, 2004.
- Michael Levy, Barton A Weitz: Retailing Management, Tata McGraw Hill, 2005.
- James R. Ogden and Denise T. Ogden: Integrated Retail Management, biztantra, 2008.

- Chetan Bajaj, Rajnish Tuli, Nidhi V Srivastava: Retail Management, Oxford University Press, 2010.
- Swapna Pradhan: Retailing management, Text & Cases, Tata McGraw Hill, 2009.
- P.K. Agarwal, N.C. Bansal, Rajan Yadav, Manoj Kumar, Retail Management, Pragati Edition, First Edition, 2008.

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Retailing, Journal of Marketing (USA), Indian Journal of Marketing, Marketing Master Mind, Harvard Business Review, Business India / Business Today / Business World, "Vikalpa" – Journal of Indian Institute of Management, Ahmedabad, SANKALPA: Journal of Management & Research, Management Review"- Journal of Indian Institute of Management, Bangalore, etc.

M-322
Sales Distribution and Logistics Management

Course/Paper : M-322	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

- To familiarize the students with the importance of gaining market access and coverage as well as providing customer services through proper design and management of sales force, marketing channels, physical distribution systems in the context of the Indian marketing environment.
- To make the students understand the key principles of organizing and managing Sales force.
- To make the students aware of the key principles in designing, managing, evaluating, and modifying marketing channels and physical distribution system in the context of changing Indian marketing environment.

Section-A

Module	Course Description	Contact Hours
Module 1	Introduction: Sales Management, Process, Role of Sales Manager, Qualities of a Successful Salesman.	4 hours
Module II	Concept of Personal Selling: Sales Management and Salesmanship, Process of Personal Selling. Buyer Seller Dyad	6 hours
Module III	Goals in Sales Management: Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential, Preparation of Sales Budget, Formulating Selling Strategies, Designing Sales Territories and Sales Quota.	8 hours
Module IV	Sales Force Management I: Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force.	5 hours
Module V	Sales Force Management II: Leading and Motivating the Sales Force, Training and Compensating the Sales Force, Evaluating the sales force performance.	4 hours
Module VI	Introduction to Distribution Management: Concept of Distribution Channel, Importance of a Channel, Types of Channels	5 hours
Module VII	Distribution Channel Management: Channel Design and Planning, Managing Marketing Channels, Evaluation of Channel Performance.	4 hours
Module VIII	Physical Distribution Management: Components of Physical Distribution - Transportation, Warehousing and Inventory Control System, IT and Logistics Management	6 hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why they chose a sales career, and what does it take to succeed in this profession.
- Identify any FMCG product and study how the Sales & Distribution activity operates in the market.
 - a) To do this assignment the groups will visit the local wholesale & retail markets where that product is sold; chart the complete flow backwards and forward as relevant for geographical area; study all elements affecting distribution;
 - b) Map the Sales structure of the company and the sales force deployed to cover the markets, including details of their territorial alignment, beat plan, reporting norms.
- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behavior also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Student can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where institute is operating.
- What to do to increase business with distribution partner?
- How to sale and how to forecast Sales
- How to take Budgeting Decisions
- How to Employing the right people and developing a team
- How to Developed sales strategies
- How to Use technology to improve sales
- How to Set Goals together
- Trainings for distributor's sales and technical support
- Monthly newsletters to the distributors with product and other news
- Quarterly supply of updated sales and technical presentations
- Provision of samples, demo and evaluation units.
- Regular "value-added" meetings
- Sales activities
- Define target customers' groups in specific industry sectors
- Pro-active search for key players in defined verticals

Recommended Books (Latest Edition)

Text Books:

- Still, Richard R.; Cundiff, Edward W.; Govoni, Norman A. P, Sales Management: Decisions, Strategies, and Cases, Prentice Hall, 2006.

Suggested Readings:

- Tapan K. Panda and Sunil Sahadev, Sales and Distribution Management, Oxford University Press, 2011.
- Earl D. Honeycutt, John B. Ford, Antonis C. Simintiras: Sales Management: A Global Perspective, Routledge Group, 2003.
- Robert L. Jolles: Customer Centered Selling, The Free Press, 2000.
- Donald J. Bowersox: Strategic Marketing Channel Management, Tata McGraw-Hill
- Stern, L. W., El Ansari, A. I. Coughlan, A. T.: Marketing Channels. Prentice Hall
- Pingali Venugopal: Marketing Channel Management, Response Books, 2008.
- Bowersox, Strategic Marketing Channel Management
- Futrell, Fundamentals of Selling, Tata McGraw Hill, 2010.

List of Journals/Periodicals/Magazines/Newspapers, etc.

International Journal of Retail & Distribution Management, Journal of Marketing, Journal of Personal Selling and Sales Management, Journal of Purchasing and Supply Management.

M-323
Product & Brand Management

Course/Paper : M-323	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives

- To present a contemporary view of the role of Product and Brand management in marketing-mix decisions.
- To equip the students with the various dimensions of product management such as new product development, product life cycle, and product-line decisions.
- To explore the various issues related to Brand Management and to enhance the understanding and appreciation of this important intangible strategic asset.
- To develop a critical understanding of the processes involved in building & managing brands and brand equity.

Section-A

Module	Course Description	Contact Hours
Module 1	Product Offering Decisions: Marketing Mix and Product Strategy – Integrated Approach, Levels of a Product, Product Characteristics and Classifications, Product and services Differentiation, Product Life-Cycle Marketing Strategies.	8 Hours
Module II	Setting Product Strategy: Product-Mix Decisions, Product-Line Strategies, Product-Mix Pricing, Packaging and Labeling Decisions, Product Manager's role in organization, New Product Development, Consumer-Adoption Process.	6 Hours
Module III	Brand Management: Concept of a brand, Types of brands, Strategic Brand Management Process. Brand Building Blocks	4 Hours
Module IV	Identifying and Establishing Brand Positioning and Values: Concept of Brand Positioning, Choosing Points-of-Difference and Points-of-Parity, Positioning Strategies, Repositioning strategies.	4 Hours
Module V	Managing Brands: Brand Personality, Elements of Brand personality. Brand	6 Hours

	Awareness, Brand Loyalty. Brand Identity-concept and sources, Designing brand identity - Kapferer's Brand Identity Prism, Brand Image.	
Module VI	Understanding Brand Equity: Brand Equity – Definition and Significance, Brand Equity Models, Building brand equity, Brand Value and Brand Strength, Measuring brand equity-Cost Based Method. Price Based Method, Customer based Method.	6 Hours
Module VII	Branding Strategy: Designing and implementing Branding Strategies- name , symbol, slogan. Brand Extension- Meaning, Types, Need, Advantages & Disadvantages, Evaluating Brand Extension Opportunities, Reinforcing and revitalizing brands.	6 Hours
Module VIII	Managing Brands over Geographic Boundaries and Market Segments: Advantages and disadvantages of Global Marketing Programs, Standardization versus Customization, Global Brand Strategy, Building Global Customer-Based Brand Equity.	5 Hours

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Make a list of ten of your favorite brands and evaluate reasons that have positively contributed towards their likeability.
- Visit a supermarket and assess the brand elements in various brands of soaps, shampoos, tea, biscuits and other products.
- Study your favorite brand characters and evaluate their contribution in building brand equity.
- Choose one FMCG brand and one Consumer Durable brand, analyze their positioning and suggest ways to reposition them?
- Pick a multiproduct company and as completely as possible analyze its brand portfolio and brand extensions.
- Pick an FMCG brand, a consumer durable and a service brand and attempt to identify its sources of brand equity. Assess their level of brand awareness and the strength, favorability and uniqueness of their associations.
- Consider some groups like P&G, HUL, Dabur, etc and analyze their branding strategies in Indian context.

Recommended Books (Latest Edition)

Text Books:

- Kevin Lane Keller: Strategic Brand Management Pearson Education, 2011.
- Kirti Dutta: Brand Management- Principles and Practices, Oxford University Press, 2012.

Suggested Readings:

- Moore William L., Pessemer: Product Planning & Management, McGraw Hill International.
- Lehmann: Product Management; Tata McGraw Hill International, 2005.
- Tycott, Paul: Innovation Management and New Product Development, Pitman, London, 2013.
- Kapferer, Jean Noel: The New Strategic Brand management, Kogan Page, 2000.
- David A. Aaker: Building Strong Brands; the Free Press.
- Harsh V Verma, Brand Management: Text and Cases, Excel Books, 2006.
- David A. Aaker: Brand Portfolio Strategy, Free Press, 2004.
- S.A. Chunawalla, Brand Management, Himalaya Publishing House, 2006.
- M. G. Parameswaran: Building Brand Value, Tata McGraw-Hill, 2006.
- Subroto Sengupta: Brand Positioning, Tata-McGraw-Hill, 2005.
- S. Ramesh Kumar: Managing Indian Brands, Vikas Publishing House, 2001.
- Subroto Sengupta, Brand Positioning, Tata McGraw-Hill.

List of Journals/Periodicals/Magazines/Newspapers, etc.
Journal of Product & Brand Management, Journal of Marketing (USA), Indian Journal of Marketing, Marketing Master Mind, Harvard Business Review, Business India / Business Today / Business World, "Vikalpa"-Journal of Indian Institute of Management, Ahmedabad, SANKALPA: Journal of Management & Research, Management Review"- Journal of Indian Institute of Management, Bangalore, etc.

M-324
Business to Business Marketing

Course/Paper : M-324	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objective

- To bring out the distinctive aspects of Business-to-Business (B2B) Marketing and the need for a B2B paradigm.
- To explain how business firms are to be understood as customers and the significant differences in segmentation bases between the business market and consumer market.
- To give exposure to the various tools, techniques, and procedures appropriate to B2B Marketing.
- To enhance their problem-solving and decision-making abilities in the real life business situations.

Section-A

Module	Course Description	Contact Hours
Module 1	Dimensions of Industrial Marketing: Industrial Marketing, Industrial Marketing vs. Consumer Marketing, Economics of Industrial demand – The Resellers Market – The Industrial Marketing Concept, Types of Industrial Markets, Classifying Industrial Products, Organizational Procurement Characteristics – The Industrial Marketing Environment,	6 Hours
Module II	Industrial Buying: Organizational buying , Buying models, Inter Personal Dynamics of Industrial Buying Behavior, Roles of Buying centre, Ethics in Purchasing	5 Hours
Module III	Market Segmentation: Market Segmentation, Differentiated and Un-Differentiated Markets, Concentrated and Niche Markets, Choosing market segments, Positioning Strategies, Industrial Market Research	7 Hours
Module IV	Formulating Product Planning: Developing Product Strategy, Analyzing Industrial Product Life Cycle, Developing Strategies for new and existing products Business Service Marketing: Special Challenges.	7 Hours

Module V	Formulating Channel Strategy: Industrial Distributor, choice of the right Distributors, Participation of other Channel Members in Industrial Distribution- Channel Logistics- Relationship of Logistics & Physical Distribution, Total Cost approach customer service, assessing customer service, Role of Sales Agent and their drawbacks,	Hours
Module VI	Pricing Strategies: Price Determinants, Pricing Strategies, Competitive Bidding, Leasing	6 Hours
Module VII	Promotional Strategies: Advertising in Industrial Markets, uses, Message Formulation, policies, media ,budgetary support, evaluation of advertising-sales Promotion- in Industrial Markets, trade shows and exhibitions B 2 B Forms of E-Commerce	8 Hours
Module VIII	Management of Sales Force: Managing the Industrial Sales Force, Recent trends in B2B	4 Hours

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component
<ul style="list-style-type: none"> • Conduct one week of Industry survey in the context of B to B marketing by visiting the companies or shops near the institutes The data collected can be analyzed using appropriate statistical software and submit the report • Students may from there market experience "discuss an example of a decision that was made and how the decision -making process passed through each of the eight phases as outlined in the buy -phase model. • Students may discuss the business needs to develop a marketing strategy and formulate a marketing plan and shall Identify and discuss the elements of a business strategy. • Visit any business unit and understand the various philosophies which influence buyers purchase decision actions. Discuss these purchase philosophies and how each affects the types of relationships in which a company can engage.

Recommended Books (Latest Edition)
Text Books: <ul style="list-style-type: none"> • Michael D. Hutt & Thomas W. Speh: Business Marketing Management: B2B,

Ninth India Edition; Published by Thomson South-Western, 2012.

- Ross Brennan, Louise Canning, Raymond McDowell, Business-to-Business Marketing, Sage Publications, 2011.

Suggested Readings :

- Vitale Giglierano: Business To Business Marketing; South-Western/Thomson Learning, 2002.
- Robert R. Reeder, Edward G. Brierty, Betty H. Reeder: Industrial Marketing Analysis, Planning & Control, Prentice Hall.
- Steve Minett, B2B Marketing: Financial Times/Prentice Hall, 2002.
- Robert L. Jolles: Customer Centered Selling, The Free Press.
- Daniel Michel, Peter Naude, Robert Salle and Jean-Paul Valla, Business-to-Business Marketing, Palgrave Macmillan, 2003.
- Milind T. Phadtare, Industrial Marketing, PHI, 2008.
- Don Peppers and Martha Rogers: One to One B2B: Customer Development Strategies for the Business-to-Business World, Doubleday Currency, 2001.

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Business-to-Business Marketing, Journal of Business & Industrial Marketing, Journal of Business Market Management, Advertising Age, Journal of Business Marketing Management, B2B Marketing magazine, 4Ps Business & Marketing Magazine, Economics Times, Business Standard.

M-325
Strategic Marketing

Course/Paper : M-325	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objective: To equip the students with:

- Analytical tools for solving case studies by scanning the business environment and help in decision making.
- Understanding of the various components of Business environment and to device strategies to face global competition.

Module	Course Description	Contact Hours
Module 1	Introduction to Strategic Marketing: Strategic marketing process. Concept of strategic marketing. Levels of Strategies-Corporate, Business and Operational level. Types of strategies-HR strategy, Marketing strategy, Financial strategy, operational strategy.	5 Hours
Module II	Strategy Formulation – Vision, Mission, Objectives and Goals of business and their relationship with Strategic Marketing Management. Considerations for formulation of marketing strategies for all components of Product, Price, Promotion and Distribution.	6 Hours
Module III	Corporate restructuring and strategy evaluation: Introduction to corporate restructuring, need for corporate restructuring and its forms. Evaluation of strategic alternatives, types of strategic alternatives like portfolio analysis and its techniques.	5 Hours
Module IV	Model as basic foundation of Strategic Marketing - McKinsey's 7s framework for analyzing and improving organizational effectiveness.	5 Hours
Module V	Marketing Strategy Implementation – Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services. Constraints in marketing strategy implementation.	5 Hours
Module VI	New emerging strategies in Information Specific strategy initiatives – New product development and introduction strategies, Planned or unplanned strategy withdrawals / obsolescence, Contingency / alternative strategic planning.	5 Hours

Module VII	Marketing Strategy Evaluation: Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year's Marketing strategy formulation. Economic losses due to disasters-Issues and Strategies for preventing disasters and preparedness measures.	6 Hours
Module VIII	Recent trends in strategic marketing management - Eco-friendly strategies. Growing need of public private partnership. Corporate Social Responsibility (CSR), strategies of linking CSR with profit and sustainability.	5 Hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Study on the business strategies followed by eminent business leaders today.
- A service brand to be taken and comparative study to be done on the marketing strategies adopted by it.
- Students to take up an organization of their choice and study CSR strategies followed by them.

Recommended Books

Text Books:

1. Thompson/Strickland, Strategic Management : Concepts and Cases, McGraw-Hill Companies; 11th edition
2. David Hunger and Thomas L. Wheelen "Strategic Management" Addison-Wesley; 6 Sub edition
3. William F. Glueck, Business Policy and Strategic Management, McGraw-Hill
4. Azhar Kazmi, Strategic Management and Business Policy, Third Edition

Suggested Reading

1. John A. Pearce & R.B. Robinson, Strategic Management - Strategy Formulation and Implementation, AIBT Publishers & Distributors, New Delhi, 13th Ed. 2001.
2. V.P. Michael, Business Policy and Environment, S. Chand & Co. Ltd. New Delhi; 12th Ed. 2000.
3. Ramaswamy and Namakumari, Strategic Planning -Formulation of Corporate Strategy, MacMillan India Ltd. New Delhi.
4. P.K. Ghosh, Strategic Planning and Management, Sultan Chand & Sons, New Delhi, 10th Ed. 2000

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Marketing (USA), Indian Journal of Marketing, Marketing Master Mind, etc.

M-326
Managing Corporate Relations

Course/Paper : M-326	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objective: The objective of this paper is to deal with theory and practice of public relation and corporate communication that is imperative and crucial for building up of an image of any corporate entity.

Section-A

Module	Course Description	Contact Hours
Module 1	Corporate Relationship Management: Scope and function of Corporate relationship management, Corporate relationship management and business marketing.	5 Hours
Module II	Corporate Relationship Management: Responsibilities and objectives in support of generic Corporate relationship management, Business value chain, Approaches to business/IT alignment, Understanding business viewpoint of the various business partners linked to the organization.	6 Hours
Module III	Corporate Relationship Management: Roles and Responsibilities Corporate relationship management roles, levels of responsibility and work activities. Application of Information Technology Infrastructure Library guidelines to the Corporate Relationship Management Roles and Responsibilities	5 Hours
Module IV	Tools, Methods and Techniques: Detailed study of Corporate relationship management support tools and techniques. Generic requirement of Corporate relationship management tool sets. Integration with other areas, processes and functions.	5 Hours
Module V	Corporate Reputation Management: Corporate reputation from strategic perspective, Sources of reputation, Protection and promotion of the reputation of organization. Managing reputation with multiple stakeholders and covering core concepts and measures of reputation management.	6 Hours

Module VI	Reporting activities: Corporate relationship management reports description and their use. Key performance indicators and Critical success factors contributing to Corporate Relationship Management. Common categories of classification and analysis of reports.	5 Hours
Module VII	Crisis Management: Analyze crisis of proactive and reactive approaches. Understand the importance of strategic relationships and stakeholders in issues management. Managing complexities for prevention and recovering from crisis.	5 Hours
Module VIII	Planning, improvement and implementation: Activities involved in planning of corporate relationship management. Understand the potential cost, benefits and problems associated with the implementation of corporate relationship management. SWOT analysis of corporate relations. Instigate resolutions and proactive improvements in corporate relationship management.	5 Hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Students to take-up a project to study corporate relationship of business partners with the parent company. Analyze and work-out action plan to improve the same.
- Students to do SWOT analysis of two different competitive companies on their relationship management followed by a presentation.

Recommended Books (Latest Edition)

- Marchand Ronald, Creating the Corporate Soul: The Rise of Public Relations and Corporate imagery in American big business, University of California Press, 1998.
- Harvard business press, The Essentials of Corporate Communications and Public Relations, Harvard business school publishing corporation and the society for Human Resource Management, 2006
- Davis F. W., Mandrodt K. B.; Building a Customer Respective Organization – The Quality Way, Maya Blackwell Imprint.
- Garcia H. F., Reputation Management: The Key to Successful Public Relations

and Corporate communication, Taylor and Francis, 2007.

- Hart N. A., Effective corporate relations: applying public relations in business and industry, McGraw-Hill, 1987.

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of marketing, Indian Journal of Marketing, Marketing Master Mind, Harvard Business Review, Business India / Business Today / Business World, "Vikalpa" – Journal of Indian Institute of Management, Ahmedabad, "Management Review" – Journal of Indian Institute of Management, Bangalore, SANKALPA: Journal of Management & Research, etc.

M-420
Consumer Behavior & Market Research

Course/Paper : M-420	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objective

- To develop a comprehensive picture of the consumer psychology in order to explain consumer motivation, learning, personality, perception, and attitude formation.
- To develop an understanding of consumer's social and cultural setting to examine how group involvement and membership influence one's actions as consumer.
- To integrate the various psychological, social and cultural concepts and build a useful conceptual framework that would equip the students for practical application of consumer behavior principles on strategic marketing decisions.

Section-A

Module	Course Description	Contact Hours
Module 1	Consumer Behavior: Consumer Behavior: Scope, Consumer Decision Making Models: Howard-Sheth, Engell Kollat-Blackwell and Nicosia Models of consumer decision-making.	5 Hours
Module II	Individual Determinants of Consumer Behavior: Motivation, Personality, Consumer Perception, Concept and Elements of Perception, Consumer Learning and involvement, Consumer Attitude.	6 Hours
Module III	Social and Cultural Determinants: Group Dynamics. Family and Reference Groups, Social class. Values and Norms, sub culture – Impact on Consumer Behavior. Cross cultural consumer behavior.	5 Hours
Module IV	Consumer Decision Making Process Personal Influence and Opinion Leadership: Process of Opinion Leadership. Impact of Firm's Promotional Strategy. Diffusion of innovations: Diffusion Process, Adoption Process.	5 Hours
Module V	Basic concepts of Marketing Research – Marketing Research, Types of Market Research, Methods, Marketing Research process	4 Hours
Module VI	Defining Problem, setting research objectives, Hypothesis formulation, sampling, methods of data collection, data	5 Hours

	analysis, testing hypothesis and report writing	
Module VII	Advanced Data Analysis I: Multiple Regression, Discriminant Analysis, Conjoint Analysis Advanced Data Analysis II: Multi-Dimensional Scaling, Factor Analysis, Cluster Analysis	7 hours
Module VIII	Applications of Marketing Research: Sales Analysis, Market Potential Analysis, Sales Forecasting, Market Segmentation, Product Research: New Product Development Process, Test Marketing, Advertising Research: Media Research, Copy Testing, Brand Positioning, Motivation Research. International Marketing Research	5 Hours

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Choose 5 successful products or services and identify the insight behind them through a field survey.
- Students may do a comprehensive essay on the difference between consumer vs. trade vs. competition insights & how best to exploit them.
- Choose 5 recent successful campaigns and identify their insights through consumer interviews. Present your findings to the class.
- Students can go to malls and unorganized retail outlets and observe the behavior of consumers of different demographic segments while buying different category of goods. Come back to class and present the findings / observations followed with a group discussion.
- Students can prepare a questionnaire and do a survey on consumer buying behavior and present the findings in the class.

Recommended Books

Text Books:

- Schiffman and Kanuk: Consumer Behaviour (Ninth Edition): Pearson Prentice Hall, Indian Reprint, 2009.
- Beri G C, marketing research, Tata Mc Graw Hill

Suggested Readings:

- Engel James F, Blackwell Roger and Miniard P. W: Consumer Behaviour; Thomson South Western, 2005.
- Satish K Batra & SHH Kazmi, Consumer Behaviour Text and cases, Second Edition, Excel Books 2008
- Loudon & Della Bitta: Consumer Behavior (fourth Edition); Tata McGraw-Hill

Publishing Company Limited, New Delhi, 2002.

- Solomon: Consumer Behavior Buying, Having, and Being (Sixth Edition); Pearson Education (Singapore) Pte. Ltd., Indian Reprint, 2004.
- Lindquist & Sirgy: Shopper, Buyer and Consumer Behavior (Second Edition); Biztantra, 2008.
- Del I Hawkins, Roger J Best, Kenneth A Coney, Amit Mookerjee, and Consumer Behavior: Building Marketing Strategy, Special Indian Edition, Tata McGraw-Hill, 2010.
- S. Ramesh Kumar: Conceptual Issues in Consumer Behavior - The Indian Context (First Edition); Pearson Education (Singapore) Pte. Ltd., Indian Print, 2003.
- Ethnographic Research: A Guide to General Conduct - Ellen R. F, Academic Press, 1987.
- Essentials of Marketing Research – 4/e, Tony Proctor, PHI, 2005.
- Essentials of Marketing Research – William G. Zikmund, Barry J. Babin, 4/e, Cengage Learning, 2010.
- Marketing Management – S. K. Sarangi, 2/e, Asian Books Private Limited, 2009.
- Research Skills for Students: Transferable and Learning Skills - Allison, B, O'Sullivan, T, Owen, A, Rice, J, Rothwell, A and Saunders, C Kogan Page, 1996.
- Market Research - Robin Birn, Patrick Forsyth, John Wiley and Sons Inc. 2002.
- Ethnographic Research: A Reader - Stephanie Taylor. Sage. 2002.
- The Observational Research Handbook: Understanding How Consumers Live With Your Product - Bill Abrams and American Marketing Association, Mc-Graw Hill Professional. 2000.

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of the Academy of Marketing Science, Journal of Marketing Management, International Journal of Marketing & Human Resource Management, International Journal of Marketing Studies, Pitch Magazine, USP age, Journal of Marketing (USA), Indian Journal of Marketing, Marketing Master Mind, Journal of the Academy of Marketing, Journal of Marketing Management, International Journal of Marketing & Human Resource Management, International Journal of Marketing Studies Pitch Magazine.

M-421
Marketing of Services

Course/Paper : M-421	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs:42	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objective

- To explain why there is a need for special services marketing discipline; the challenges for services marketing; and how to deal with them.
- To acquaint the students with elements of services marketing mix, ways to manage the service delivery process and strategies to effectively implement Services marketing.

Section-A

Module	Course Description	Contact Hours
Module 1	Introduction to Services Marketing: Understanding Services, Differences in Goods versus Services, Emerging Service Environment, Classification of Services.	4 Hours
Module II	Service Market Segmentation, Targeting & Positioning: Process of market segmentation, customer loyalty Segmentation, Targeting and Positioning service value addition to the service product, planning and branding service products, new service development.	6 Hours
Module III	Pricing strategies for services: Service pricing, establishing monetary pricing objectives foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice.	6 Hours
Module IV	Service promotion: The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix.	4 Hours
Module V	Implementing Services Marketing: Improving Service Quality and Productivity, SERVQUAL, Service Failures and Recovery Strategies.	6 Hours
Module VI	Customer Relationship Marketing: Relationship Marketing, the nature of service consumption understanding customer needs and expectations, Strategic responses to the intangibility of service performances.	6 Hours
Module VII	Managing Service Delivery Process: Managing Physical Evidence of Services, Designing and Managing Service Processes, Managing People for Service Advantage.	4 Hours

Module VIII	Marketing of Services in Sectors: Financial Services, Health Service, Hospitality Services including travel, hotels and tourism, Professional Service, Public Utility Services, Educational Services.	6 Hours
--------------------	--	----------------

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Students are required to analyze the elements of service failure and the effects of any efforts made by the organization at service recovery. Students have to build a plan for service recovery for the organization concerned.
- Students after visiting the service firm in a team, have to create blueprint include maximum details.
- Students have to identify 2-4 points in the service, where the quality of the service needs to be improved or where problems in service quality are likely to occur. Using the Gaps-model as guide, try to find root causes for these shortcomings and identify the relevant.

Recommended Books

Text Books:

- Valarie A. Zeithaml & Mary Jo Bitner - Services Marketing: Integrating Customer Focus Across The Firm, Third Edition, 2004; Tata McGraw-Hill Publishing Company Ltd, 2008.
- Christopher H. Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing: People, Technology, Strategy (A South Asian Perspective) Fifth Edition 2011; Pearson Education

Suggested Readings:

- Cengiz Haksever, Barry Render, Roberta S. Russel, and Robert G. Murdic: Service Management and Operations (Second Edition); Pearson Education (Singapore) Pte., Ltd., 2003.
- Kenneth E. Clow & David L. Kurtz: Services Marketing, Biztantra Publication, 2003.
- Nimit Chowdhary & Monika Chowdhary, Textbook of Marketing of Services-The Indian Experience, Macmillan India Ltd., 2005.
- Thomas J. DeLong & Asish Nanda: Managing Professional Services-Text and Cases, McGraw-Hill International, 2002.
- Roland T. Rust and P.K. Kannan, e-Service New Directions in Theory and Practice, Prentice-Hall of India Pvt. Ltd., 2002

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of the Academy of Marketing Science, Journal of Marketing Management, International Journal of Marketing & Human Resource Management, International Journal of Marketing Studies, Pitch Magazine, USP age, Journal of Marketing (USA), Indian Journal of Marketing, Marketing Master Mind, Journal of Services Marketing, Journal of Services Marketing, Services Marketing Quarterly.

M-422
International Marketing Management

Course/Paper : M-422	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objectives

- To understand the range of strategic options open to companies competing internationally
- To enhance the students understanding of International Marketing Environment
- To make Strategic and Operational Marketing decisions in the context of different, complex International marketing environments

Section-A

Module	Course Description	Contact Hours
Module 1	International Marketing: International Marketing: Introduction, Concept, Domestic Vs. International Marketing, EPRG Framework, International marketing planning	4 Hours
Module II	International Market Environment: Identifying and analyzing opportunities in the international trading environment, understanding the changes in the world trading environment- IMF, WTO, World Bank and their impact on International marketing. International marketing constraints – Tariff and Non-tariff Barriers, Trade Agreements	6 Hours
Module III	International Marketing Research: Using international marketing research to identify opportunities, similarities and differences. International Product Life Cycle, Selecting Market Entry Modes	6 Hours
Module IV	International Product Management: Product portfolios, standardization and adaptation. Cases and current developments	5 Hours
Module V	Managing International Pricing: Environmental influences on Pricing Decisions - Grey Market goods, Transfer pricing. Pricing Strategies skimming and penetration pricing; currency considerations in exporting and in international marketing	5 Hours
Module VI	Promotion for international Markets International Advertising Strategies, suitability and constraints	5 Hours

	selecting an advertising agency. Personal selling, Sales Promotion, Public Relations and Publicity, Sponsorship Promotion.	
Module VII	Export Import Documentation: Registration of exporter, procedure and documents, instruments of payment, letter of credit, bill of exchange. Clearance of goods for export–Shipping, transportation and insurance. Export Finance	6 Hours
Module VIII	Evaluating and controlling: Evaluating and controlling international marketing strategy. Managing international Collaborative Arrangements -Joint Ventures and other forms for strategic alliances.	5 Hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Students may visit an export firm nearby place and find out the factors that have motivated it to enter international markets. Compare these motives with what have already been taught and present them before the class.
- Visit the website of a transnational firm and find out the product adaptations in different market.
- Visit an organization engaged in quality assurance and certification for international market. Select a product and identify its major quality-related issues for international markets.

Recommended Books

Text Books:

- Justin Paul and Ramneek Kapoor, International Marketing-Text and Cases, Tata McGraw Hill, 2008.
- Isobel Doole and Robin Lowe, International Marketing Strategy-Analysis, Development and Implementation, Thomson Business Press, India edition, 1999.
- Rakesh Mohan Joshi: International Marketing, Oxford University Press; 2005
- Jain, K.S., Export-Import Procedures and Documentation, Himalaya Publishing House, 2014.

Suggested Readings:

- Sak Onkvisit and John J. Shaw: International Marketing, Pearson Education; 3rd edition.

- Cateora R Philip & Graham L John: International Marketing, McGraw Hill; 15th edition; 2011
- Subhas C. Jain: International Marketing, South Western.
- Jean-Pierre: Global Marketing Strategies, biztantra.
- Warren J. Keegan: Global Marketing Management, Pearson Education.
- Francis Cherunilam, International Marketing, Himalaya Publishing House, 2011.
- R. Srinivasan, International Marketing, PHI Learning Pvt. Ltd., Delhi, 2008.
- Khurana P.K., Export Management, Galgotia Publishing Company, 2006
- Varshney & Bhattacharya, Export Management, Sultan Chand and Sons

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of the Academy of Marketing Science, Journal of Marketing Management, International Journal of Marketing & Human Resource Management, International Journal of Marketing Studies, Pitch Magazine, USP age, Journal of Marketing (USA), Indian Journal of Marketing, Marketing Master Mind.

M-423
Rural Marketing

Course/Paper : M-423	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 60	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objectives

- To make students understand the rural market environment and 4 A's of rural marketing.
- To provide an understanding of the changing profile of the rural consumer, their consumption pattern, and buying process.
- To comprehend development of product, price, distribution and communication strategies for different segments of rural markets.
- To expose the students to the innovations developed by Indian firms as well as MNCs for the Indian Rural Markets.

Section-A

Module	Course Description	Contact Hours
Module 1	Introduction to Rural Marketing: Definition, scope of rural marketing, concepts, components of rural markets, classification of rural markets, Rural Marketing Perspectives, 4 A's concept in rural marketing, Opportunities and Challenges, Profile of Urban vs Rural Markets, problems in rural marketing.	5 hours
Module II	Rural marketing environment: Evolution of Rural Marketing, Demographic environment, Social & Cultural environment, Technological environment, rural infrastructure, Rural economic environment and economic structure. Impact of Rural employment generation programmes by the Government.	5 hours
Module III	Rural Consumer behaviour: Factors affecting Consumer Behaviour, Cultural factors, Social factors, Personal Factors, Psychological factors, Consumer Buying Decision Process, Role of Opinion Leaders.	5 hours
Module IV	Researching, Segmenting and Targeting Rural Markets: Rural Marketing Research Process, Tools used in Rural Marketing Research, Bases of Segmentation, Evaluation, Selection and coverage of Segments, Identifying, selecting, developing and communicating the positioning concept.	6 hours
Module V	Rural Product and Pricing Strategies: Rural Product classification, Product line and mix decisions,	6 hours

	Rural product designing and new product development, Brand building in Rural India, Packaging and after-sales service for rural markets, Fake Brands, Pricing in rural India Pricing strategies.	
Module VI	Rural Distribution Strategies: Rural Channel members, Channel behavior, Distribution Models in Rural Markets, Rural retail environment, Rural Logistics, Syndicated Distribution.	5 hours
Module VII	Communication strategies for Rural Markets: Factors influencing Communications Mix, deciding the promotion mix, Designing the message, Creating advertisement for rural audiences, Rural media- Conventional and Non- Conventional Media, Challenges in Rural Communication, Sales Promotion, events and experiences.	5 hours
Module VIII	Rural Services Marketing and future of Rural Marketing: Telecommunications and IT in Rural India, , Financial Services, Rural healthcare services, Future of Rural Marketing in India, Innovation in Rural Markets.	5 hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Visit any two Micro Finance Institutes, and assess the services extended by them in catering to rural market.
- Visit a minimum of five retail stores in nearby villages and understand the product strategy, pricing strategy and distribution strategy being adopted by FMCG marketers for selling products like, soaps, shampoos, tea, etc.
- Students should design new product launch strategies in FMCG and Consumer Durable category keeping the rural marketing mix 4 As (Awareness, Acceptability, Adaptability and Affordability) in mind.
- Undertake a rural survey on purchase pattern of automobiles, mobiles or any other consumer durable.
- Study HUL's "Project Shakti" model and ITC's e-choupal initiative and make a presentation on the same.
- Visit a rural village and find out about rural communication strategies including use of unconventional media for promoting products.

Recommended Books

Text Books:

- Kevin Lane Keller: Strategic Brand Management Pearson Education, 2011.
- Kirti Dutta: Brand Management- Principles and Practices, Oxford University Press, 2012.

Suggested Readings:

- Moore William L., Pessemier: Product Planning & Management, McGraw Hill International.
- Lehmann: Product Management; Tata McGraw Hill International, 2005.
- Tycott, Paul: Innovation Management and New Product Development, Pitman, London, 2013.
- Kapferer, Jean Noel: The New Strategic Brand management, Kogan Page, 2000.
- David A. Aaker: Building Strong Brands; the Free Press.
- Harsh V Verma, Brand Management: Text and Cases, Excel Books, 2006.
- David A. Aaker: Brand Portfolio Strategy, Free Press, 2004.
- S.A. Chunawalla, Brand Management, Himalaya Publishing House, 2006.
- M. G. Parameswaran: Building Brand Value, Tata McGraw-Hill, 2006.
- Subroto Sengupta: Brand Positioning, Tata-McGraw-Hill, 2005.
- S. Ramesh Kumar: Managing Indian Brands, Vikas Publishing House, 2001.
- Subroto Sengupta, Brand Positioning, Tata McGraw-Hill.

List of Journals/Periodicals/Magazines/Newspapers, etc.

International Journal of Rural Management, Journal of Marketing (USA), Indian Journal of Marketing, Marketing Master Mind, Harvard Business Review, Business India / Business Today / Business World, "Vikalpa" – Journal of Indian Institute of Management, Ahmedabad, SANKALPA: Journal of Management & Research, Management Review"- Journal of Indian Institute of Management, Bangalore, etc.

M-424	
Direct Marketing	
Course/Paper : M-424	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs
Objectives: The objective of this course is to expose the students to direct marketing mainly for lead generation and retention activities in both business to business and business to consumer environments. By the end of this course, students will have had the opportunity to: <ol style="list-style-type: none"> 1. To learn the basics of direct marketing and the importance of the offer, list and creative in response rates 2. To develop a comprehensive direct marketing strategy and improve prospecting skills 3. To learn how to use new media such as paid search and social networking; learn the measurement techniques used in evaluating direct marketing efforts and hands on practice with lists (merging and purging records) 4. To develop a budget, estimate revenues for the project and fulfillment planning. 	

Section-A		
Module	Course Description	Contact Hours
Module 1	Direct Marketing: Definition and importance of direct marketing, Economics of direct marketing, Increasingly important role in IMC mix, Understanding the Direct Marketing business	5 hours
Module II	Direct Marketing & Interactive Marketing: Direct marketing- Concept, growth, limitations – variants of Direct Marketing- Main tasks – lead generation, customer acquisition, development and retention. The key principles of targeting, interaction, control and continuity- Catalysts of change in modern marketing – From distance selling to interactive marketing. Direct marketing in real-time – interactive marketing, Direct marketing vs. marketing through Channels.	6 hours
Module III	Traditional Methods of Direct Marketing: Telemarketing, Multi Level Marketing (MLM), Personal Selling, Automatic Vending Machines, Exhibition - Trade fares, Catalogue Marketing, Direct Mail, Company showrooms- factory outlets-own distribution- Increasing use of Web-based retailing.	5 hours
Module IV	Integrating Direct Marketing Media: The role of brands and personalized marketing communications - Media channels in a multi media age - Building brands through response and optimizing integrated communication	6 hours

	- Differences between direct marketing media and non-direct media- Unique Characteristics of addressable media (direct mail, email, fax, phone, SMS) - lists, costs, duplications, privacy - Press, inserts and door-to-door - formats, costs and response.	
Module V	Technology mediated marketing channels: Interactive TV, mobile and SMS - the advance in digital marketing - Automatic vending machines- kiosk marketing Direct mailing- Direct response methods- Home shopping/teleshopping network-Creating Direct Mail Advertising - Online web advertising and email/permission marketing.	5 hours
Module VI	Technology based Marketing: Core marketing technology components; data warehousing, business intelligence appliances, campaign management applications, sales force automation, customer interaction and contact centre applications. Customer data, different types, its value and management.	5 hours
Module VII	Data-driven marketing: Introduction to CRM and e-CRM. The Impact of Databases - Consumer and Business Mailing Lists-Data fusion – marketing research and the customer database -Setting up a customer database - structure, function, data sources, software, processors, Real-time data collection for the website.	5 hours
Module VIII	Ethical Aspect of Direct Marketing: Social, ethical and legal aspects of Direct marketing in India.	5 hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- The Students are required to design a marketing campaign. For a new launch company to drive awareness of its new store location among students and parents, while ensuring brand perception which will be elevated based on its broad array of products and focus on customer service. The exercise will include a written plan and creative elements.
- Divide students into two groups. One will advocate inbound marketing as an effective marketing strategy and the other traditional marketing. For the debate, students should use specific business examples to demonstrate that the strategy they are advocating was more effective in generating leads and customers.

Recommended Books

- Edward L. Nash Direct Marketing: Strategy, Planning, Execution Hardcover – Mcgraw-Hill; 3rd edition 1994

- David Meerman Scott The New Rules of Marketing & PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases... Wiley; 4 edition (2013)
- Brian Thomas (Author) , Matthew Housden Direct Marketing in Practice (Paperback) A&C Black; 2 edition (July 15, 2011)
- Bob Stone, Successful Direct Marketing Methods National Textbook Company/Crain Books, 1994.
- Mary Lou Roberts, Paul D. Berger Direct Marketing Management Prentice Hall 1999
- Philip Kotler (Author), Kevin Keller Marketing Management, Prentice Hall; 14 edition (February 18, 2011)
- V S Ramaswamy & S Namakumari, Marketing Management, Planning, Implementation and control, Global Perspective Indian Context 3rd Edition, Macmillan India Limited, New Delhi, 2007

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of International Marketing (USA), Journal of Strategic Marketing (UK), Journal of Direct Marketing, Journal of Direct, Data and Digital Marketing Practice: Papers, case histories and updates

M-425
Internet Marketing

Course/Paper : M-425	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objectives

- To develop a framework for understanding the forces driving the Internet revolution in marketing and business.
- To serve as a bridge between the new technology and the relevant areas of existing marketing knowledge.
- To focus on cutting-edge business models that generates revenue while delivering customer value.

Section-A

Module	Course Description	Contact Hours
Module 1	Introduction to Internet Marketing Emergence of Internet Marketing, Internet Marketing Environment, Internet User Characteristics and Behavior, Introduction to Social Networking Sites.	06 hours
Module II	Strategic Internet Marketing E-Marketing Plan, E-Marketing Planning Process, Online Marketing Research, Business-to-Business Marketing Strategy.	05 hours
Module III	Internet Marketing Management-I Targeting Market Segments and Communities, Differentiation and Positioning Strategies, New Product Development and the Net, Pricing in an Online World.	05 hours
Module IV	Internet Marketing Management-II Integrated Communication Strategy on Internet, E-Distribution and E-Commerce.	05 hours
Module V	Issues in Internet Marketing CRM in E-Business Strategy, Cyber Marketing in Emerging Economies, Ethical and Legal issues in Internet Marketing.	05 hours
Module VI	Business to Business: Intranets, and Extranets; communication, recruitment, and procurement, exchanges, Role of the Internet, technological development, development of e-commerce, different commercial models, diverse roles of websites, Internet strategy, virtual value chain, dis-intermediation, cybermediaries Website design, website design guidelines, future developments, interactive TV, mobile Internet, groupware, SMS, interactive appliances.	06 hours

Module VII	Internet retailing: Reducing role of location, online shopping, Internet promotion: advertising: types, measurement, effectiveness, integration; affiliation marketing, PR; word-on-line; direct marketing.	05 hours
Module VIII	Internet market research: Secondary research, online focus groups, web surveys, Email surveys, Internet branding and loyalty; Internet communities; influence of Internet on consumer behaviour.	05 hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

The students need to create a hypothetical business and devise its launch campaign. Students should brainstorm product and business strategy and set marketing goals. Within the campaign, students should consider website design, blog strategy, search engine optimization, landing page creation, call to action placement, social media interaction and email marketing.

Recommended Books (Latest Editions)

Text Books:

- Mary Roberts Debra L. Zahay: Internet Marketing, South-Western College Publishing; International, 2012
- Ward Hanson: Principles of Internet Marketing, Thompson Learning, 2006.

Suggested Readings:

- M. Bhatia: Internet Marketing: History, Concept, Strategies Regal Publications, 2012
- Rafi Mohammed, Robert J. Fisher, Bernard J. Jarworski: Internet Marketing, Tata McGraw-Hill, 2002.
- Judy Strauss, Adel El-Ansary and Raymond Frost: E-Marketing, Third Edition, Prentice-Hall India, 2005.
- Jerry Wind and Vijay Mahajan: Digital Marketing (Global Strategies from the World's Leading Experts), John Wiley & Sons, 2001.
- Jim Sterne: World wide Web Marketing, John Wiley & Sons, (Integrating the Web into Your Marketing Strategy), 2002.
- Herbert Meyers & Richard Gerstman(Ed): Branding @ the digital age, Palgrave, 2001.
- Deirdre Breakenridge: Cyber Branding, Financial Times/Prentice Hall (Brand Building in Digital Economy), 2003.
- Lawrence, Jennings, and Reynolds: e-Distribution, Thompson Asia Pte Ltd.,

Singapore, 2004.

- Matt Haig: B2B E-Commerce Handbook (How to transform your business-to-business global marketing strategy), Kogan Page, 2001.
- Adrian J Slywotzky, David J Morrison: How Digital is your Business, Nicholas Brealey Publications, 2001.

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Marketing Science, Journal of Interactive Marketing

M-426
Customer Relationship Management

Course/Paper : M-426	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objectives

- Emphasize on the importance of acquiring customers and retaining them for a life time.
- To provide a conceptual understanding of CRM, its processes, and structure.
- To enable participants to develop analytical approaches, methodologies, tools, and techniques for applying CRM.

Section-A

Module	Course Description	Contact Hours
Module 1	Customer Relationship Management Fundamentals: Definition and Significance of Customer Relationship Marketing, Theoretical perspectives of relationship, Evolution of Relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, Approach towards marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice, CRM cycle, Significance of CRM, CRM Strategy, Customer Life Time Value, Relationship Life Cycle.	6 hours
Module II	Building Customer Relationship Management: Requisites for Effective Customer Acquisition, Customer Knowledge Management for Effective CRM, Customer Retention Process, Strategies to Prevent Defection and Recover Lapsed Customers	5 hours
Module III	CRM Implementation: CRM framework for Implementation, Implementing CRM Process, Integration of CRM with ERP System, Barriers to effective CRM Gartner's Competency model of CRM.	5 hours
Module IV	Functional Components of CRM: Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM software's	5 hours
Module V	Customer Relationship Management: Technology Dimensions: - E-CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM,	6 hours

	Technologies of e-CRM, Voice Portals, Web Phones, Virtual Customer Representative, Customer Relationship Portals.	
Module VI	Sales Force Automations (SFA): Definition and need of Sales Force Automation, barriers to successful Sales Force Automation functionality, technological aspect of Sales Force Automation, data synchronization, flexibility and performance, reporting tools	5 hours
Module VII	Impact of CRM on Marketing Channels: Meaning, how does the traditional distribution channel structure, support customer relationship, emerging channel trends that impact CRM	5 hours
Module VIII	Trends and Issues in CRM: CRM in e- business (B2B & B2C), Measuring the Effectiveness of CRM, Factors Influencing the future of CRM.	7 hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Identification of the type of customer information held by for the chosen organisation and recommendations made for how 'information gaps' could be filled for acquisition and retention of customers
- Evaluation of how customer information held by the chosen organisation is applied in the selection and use of two promotional tools to build longer-term relationships.

Recommended Books

Text Books:

- Alok Kumar, Chabbi Sinha & Rakesh Kumar, Customer Relationship Management: Concepts & Application Biztantra, Delhi, 2007
- H Peeru Mohamed, A Sagadevan, Customer Relationship Management- A Step-by-Step Approach, Vikas Publishing House Pvt. Ltd., Delhi, 2008

Suggested Readings:

- Jill Dyche: The CRM Handbook: A Business Guide to Customer Relationship Management, Pearson Education, 2002.
- Ed Peelen, Customer Relationship Management,, Pearson Education, 2005.
- Barnes James G: Secrets of Customer Relationship Management, McGraw Hill, 2001.
- Burnett Ken: The Handbook of Key Customer Relationship Management, Pearson Education, 2001.
- Zikmund G Williams, Mcleod Raymond, Gilbert W Faye, Customer Relationship Management, 2003.
- Jagdeesh N. Sheth, Atul Parvatiyar, G. Shailesh, Relationship Management: Emerging Concepts, Tools, and Applications, Tata Mcgraw-Hill Publishing

Company Limited, 2001.

- Jagdish N Sheth: Handbook of Relationship Marketing, Response Books, 2002.
- Davis F. W., Mandrodt K. B.; Building a Customer Responsive Organization – The Quality Way, Maya Blackwell Imprint, 2000.
- Paul Greenberg, Customer Relationship Management at the speed of light, Second Edition, Tata McGraw Hill, 2004

List of Journals/Periodicals/Magazines/Newspapers, etc.

International Journal of Research in Marketing, International Journal of Customer Relationship Marketing and Management, International Journal of Electronic Customer Relationship Management, International Journal on Customer Relations.

M-427
Marketing of Innovation

Course/Paper : M-427	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objectives:

- Create value and growth through innovation in new and existing markets.
- Learn the skills of innovation and apply those skills within the context of a marketing strategy framework.
- Create clear differentiated positioning in the minds of the customer through innovation in advertising and sales promotion.
- Understand the challenges and opportunities for bringing radical innovation in global markets.

Section-A

Module	Course Description	Contact Hours
Module 1	Introduction to Innovation in marketing: Significance of innovation and creativity at different levels in marketing. Concept of innovation in marketing. Reason for organizational innovation, Innovative intentions and behaviors in organization.	5 Hours
Module II	Theories on Innovation: Individual's and organization's innovation process. Diffusion of innovation, evolutionary theory, market analysis, traditional approaches to understand customer.	5 Hours
Module III	Strategy and innovation: Definition and scope of strategy. Technological Opportunities Analysis. Competitive response to technological threats. Innovative ideas to motivate consumers.	6 Hours
Module IV	Innovation management: Management of research and development. Strategic alliances and network. Incubators and Accelerators. Red ocean verses Blue ocean strategy and disruptive technologies.	5 Hours
Module V	Functional Creativity: 4 P's of marketing: Focused study on parameters contributing to Creativity in the Design and Product Development Function; framework for ideation in price, Creative and innovative techniques in packaging, promotion and distribution area.	5 Hours
Module VI	R&D Management: R&D metrics. Integrating R&D and organization. Corporate venturing and new technology start-ups. Structuring R&D for success. Building culture of innovation and selling of ideas.	5 Hours

Module VII	New product development and service innovation: New product development process. Benchmarking and experimentation in New product development process. Methods of idea generation for new product, service and product positioning. Best practices in New product development.	5 Hours
Module VIII	Global innovation and future: Managing Global innovation, factors leading to global innovation; The innovation economy.	6 Hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Study the impact of marketing innovation on a product of your choice. For e.g. Impact of innovative styling on improved sales of a car model.
- Visit 5 different watches brand showrooms and analyze innovative sales strategies followed by each.
- Design an innovative advertisement of any two service companies of your choice.
- Make a presentation on two innovations that changed the world.
- Discuss and present three top technology trends of the current year.

Recommended Books (Latest Edition)

Text books:

- Ettlie J.E.: Managing Innovation (2nd edition), Butterworth Heinemann, Elsevier, 2006.
- Paul Trot, Innovation Management and New Product Development, Pearson Education, 1998.

Suggested readings:

- Kotler, Lane, Abraham and Jha. Marketing Management. Pearson Education, 1990.
- Robin Lowe and Sue Marriot, Enterprise: Entrepreneurship and Innovation, Butterworth Heinemann, Elsevier, 2008.
- Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Book, New Delhi, 2008.
- Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson, 2006.
- P Narayana Reddy, Entrepreneurship : Text and Cases, Cengage Learning, 2010.
- Murdick, Ross & Claggett. Information Systems for Modern Management, Prentice Hall of India, 1984.

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of marketing, Indian Journal of Marketing, European Journal of Innovation Management, "Business perspective"- Journal Innovative Marketing, Business Standard / Business India / Business Today / Business World. "Vikalpa" – Journal of Indian Institute of Management, Ahemdabad, "Management Review" – Journal of Indian Institute of Management, Bangalore, SANKALPA: Journal of Management and Research, etc.

Group C [HUMAN RESOURCE MANAGEMENT]

III Semester Electives	
M-330	Training & Organizational Development
M-331	Strategic Human Resource Management
M-332	Leadership Skills & Change Management
M-333	Human Resource Planning
M-334	Compensation Management
M-335	Recruitment and Selection
M-336	Personality Development and business Etiquette
M-337	Human Resource Development
IV Semester Electives	
M-430	Employment Laws
M-431	Performance Management & Retention Strategies
M-432	Stress Management
M-433	International Human Resource Management
M-434	Management of Conflict and Collaboration
M-435	Transactional Analysis
M-436	Development of Management

M- 330
Training and Organizational Development

Course/Paper : M-330	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

- The course would facilitate understanding of the role, importance and place of training in organizations as well as the approach to adult learning.
- To assist students to understand the processes of change in organizations and implement various behavioral science principles and practices in the form of interventions towards the goals of effective organization development.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction to Employee Learning and Development in Organizations: Learning, the forces influencing working & learning, classification of learned capabilities, learning theories, the basic principles of learning, the learning process, mental & physical processes, the learning cycle, age influences on learning.	06 Hours
Module II	Training: Introduction, relationship, meaning, designing effective training, forces influencing working & learning, training practices, strategic training, training needs assessment. Transfer of Training: implementation of the training programme	08 Hours
Module III	Training Methods: Traditional training methods: presentation methods, hands-on methods, group building methods. Choosing training methods. E-learning & use of technology in training, , developing effective online learning, blended learning, simulations, mobile technology & training methods, systems for training delivery	06 Hours
Module IV	Evaluation of Training & Employee development: Reasons for evaluating training, overview of the evaluation process, evaluation practices, evaluation designs, threats to validity, considerations in choosing as evaluation designs, determining ROI, determining costs, measuring human capital & training activity. Employee Development: introduction, approaches to employee development, the development planning process, company strategies for providing development, special issues in training & employee development	8 Hours

Module V	Introduction to OD: Definition, Introduction & Foundations of Organizational Development: Conceptual Framework of OD, Characteristics of OD, Participation & Empowerment, Teams & Teamwork, Parallel learning structures	04Hours
Module VI	OD Diagnosis: Components of OD process, Diagnosis, Diagnosing the system, its subunits & processes, phases of OD programs, Third Wave Consulting: The Action component: nature of OD intervention, analyzing discrepancies	04Hours
Module VII	OD Interventions: Definition, factors to be considered, choosing & sequencing intervention activities, classification of interventions: individual (coaching, counseling, training, behavioral modeling & mentoring), group (conflict management, group facilitation, group learning, self-directed work teams, team building & virtual teams),	04 Hours
Module VIII	OD Process: Restructuring organizations, OD in global settings, future direction in OD	02 Hour

Section-B

At Least one Case Study from each module

Suggested Case Studies: Detailed study of Bain & Company & Mc. Kinsey

Questions will be case/inferences/application based

Practical Component

- Prepare skill matrix for few selected jobs and identify the types of training needed to impart those skills
- Case studies/ role plays to understand how these methodologies can be effectively used for training
- Conduct a mock training session including need identification and a set of students to evaluate the effectiveness of the same.
- Training needs analysis case and ask the students to find out the training needs.
- Organize a training program
- Make a Presentation in the class in presence of preferably a HR Manager / HR Consultant.

Recommended Books (Latest Edition)

- Naik G Pandu, Training and Development, Excel Books, 2007.
- Noe A. Raymond, Employee Training & Development, McGraw Hill, 2008.
- Janakiram B, Biztantra, Training and Development, 2007.
- Blanchard, Effective Training Systems, Strategies and Practices, 2/e, Pearson Education.
- Lynton Rolf & Pareek Udai, Training for Development, Sage Publications, 2011.

- Reddy Ratan, Effective HR Training Development Strategy, HPH, 2005.
- Goldstein, Training in Organizations, 4/e, Cengage learning.
- Holbeche Linda, Judge-Cheung Yam-Mee, Organizational Development: A Practitioner's Guide for OD and HR, Kogan Page, 2011
- Mclean Gary, Organizational Development: Principles, Processes, Performance, Berrett-Kohler Publishers, 2005

List of Journals/Periodicals/Magazines/Newspapers, etc.

- SAM Advanced Management Journal
- Journal of Leadership and Organizational Studies
- The Journal of Applied Behavioral Science
- Journal of Management
- International Journal of Training and Development
- European Journal of Training and Development
- International Journal of Learning and Development
- International Journal of Applied Training and Development
- Journal of Organization Development
- International Journal of strategic human management
- Asian Journal of Management Cases
- Harvard Business Review
- Global Business Review,
- South Asia Economic Journal,
- Economic & Political Weekly, Business India / Business World

M-331
STRATEGIC HUMAN RESOURCE MANAGEMENT

Course/Paper : M-331	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

- The purposes of this course are to Understand Strategic HRM, Aligning HR systems with business strategy, Strategy formulation, Strategies for performance and development with knowledge of global economy factors. The score card approach is also gaining its importance.

Section-A

Module	Course Description	Contact Hours
Module I	Understanding Strategic HRM: Traditional vs. strategic HR, "best fit" approach vs. "best practice" approach, HR strategy and the role of national context, sectoral context, and organizational context on HR strategy and practices.	6 Hours
Module II	Aligning HR systems with business strategy: Sustained competitive advantage - how HR adds value to the firm - HR as scarce resource – non-substitutable resource, linking HRM practices to organizational outcomes.	8 Hours
Module III	HR Audit: Auditing HR practices and department, linking strategy to HRM practices – corporate HR philosophy and companywide HR standards – HRM leading strategy formulation, SHRM: Universalistic, Contingency, Configurational, Congruence Approaches and integrated HR systems.	8 Hours
Module IV	HR Strategy in work force utilization: Efficient utilization of human resource – cross training and flexible work assignment —work teams – non unionization, strategies for employee shortages, strategies for employee surpluses.	4 Hours
Module V	Strategies for performance and development: Typology of performance types – marginal performers – under achievers – stars – solid citizens, recruitment and selection strategy typology, incentive alignment, psychological contracting.	4 Hours
Module VI	Evaluating the Effectiveness of SHRM: Overview of evaluation – scope – strategic impact – level of analysis – criteria – level of constituents – ethical dimensions, approaches to evaluation – audit approach – analytical approach	6 Hours

Module VII	Balanced score card perspective, bench marking, accounting for HRM – purpose of measuring cost and benefits of HRM – employee wastage and turnover rates – cost of absenteeism – measuring human resource cost.	4 Hours
Module VIII	The Future of SHRM SHRM practice in the future. Change, Restructuring and SHRM, Competencies of HR Professional in a SHRM Scenario.	2 Hours

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Identify and evaluate key HR issues which critically impact on organizational performance and strategic direction in any organization.
- Identify and enact the key roles assumed by HR in the context of a strategic human resource management approach.
- Identify relevant metrics in strategic human resource management. Demonstrate the interventions needed to generate commitment among key stakeholders and business partners for a strategic HR agenda.
- Role plays on HR taking a seat on strategic table.
- Role plays on handling under achievers.
- Strategic approach to use Golden Handshake with live Company experiences
- Strategic approach to handle retrenchment with live company experiences
- VRS scheme as an instrument of strategic change in any organization with live company experiences

Recommended Books

- Jeffrey A Mello, Strategic Human Resource Management, South western Thomson Learning, 2001
- Tanuja Agarwala, Strategic Human Resource Management, 6th Edition, 2009, Oxford University Press.
- Bohlander, Snell & Sherman, Managing Human Resources, 2012
- Pearce & Robinson, Strategic Management: Formulation, Implementation & Control, 12th Edition, 2010, Mc Graw Hill
- Noe, Hollenbeck, Gerhart, Wright-IRWIN, Human Resources Management- Gaining a competitive advantage, 6th Edition, 2007
- Das, Pulak, Strategic Human Resource management, Cengage Learning, 2011 Latest Edition
- Charles R. Greer, Strategic Human resource management, Pearson Latest edition
- James Baron and David Kreps, Strategic Human resources, Wiley Latest edition
- Schuler and Jackson, Strategic Human resource management, Wiley Latest edition

List of Journals/Periodicals/Magazines/Newspapers, etc.

- "The Journal of Strategic Human Resource Management" (JSHRM)
- Journal of Strategic Human Resource Management
- International Journal of strategic human management
- Asian Journal of Management Cases
- Harvard Business Review
- Global Business Review
- South Asia Economic Journal
- Economic & Political Weekly, Business India / Business World, Mint

M- 332
Leadership Skills & Change Management

Course/Paper : M-332	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives

- The course will let the student understand the impact and importance of becoming a leader, effective leadership behavior and styles. Understanding the change, its role and implementation.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction: Concept, Evolution of leadership theories, Attributes of effective leaders.	6 Hours
Module II	Leadership Styles, Skills and Tactics: Different styles of Leadership, The impact of leadership styles on work climate; Leadership skills and tactics.	7 Hours
Module III	Learning organization: Leading a learning organization, The leader as a coach, Understanding teams and teamwork, Principles of great teams, Leadership approaches that foster team performance.	4 Hours
Module IV	Classification of Leaders: Characteristics and operating style of level 5 leaders, Characteristics and operating style of narcissistic leaders.	2 Hours
Module V	Leadership Challenges: Challenges of knowledge work, Realities of the E-commerce environment, Managing diversity.	2 Hours
Module VI	Introduction to organizational change: Nature of change, forces of change, reinventing Kurt Levin, change need analysis, content of change, types and styles of change, building capability for change, providing leadership to change, creating support systems and managing transition.	7 Hours
Module VII	Appreciating change: External environment as drivers of change, business cycles, industry cycles, technology and strategic change, industry evolution and concentration, developing a change agenda. Cognition and organizational change, mental models, organizational learning.	7 Hours
Module VIII	Mobilizing support and executing change: Four approaches to change, parallel organization, ownership and involvement in change, Executing change: challenges of execution, execution framework, developing cross functional linkages, aligning policies, and removing structural	7 Hours

impediments, developing new routines for innovation and improvement, considering human element.

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Role play on different styles of leadership.
- Leadership profiles of successful business leaders.
- Prepare a report on changes that have taken place in various industries over a period of 5-10 years.
- Role play on mobilizing support for a change implementation programme.

Recommended Books

- Cummings T.G. and Worley C. G., *Organizational Development and Change*, Cengage Learning, 2005.
- Harigopal K, *Managing organizational change*, Response Books, 2006.
- Nilakant V. and Ramnarayan S., *Change management* Response books 2006.
- Palmer, Dunford and Akin, *Managing organizational change* 2011.
- Kavitha Singh, *Organizational Change and Development*, Excel Books ,2010.

List of Journals/Periodicals/Magazines/Newspapers, etc.

- Journals of Organization Development
- Harvard Business Review
- Journal of Human Resource Development
- Human Resource Development Review
- Management Review- IIM Bangalore
- Vikalpa- IIM Ahmedabad, Human Capital

M-333
HUMAN RESOURCE PLANNING

Course/Paper : M-333	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

- To understand the purpose, process and applications of human resource planning in the context of different organizational strategies.
- To create a critical appreciation and knowledge of understanding the determinants of human resource requirements. And the means for meeting those requirements.
- To create practical awareness about the current trends in human resource planning in global companies.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction: definition and concept of HRP, benefits, process. HRP components, Macro Level manpower Planning and Labor market Analysis - Organizational Human Resource Planning.	6 Hours
Module II	HR planning and corporate strategies: HR planning as a strategic process-employees as resources-goal attainment, linking HR process to strategy, involvement in strategic planning process, strategic HR Planning model.	5 Hours
Module III	Job analysis: meaning and definition, job analysis process, techniques of job analysis, methods and practice of job analysis, competency based approach.	5 Hours
Module IV	HR Forecasting: Forecasting Manpower Needs, the Forecasting Process, forecasting Staffing Requirements. Models and Techniques of manpower demand and supply forecasting Index analysis-expert forecasts-delphi technique-nominal group technique-HR budget and staffing table.	6 Hours
Module V	Recruitment, Employment Tests and Selection Internal and External Sources, Recruitment Evaluation. Concepts of Testing, Types of tests, Executive Talent Search Significance of Selection, Scientific Selection, Selection process. Evaluation of Selection System.	8 Hours
Module VI	Interviewing, Placement and Induction: Role of Interview, Forms, Steps in Interviewing, Interview Skills, Interview Efficiency, Training and Development of the Interviewer, Campus Selection Interview. Conference Interview Technique used for global sourcing. Placement and Induction.	6 Hours

Module VII	Career planning and succession management: definitions, concepts, stages of career development process and organizational HR Policies, Succession management process and Management development programmes, objectives of MDP's, Job rotation, Auditing MDP's management development methods, challenges of succession management, Replacement analysis.	4 Hours
Module VIII	HR Planning and Selection in the Modern Business Environment: Changing perspectives in the field of recruitment and selection in the information age: e-recruitment and Selection. E-recruitment, e-selection, outsourcing.	2 Hours

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Students are expected to conduct a mock induction session for the selected batch of students and submit a report as part of the assignments.
- Students can identify various sources of recruitment used by Indian organization for lower, middle level and top level management jobs.
- Identify three to four jobs generally known to most of the students and ask them to collect the data and prepare job description and job specification for the said jobs.
- Obtain online access to the resume data base of Naukri.com or Monsterindia.com for a week and give at least four job descriptions and specification to each student, to search and download from the data base at least five resumes for each position

Recommended Books

- Human Resource Information System: Development and Applications, Kavanagh, M. J. etc., PWS-Kent, Boston, 2008
- *Human Resource Planning*, Bramham J., Institute of Personnel Management, London, 2002
- Flippo, Edwin B. Personnel Management, McGraw Hill, New Delhi.
- Arun Monappa and Mirza S. Saiyadain, Personnel Management, Tata McGraw- Hill Bombay.
- Pigors P. and Charles A. Myres - Personnel Administration- A Viewpoint and a Method, McGraw Hill, London, 1981.
- Dale Yoder and Staudahar Paul D; Personnel Management and Industrial Relations, Prentice-Hall, Englewood Cliffs.
- B.P. Singh, T.N. Chhabra and P.L. Taneja, Personnel Management and Industrial Relations, Dhanpat Rai, Delhi, 2000.
- P.R. Plumbley, Recruitment and Selection, Institute of Personnel Management, London, 1978.

- Earnest J. McCremick, Job Analysis - Methods and Applications, AMACOM, New York, 1979.
- Neil Anderson, Successful Selection Interviewing, Blackwell, Cambridge, 1993.
- Thomas L. Moffatt, Selection Interviewing for Managers, Harper and Row, New York, 1979.
- Gopalji, Personnel Management in Indian Industries, Ashish Publishing, New Delhi.

List of Journals/Periodicals/Magazines/Newspapers, etc.

- IOSR Journal of Business and Management (IOSRJBM)
- Journal of Information Science

M-334
Compensation Management

Course/Paper : M-334	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

- The course aims to impart knowledge in the design, implementation and administration of compensation and benefits in the organizations, taking into account the legal provisions. This would enable the future HRD manager to leverage compensation in creating a high performing organization.
- The course would facilitate the student to become a contemporary compensation manager by gaining insights into current practices of compensation in Indian organizations.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction to Compensation and Benefits: Meaning, components, types. Piece rated, time rated and skills based approaches. Characteristics of best compensation plans. Fixed pay and variable pay, Understanding the terminologies- compensation, benefit, salary, pay, basic pay, wage, allowance, incentive, commission, reward, recognition, perquisite, fringe benefit, subsistence allowance, reimbursement, consolidated pay, stipend, service charges, pay scales, severance pay, terminal benefit, bonus, joining bonus, retention bonus, relocation pay, increment, and stagnation increment. Workers compensation, managerial compensation and executive compensation.	6 Hours
Module II	Economic theories of wages: Importance of economic theories in the understanding of compensation and benefits, the evolution of just wage doctrine of Thomas Aquinas, subsistence wage theory of Adam Smith and David Ricardo, wage fund theory of John Stuart Mill and Nassau Senior, marginal productivity theory of Alfred Marshal and John Bates Clark, bargaining theory by Arthur Cecil Pigou, residual claimant theory by Francis A. Walker, surplus value theory by Carl Marx.	6 Hours
Module III	Principles of compensation determination: Meaning and Significance compensation principles. Equity (internal and external), bargaining ability of employee unions and individual employees, statutory requirements, ability to pay, worth of the job, demand-supply conditions in job market. Job evaluation	5 Hours

	and salary survey	
Module IV	Cost to Company (CTC) Method: Meaning and significance, advantages and limitations, CTC, Gross salary and Net salary. Components of CTC Monthly, quarterly, annual and one time components. Advance components and deferred components. Attendance linked components, seniority linked components, and performance linked components. Paid leave and holidays, conveyance, leave travel concession, food coupons, housing, benefits, perquisites and statutory components.	5 Hours
Module V	Benefits and incentives: Meaning, significance and characteristics, basis for benefits payment, statutory benefits-employees state insurance, provident fund, gratuity, unemployment benefits, skills up gradation benefits, pension, employees compensation and Maternity benefit, non statutory benefits- insurance against injury, illness, disability, fatal accident and death. Meaning and significance of incentives, basis for incentives payment, purpose and types- regular, periodical and occasional incentives, cash incentives and incentives as fringe benefits. Stock options, Emerging trends	5 Hours
Module VI	Executive compensation: Meaning and significance of executive compensation, unique features of executive compensation, fixed components and variable components, perquisites and benefits basis for determining executive compensation, statutory upper limit on executive compensation as per Companies Act 1956, stock options, joining bonus, retention bonus and severance pay, Emerging trends.	5 Hours
Module VII	Law Relating to compensation: Payment of wages Act 1936, Minimum wages Act 1948, Payment of Bonus Act 1965, and Equal Remuneration Act 1976.	5 Hours
Module VIII	Taxation on salary and benefits: Meaning and significance of taxation on salary, Professional tax of state government on salaries people, income tax of central government on salaries people. Components of salary and benefits which are exempted from payment of tax. Approaches to create salary structures to minimize the tax liability. Procedure for deduction and remittance of taxes. Responsibilities of employer and employee in complying with taxation law.	5 Hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Students have to prepare questionnaire for conducting wage survey and carry

out wage survey for any selected sector and prepare a report for the same.

- Students are expected to conduct a survey regarding the effective utilization of resources within the campus and find out the flaws in the existing compensation system.
- Give a wage determination case and ask the students to suggest solution.
- Give a cost to company case and ask the students to role play for negotiating with a prospective job applicant to distribute the CTC under various components.
- Give a case to Identify and prepare the, notices to be displayed, returns to be submitted and the registers to be maintained as per the above legislations.

Recommended Books

- Compensation- Milkovich G. T, Newman J .M, & Venkata Ratnam, C. S., McGrawhill Irwin, 2009.
- Compensation Management - Deb Tapomoy, Excel Books, 2009.
- Employee Reward - Michael Armstrong, Universities Press, 2007.
- Strategic compensation - Martocchio J. J. Pearson Education, 2004.
- Compensation - Gerhart B & Rynes S L, Sage Publishers, 2003.
- Understanding Wages and Compensation Management – Sarma A.M, HPH.

List of Journals/Periodicals/Magazines/Newspapers, etc.

- Journal of Compensation and Benefits
- Journal of Economic Perspectives
- Sacha Journal of Policy and Strategic Studies

M- 335
Recruitment and Selection

Course/Paper : M-335	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

- To understand and explore the operational issues involved in recruitment and selection.
- To understand the extent of innovation and contemporary concerns and challenges in recruitment and selection.

Section-A

Module	Course Description	Contact Hours
Module I	Job Analysis: Meaning, definition & purpose. Methods of job analysis: job analysis interviews, job analysis questionnaire, task analysis inventory, position analysis questionnaire, subject expert workshops, critical incident technique	8 Hours
Module II	Hiring Process: Nature of hiring: regular, temporary: its types. Need analysis, cost analysis of hiring process. Internal Hiring: meaning & definition, sources of internal recruitment: circulars, intranet, employee referrals. External hiring: meaning & definition of external recruitment, sources of recruitment. Modern Recruitment techniques: Scouting, Re-recruitment, event recruitment, E-Recruitment/Online recruitment, social recruitment, mobile-phone recruiting.	6 Hours
Module III	Screening Process & Assessment Centers: Screening the candidates: Application Forms: bio-data & weighted application blanks, social media screening. Assessment centers: structuring, assessment centers activities, administrative structure, assessment centers effectiveness.	06 Hours
Module IV	Testing & Interviewing candidate: Testing: meaning, definition, purpose, advantages & disadvantages. Interviewing: planning the interview, interview process: preparation, components, types, interviewing behavior, structuring of interview, using the interview checklist.	04 Hours
Module V	Legal Aspects and Organization Policy: Nationality, gender, age, job reservation for weaker sections of the society, equal opportunity employment, employment of foreign workers and visa restrictions, agreement with employee unions, organizational policy on hiring.	04 Hours
Module	Appointment and joining: Appointment- Meaning and	6 Hours

VI	significance, offer of appointment and acceptance, appointment order, contents of appointment order and its acceptance. Bond for minimum service, bond for good conduct, caution deposit against possible losses. Joining- Fixing a joining date. Joining day formalities, verification and collection of certificate copies, collecting photos, PAN number and passport copy. Providing access to enter and exit. Providing place to work, providing furniture, stationary, equipment, entering name in the muster roll, opening the personal file etc	
Module VII	Background & Reference Checking: Meaning, definition & purpose. Verification of character, criminal antecedents, previous work behavior & educational qualifications. Candidate driven resume verification. Appointment orders: meaning, definition & purpose	04 Hours
Module VIII	Induction and deployment: Meaning, significance, methods, and contents introducing new employee to the existing employees in person or through communication. Showing all the departments and facilities to the new employee. Basic rules to be followed at work to deal with people issues, processes and task issues. Deployment of right person to right position.	04 Hours

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component
<ul style="list-style-type: none"> Students are expected to conduct a mock induction session for the selected batch of students and submit a report as part of the assignments. Students can identify various sources of recruitment used by Indian organization for lower, middle level and top-level management jobs. Identify three to four jobs generally known to most of the students and ask them to collect the data and prepare job description and job specification for the said jobs. Obtain online access to the resume data base of Naukri.com or Monsterindia.com for a week and give at least four job descriptions and specification to each student, to search and download from the data base at least five resumes for each position Form groups of five to six students. Ask each group to identify and present the parameters/standards for selecting a (a) police constable, (b) forest guard, (c) computer operator, (d) software programmer, (e) bank cashier and a (f) nurse.

Recommended Books
<ul style="list-style-type: none"> Gatewood R. D, Field H.S, Barrick R., Human Resource Selection, Cengage

Learning, 2008.

- Arthur D, Recruiting, Interviewing, Selecting, and Orienting New Employees - , PHI, 2011.
- Phillips J. M and Gully S.M., Strategic Staffing,Pearson Education, 2009.
- LiLy M. Berry, Wadsworth, Employee Selection, Cengage Learning, 2003.
- Heneman H. G & Judge T. A.,Staffing Organizations, McGraw-Hill, 2009.
- Sahu R. K,Managing Recruitment Functions,Excel Books, 2010.

List of Journals/Periodicals/Magazines/Newspapers, etc.

- The International Journal of Human Resource Management
- International Journal of Human Resource Development and Management
- SA Journal of Human Resource Management
- Prabhandhan: Indian Journal of Management

M-336
PERSONALITY DEVELOPMENT AND BUSINESS ETIQUETTE

Course/Paper : M-336	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objective: The purpose of this course is to Identify the key principles of a good personality, common courtesy, professional manners, and the Golden Rule as they are practiced in the workplace environment. The course also Describes ways to apply proper courtesy in different professional situations

Section-A

Module	Course Description	Contact Hours
Module I	Personality: Physical Appearance; Body Language; Voice; Communication Style; Content of Communication; Enriched Communication through Sensory Specific Language. Business Style and Professional Image: Dress Codes, Guidelines for Appropriate Business Attire – Differentiate among the dressy casual, semiformal, formal and black tie dress code, Grooming for Success, Multi-cultural Dressing.	5 Hours
Module II	Impression Management: Impression Formation, Tactics, The Self presentational Motive, The Compass Qualities; First and Lasting Impressions; Magic Pills; Toxic Traits, The Social Context: Norms and Roles, The Target's Values, Actions; The Environment; Success; Changing from the Outside-in, Current Social Image, Instrumental Complementarily, The Private Self, Worrying about Impressions. Creating Rapport, Powerful Persuasion Strategies	6 Hours
Module III	Assertiveness Training: Concept of Assertiveness, Components of Assertive behavior, Rational-emotive Assertiveness Training, Handling Fear, Handling Anger, Handling Depression, Assertive Behaviour Skills, How to Handle Putdowns, Assertiveness on the Job, Assertiveness in Interpersonal Relations, Assertiveness in Everyday Commercial Situations, Assertiveness and Others.	5 Hours
Module IV	Interpersonal Relations: Introduction to Interpersonal Relations, Analysis Relations of different ego states, Analysis of Transactions, Analysis of Strokes, Analysis of Life position.	5 Hours
Module V	Business Etiquette: The ABC's of Etiquette, Developing a Culture of Excellence, The Principles of Exceptional Work Behavior, The Role of Good Manners in Business, Enduring Words.	5 Hours
Module	Formal Interactions: Making Introductions and Greeting	6 Hours

VI	<p>People: Greeting Components, The Protocol of Shaking Hands, Introductions, Introductory Scenarios, Addressing Individuals</p> <p>Meeting and Board Room Protocol: Guidelines for Planning a Meeting, Before the Meeting, On the Day of the Meeting, Guidelines for Attending a Meeting – For the Chairperson, For Attendees, For Presenters</p> <p>Multi-cultural Etiquette: Examples of Cultural Insensitivity, Cultural Differences and their Effects on Business Etiquette</p>	
Module VII	<p>Self assessment: Self assessment and brief introduction of each individual , Identifying individual areas that need improvement- speech pattern, diction, body language, enunciation and pronunciations, Conversational Techniques, Build self-confidence and self-esteem, Voice modulation</p> <p>Visiting cards exchange How to make proper introductions, Paying & receiving compliments, Small Talk & Networking, Increase valuable business relationships, Designer terminology, Body Language, Poise, Eye Contact</p>	5 Hours
Module VIII	<p>General Etiquettes : Fine dining, Styles of Eating, Silverware Savvy , The Role of the Napkin, How to Eat Various Foods, Foods to Avoid, Travel etiquette, Clothes and Corporate Culture, Personal Props and Accessories for Men and Women, Color Strategies for Everyone, Corporate role play, Developing Your Professional and Personal Image</p>	5 Hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Group discussion
- Presentation skill
- Problem-solving and decision making skills through role plays
- Role plays on Leadership and creativity skills
- Role plays on Time management & Body language

Recommended Books

Text Books

- Business Etiquette in Brief by Ann Marie Sabath, Adams Media Corporation, South Asian Edition
- Basic Managerial Skills for All by E. H. McGrath, S. J., PHI
- Personality Development and Soft Skill, Mitra, Barun, Oxford University Press.

Reference Books

- Business Etiquette by David Robinson, Kogan Page
- Develop your Assertiveness by Sue Bishop, Kogan Page

List of Journals/Periodicals/Magazines/Newspapers, etc.

- How to deal with Stress by Stephen Palmer & Cary Cooper, Kogan Page India Pvt. Ltd., South Asian Edition
- Successful Time Management by Patrick Forsyth, Kogan Page
- How to manage meetings by Alan Barker, Kogan Page

M-337
Human Resource Development

Course/Paper : M-337	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objective:

- This course is designed to help students in understanding various concepts of HRD, HRD systems and processes and help them in developing HRD facilitator's skills, develop and design HRD programmes and implement and control them in various organizational setups.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction : Definition, Evolution of HRD, HRD and HRM, HRD Functions, Role of HRD Professional, Challenges to organizations and HRD Professionals, Framework for HRD Process.	4 Hours
Module II	Introduction to HRD Tools: Need, scope and design of the HRD tools, Foundations of HRD Tools- Organizational Psychology concepts-Individual, Group and Organizational processes affecting performance, Competency Mapping and Career Management.	4 Hours
Module III	Designing Effective HRD Programs : Defining the objectives of the HRD interventions, Selecting the Trainer, Preparing a lesson Plan, Selecting training methods, Preparing training material, Scheduling HRD Programs.	6 Hours
Module IV	Implementing HRD Programs: Training Delivery methods, On-Job Training methods, Class-room Training approaches, Implementing the Training Programs.	5 Hours
Module V	Evaluating HRD Programs: Purpose of HRD Evaluation, Models and frameworks of evaluation, Assessing impact of HRD Programs, Ethical issues concerning Evaluation.	6 Hours
Module VI	Management Development and skills/technical training: Management education, training and experiences, basic workplace competencies, technical training, interpersonal skills, professional developments and education, coaching.	7 Hours
Module VII	HRD Experiences: HRD in Manufacturing and Service Industry, HRD in Government and Public Systems, HRD in Education, Health and other Sectors, Comparative HRD - International Experiences.	5 Hours
Module	Emerging Issues in HRD: Creating awareness and	5 Hours

VIII	commitment to HRD, Industrial Relations and HRD, Utilization of HRD efforts, Emerging trends and perspectives, Future of HRD.	
-------------	---	--

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Designing HRD Programmes for employees of different sectors.
- Case Study and role play on selecting training methods for the employees of different sectors and departments

Recommended Books

- John Werner and Randy Desimone, Human Resources Development, Cengage, 2011.
- Udai Pareekh & T.V.Rao, Designing and managing Human Resource Systems, Oxford.
- Noe, Human Resources Development, Tata McGraw-Hill
- Pareekh Udai & TV Rao Understanding HRD System Tata McGraw-Hill
- Mankin Human Resource Development Oxford
- Rothwell Beyond training and development Jaico
- Blanchard, Thacker Effective Training Pearson
- Richard A Swanson PhD and Elwood F. Holton Foundations of Human Resource Development Berrett-Koehler
- Les Donaldson, Edward Scannell, and Edward S. Scannell Human Resource Development: The New Trainer's Guide Perseus
- Michael J. Marquardt and Dean W. Engel Global Human *Resource Development* Prentice Hall

List of Journals/Periodicals/Magazines/Newspapers, etc.

- Harvard Business Review
- Journal of Human Resource Development
- Human Resource Development Review
- International Journal of Human Resource Development and Management
- Management Review- IIM Bangalore
- Vikalpa- IIM Ahmedabad, Human Capital.

M-430
Employment Laws

Course/Paper : M-430	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objectives :

This course is designed to make the students understand basic concept behind procedural substantive and protective legislation relating to employment laws.

Section-A

Module	Course Description	Contact Hours
Module I	Evolution of Labour Law: History of labour movement in India, Constitutional provisions of labour law, Labour Commissions and their recommendations.	6 Hours
Module II	International Labour Organization and its role, Indian Constitution and Labour Legislation.	5 Hours
Module III	Employment Legislations : Contract Labour (Regulation and Abolition) Act, 1970, Standing Orders Act, 1946 (Setting up of model standing orders)	5 Hours
Module IV	Compensation Legislations : Payment of Wages Act, 1936, Minimum Wages Act, 1948, Equal Remuneration Act, 1976	5 Hours
Module V	Social security Legislations : Employee's State Insurance Act, 1948, Employees Provident Fund and Miscellaneous Provisions Act, 1952, Payment of Gratuity Act, 1972, Workmen's Compensation Act, 1923, Maternity Benefit Act, 1961	5 Hours
Module VI	IR Legislations : Trade Union Act, 1926, Industrial Dispute act, 1947-Authorities Under this Act, Notice of Change, Procedures, Powers and Duties of Authorities, Strikes and Lock-Outs, Lay off and Retrenchment, Unfair labour practices and penalties	6 Hours
Module VII	Work place Legislations: Factories Act, 1948 (Safety of welfare provisions)	5 Hours
Module VIII	Labour Policies: Emerging issues and future trends.	5 Hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Conducting a debate on constitutional provisions of labour law.
- Role Play on a case of collective bargaining play.
- Give a list of allegations reported against an employee of an organization and ask the students to draft the charge sheet.

Recommended Books

- P. R. N. Sinha, Indu Bala Sinha, Industrial Relation, Trade Unions, and Labour Relations, Pearson Education, 2004
- Sivarethinamohma, Industrial Relation & Labour welfare: Text & Cases, Eastern Economy Edition, 2010
- Report of National Commission on Labour: Govt. Of India
- The Indian Labour Year Book (Latest Issue). Ministry of Labour Govt. of India.

List of Journals/Periodicals/Magazines/Newspapers, etc.

- Journal of Management of Industrial Relations, Human Capital
- Online Journals and Resources.

M-431
Performance Management & Retention Strategies

Course/Paper : M-431	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objectives:

- The course is designed to make the students understand the basic concepts of Performance Management and to expose the students to different approaches of Performance Appraisal with their industry application.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction of Performance Management System: Definition of Performance Management System, Performance Planning, Performance Coaching and Performance Appraisal, Role of Appraisals in Performance Management, Role of Performance Management System, Characteristics of an ideal PM system.	06 Hours
Module II	Performance Planning: Components of Performance Planning, Objectives of Performance analysis, Process of performance analysis, Performance Mapping tools.	05 Hours
Module III	Implementing Performance Management System: Competency Mapping and Competence based Performance Management System. Linking individual and team goals to organizational goals, Goal setting procedure.	05 Hours
Module IV	Performance Appraisal: Definition and objectives of Performance Appraisal, Process of Performance Appraisal- Self Assessment and its importance, Methods of Performance Appraisal- Traditional and Modern.	06 Hours
Module V	Performance Coaching: Performance Appraisal as a training need assessment, Counseling for better performance, Feedback Mechanisms in Organizations- training the superiors to give constructive feedback.	05 Hours
Module VI	Potential Appraisal: Meaning & objectives of Potential Appraisal, Potential Appraisal & Performance Appraisal.	05 Hours
Module VII	Behavioral Performance Management: Principles of Learning, Theories of Learning, Reinforcement and Punishment, Role of Organizational Reward Systems, Behavioral Performance Management.	05 Hours
Module VIII	Performance management & employee development: Personal Development plans, 360 degree feed back as a	05 Hours

developmental tool, performance management & reward systems: performance linked remuneration system, performance linked career planning & promotion policy.

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.
- Students can be asked collect the information related to attrition rates in various sectors and identify the possible reasons for the same through a survey.
- Prepare a performance appraisal form.

Recommended Books

- H.Aguinis, *Performance Management*, Pearson
- Udai Pareek & TV Rao, *Designing & Managing Human Resource Systems*, Oxford & IBH
- K. Aswathappa, *Human Resource Management – Text & Cases*, Tata McGraw Hill
- B. Pattanayak: *Human Resource Management*, OUP
- P.Jyothi & D. N. Venkatesh, *Human Resource Management*, OUP
- K. K. Chaudhuri, *Human Resource Management – Principles & Practices*, Himalaya

List of Journals/Periodicals/Magazines/Newspapers, etc.

- Harvard Business Review
- Journal of Human Resource Development
- Annual Review of Psychology
- Journal of Applied Behavioural Science
- Human Resource Development Review
- Management Review- IIM Bangalore
- Vikalpa- IIM Ahmedabad
- Human Capital.

M- 432
Stress Management

Course/Paper : M-432	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objectives:

- To understand the nature of stress, and the relationship between stress and managerial problems.
- To examine the various methods of assessing personal and organizational stress, and
- indicating ways of coping with stresses.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction to Stress: Stress: Meaning, Nature of Stress; constructs & problems, Approaches to stress, Good Stress vs Bad Stress, Occupational Stress	05 Hours
Module II	Stress Manifestation: Stages of stress, Signs of stress at work, Personality types and impact of stress on them: Behavioral and Situational Manifestations	05 Hours
Module III	Sources of Stress: General sources of stress: stress and health, physiological and psychological illness, sources of managerial stress; Stress and thought process learning	06 Hours
Module IV	Assessment of Stress: Stress Assessment Tests, Biodots, Stress Meters, Cauchy stress, Kirchhoff stress, Nominal Stress, Biot Stress.	05 Hours
Module V	Stress Management: Stress Diary, Becoming change skilled, Adopting a healthy life style, right attitude, thought awareness, imaginary (Auto-genic Therapy), learning to relax, Correct breathing, value and goal planning, time management, the individual's ten commandments for effective stress management.	06 Hours
Module VI	Organizations and Stress Management: Recognize the signs, approaches to the problems, coping with resources and processes: assertiveness training, stress and social support, group processes and changing values for understanding and coping with stress	05 Hours
Module VII	Stress and Role Conflict: Role; meaning and types, role stress, reasons for role stress, Occupational Role Stress Scale: meaning and scope.	05 Hours
Module VIII	Stress and Leadership: Leadership styles in stressful and non stressful situations, managing leadership stress, decision	05 Hours

making under stress work stress and leadership development and Burnout
--

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- First define your goal and then create affirmations to support those goals. Rather than engaging in worrisome thoughts about not getting a good grade, or studying the wrong material, focus on the positive outcomes. Your goals/affirmations might be that: "I am efficient and focused in my studying; the material that I study is useful and appropriate; and I take exams with ease and receive excellent grades for my performance."
- Make a checklist of things that worry you when you study. Note down the steps you will take to reduce them.

Recommended Books

- Linden Wolfgang, Stress Management: From Basic Science to Better Practice, Sage, 2005
- Seaweed Luke Brian, Managing Stress: Principles and Strategies For Health and Well Being, Jones & Bartlett Learning, 2011
- Lehrer M Paul, Woolfolk L. Robert, Sime E Wesley, Principles & Practice of Stress Management, Guilford Press, 2007
- Sharma Manoj, Romas A John, Practical Stress Management: A Comprehensive Workbook, PHE, 2013

List of Journals/Periodicals/Magazines/Newspapers, etc.

- International Journal of Stress Management
- Health Science Journal
- International Journal of Bio-resource and Stress Management
- Journal of Management Education

M-433
International Human Resource Management

Course/Paper : M-433	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objectives:

- This course aims at familiarizing the students with the latest global trends in HRM across differing countries, HR Systems & policies. Management across borders requires global managerial staffing & International decision-making.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction to IHRM: Definition, Difference between IHRM and Domestic HRM, Models of IHRM-Matching model, Models of SHRM in Multinational Companies, Internationalization of HRM.	05 Hours
Module II	Organizational dynamics and IHRM: Role of culture in International HRM, Culture and employee management issues, Organizational Processes in IHRM, Linking HR to International expansion strategies, The Challenges of International Human Resource Management.	05 Hours
Module III	Recruitment, Selection and staffing in International context: International Managers, parent country nationals, third country nationals, host country nationals, selection Criteria and Techniques, use of selection tests, interviews for international selection, different approaches to multinational staffing decisions, recruitment methods using head-hunters, cross-national advertising, e-recruitment.	07 Hours
Module IV	Training and development in international context: Context Backdrop of international training, role of expatriate training, HCN training, Career Development, repatriate training, components of effective pre-departure training programmes, developing international staff and multinational teams, knowledge transfer in multinational companies.	05 Hours
Module V	Performance Management: A conceptual background, Constraints in goal attainment, performance management cycle, models, performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management.	05 Hours
Module VI	International Compensation: Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international	05 Hours

	compensation, compensation practices across the countries, emerging issues.	
Module VII	International Labor Relations: Key issues of International Labor relations, response of labor unions to MNCs.	05 Hours
Module VIII	HRM practices in different countries: Japan, USA, UK, India and China.	05 Hours

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Discussing the challenges faced by Indian multinational companies in deploying employees from one country to another.
- Designing and presenting a recruitment strategy for any two MNCs.
- Conducting a debate on the challenges involved in measuring performance of employees in multinational context.

Recommended Books

- Evans, Pucik, Barsoux, *The Global Challenge- framework for international human resource management*, Tata McGraw-Hill Irwin.
- Peter J Dowling, Denise E Welch, *International Human Resource Management*, Cengage Learning
- K Aswathappa, Sadhna Das, *International Human Resorce Management*, Mc Graw Hill Companies
- Tony Edwards, Chris Rees, *International Human Resource Management*, Person Education
- Monir H Tayeb, *International Human Resource Management*, Oxford University Press - 2005.
- PL Rao, *International Human resource Management*, Excel Books

List of Journals/Periodicals/Magazines/Newspapers, etc.

- Journal of International Human Resource Management
- Management Review- IIM Bangalore
- Vikalpa- IIM Ahmedabad
- Human Capital.

M- 434
Management of Conflict and Collaboration

Course/Paper : M-434	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:03	Exam Time: 3 Hrs

Objectives:

- To understand the basics of conflict management in an organization
- To know about the methods to be adopted by the organizations to diffuse the conflicts

Section-A

Module	Course Description	Contact Hours
Module I	Introduction to Conflict: Meaning, nature, types of conflict: interpersonal, intrapersonal conflict, intergroup and intragroup conflict	05 Hours
Module II	Conflict Management Styles and Strategies: Competing, accommodating, avoiding, compromising, competing, Thomas-Kilmann Conflict mode instrument, conflict mapping.	06 Hours
Module III	Conflict Management Approaches & Methods: Conflict management and conflict resolution, analytical problem solving approach, conflict transformation, communication, inter-personal mediation, transforming inter group relationship, conflict management tools	06 Hours
Module IV	Collaboration: Meaning, Introduction to collaboration, communication and trust, participatory learning and collaboration, empowerment.	05 Hours
Module V	Communication and Collaboration: Styles of interaction, collaboration effectiveness and communication skills, relationship-building skills, relationship-enhancing skills, relationship-sustaining skills	05 Hours
Module VI	Negotiation: Definition, meaning, nature, negotiation and communication, impact of individual differences on negotiation.	05 Hours
Module VII	Bargaining and negotiation: Preparing for negotiation, Bargaining process, negotiation styles, fallback situations, behavior of negotiators during negotiation process.	05 Hours
Module VIII	Collaborative Problem Solving: Principles, process, results and benefits of cooperative problem solving, BATNA	05 Hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Conduct a role play on any team conflict
- Enact a negotiation situation related to wages between union and management

Recommended Books

- Dana Daniel, Conflict Resolution, McGrawHill, 2001
- Bercovith Jacob, Kremenyuk Victor, The SAGE Handbook of Conflict Resolution, SAGE, 2009
- Jeong Won Ho, Conflict Management and Resolution: An Introduction, Taylor and Francis, 2009
- Hall Lavinia, Negotiation: Strategies for Mutual Gain, SAGE, 1993
- De Marr, Janasz De Suzanne, Negotiation and Dispute Resolution, Prentice Hall, 2011

List of Journals/Periodicals/Magazines/Newspapers, etc.

- African Journal of Conflict Resolution
- Journal of Conflict Resolution
- International Journal of Conflict Resolution
- International Journal of Organization Analysis

M-435
TRANSACTIONAL ANALYSIS

Course/Paper : M-435	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:04	Exam Time: 3 Hrs

Objectives:

- To provide a theoretical framework for understanding human behavior.
- To explore one's own feelings and behavior using the TA model.
- To understand the application of TA in several areas of people management organizations.

Section-A

Module	Course Description	Contact Hours
Module I	TA and Self Awareness : Concept of Script, Articulate an understanding of the basic theory of TA and its application in clinical practice as described in the major TA texts, including structural analysis, transactional analysis, game, racket and script analysis and child development.	6 Hours
Module II	Winners and Losers, Structural Analysis: Shifting Ego States, Second Order Structural Analysis, The Adapted Child, Qualities of the Little Professor, Qualities of the Natural Child.	5 Hours
Module III	Life Positions, Life Scripts and Transactions: Different Life Positions, Script analysis, Role in script analysis, Types of Transactions, Transactions and the rules of communication.	6 Hours
Module IV	Games and Strokes: Purpose and significance of games and how to avoid and counter them in treatment and in organizations, Relationship between stroking patterns and behavior.	5 Hours
Module V	TA Applications in Motivation, Leadership and Teamwork: Show an awareness of and have the ability to respond to risk and harm factors for self, client, and others.	5 Hours
Module VI	Theories of TA: Demonstrate an understanding of TA theories of group process. Diagnosing the organization using standard TA concepts and theories.	5 Hours
Module VII	TA in Counseling and Contracting for Change: Understanding the origin of psychological problems using TA concepts.	5 Hours
Module VIII	Contemporary Issues in TA: Describe the application of aspects of all the major approaches to TA and demonstrate knowledge of recent developments, including the similarities and differences between these approaches.	5 Hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Analyze and critique TA theory in relation to other theoretical models of psychotherapy, including those from the humanistic and psychodynamic traditions
- Synthesize a range of theoretical approaches to create an individual frame of reference with regard to the theory and practice of TA psychotherapy.
- Analyze and critique research findings both in TA and in the general field of psychotherapy
- Critically reflect on and evaluate their own practice
- Apply their theoretical understanding flexibly and creatively to promote effective
- therapeutic relationships

Recommended Books

- Stewart Ian, Transactional Analysis Counselling in Action, Sage Publications.
- Phil Lapworth and Charlotte Sills, An Introduction to Transactional Analysis: Helping People Change, Sage Publications.
- Richard G. Erskine, Life Scripts: A Transactional Analysis of Unconscious Relational Patterns, Karnac Books.

List of Journals/Periodicals/Magazines/Newspapers, etc.

- Official Journal of International Transactional Analysis Association
- Transactional Analysis – Wave Magazine

M- 436
Development of Management

Course/Paper : M-436	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:03	Exam Time: 3 Hrs

Objectives:

- To make the students aware of the recent management trends in human resource management in organizations

Section-A

Module	Course Description	Contact Hours
Module I	Emotional Intelligence: Meaning and Nature, Evolution of Emotional Intelligence, Components of EI, Measuring EI, Role of Emotional Intelligence in organization, Emotions and attitudes	05 Hours
Module II	Learning Organizations: Meaning and Objectives, Learning tools and techniques: Systems thinking, benchmarking and process mapping, measuring learning: the intellectual capital, creating a learning organization	06 Hours
Module III	Creativity Management: Meaning, importance, developing creativity in organizations, techniques of creativity, managing creativity in organizations	05 Hours
Module IV	Time Management: Meaning, importance, methods, time management model, First, second and third generation time management; procrastination: definition, overcoming procrastination	05 Hours
Module V	Innovation Management: Invention vs innovation, innovation strategies and models, concurrent engineering, process innovation, product innovation, innovation management	06 Hours
Module VI	Knowledge Management: Meaning and importance, knowledge management process, tools and techniques of knowledge management, challenges and barriers to knowledge management	05 Hours
Module VII	Talent Management: Meaning and significance, attracting talent, retaining talent, employee branding	05 Hours
Module VIII	Employee engagement: Meaning and significance, constituents of engagement, behavior of engaged employee, employee engagement measurement.	05 Hours

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Students are expected to conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.
- Students can be asked collect the information related to attrition rates in various sectors and identify the possible reasons for the same through a survey.
- Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.

Recommended Books

- Goleman Daniel, Emotional Intelligence, Bantam Books, 2006
- Sujatha B, Innovation Management, ICFAI Books, 2006
- Bruining Ton, Learning Organizations: The Next Generation, ECLO, 2010
- Kinicki Angelo, Kreitner Robert, Organization Behavior, McGraw Hill
- Berger Lance, Berger Dorothy, The Talent Management Handbook, Tata McGraw Hill, 2011

List of Journals/Periodicals/Magazines/Newspapers, etc.

- Journal of Management and Strategy
- European Journal of Innovation and Management
- Ivey Business Journal
- International Journal of Knowledge Management Studies

Group D
[PRODUCTION AND OPERATION MANAGEMENT]

III Semester Electives	
M-340	Materials Management
M-341	Total Quality Management
M-342	Production Planning & Control
M-343	Management of Business Process Outsourcing (BPO) Organization
IV Semester Electives	
M-440	Logistics & Supply Chain Management
M-441	Technology Management
M-442	Manufacturing Policy and Implementation
M-443	Knowledge Management
M-444	Operations Management in Services

M-340
Materials Management

Course/Paper : M-340	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives

- Learn for materials management in industries
- Able to Describe the steps and procedures in Inventory Management
- Able to make analysis for inventory levels (specially operational spares)
- Learn and able to frame for layout of warehouse design

Section-A

Module	Course Description	Contact Hours
Module 1	<u>Materials Management- An Introduction:</u> Materials Management: Definition, objectives, Role of materials manager in industry & Problem galore of materials manager, Overview of production planning & control, Levels of manufacturing planning and control, bills of materials and their types (multilevel bills and multiple bills) , Numerical for priority production Example: Use of TQM tools – Zero Defect program	05
Module II	<u>Purchase management:</u> Format of purchase requisition form, Definition, objectives, types of purchase, contracting and types of contracting, purchasing procedure, Purchasing terms and conditions (General & legal), Performance bank Guarantee, How to prepare purchase document and contracts document and Examples: Use of TQM Tool- Fitness for use -related to industry practice	06
Module III	<u>Inventory and stock control Management:</u> Definition, objective, types, role of inventory controller, element of inventory cost, Terms used in determining inventory levels, EOQ, safety stocks, Re order point, Quantity discounts. types of inventory control methods Numerical on inventory types Example: Use of TQM tool- Just in time inventory philosophy for inventory cost reduction	06
Module IV	<u>Warehouse management:</u> Reasons for warehousing, definition types, Details of factory	06

	warehouse, Warehouse layout, Terms used in warehouse (Zones, Location, equipment & stations) Role of warehouse manager, Details of functions, Warehouse management process, Industry Warehouse design considerations, Factors influencing effective use of warehouse Block diagrams for Right and wrong practice of materials management in warehouse Use of TQM Tools - 5S system in warehouse management	
Module V	<u>SAP System for Materials management:</u> SAP Introduction, various functional modules of SAP, SAP MM enterprise structure –defined, (Client, company code, plant, location, Template for SAP login menu) Template for materials management, Template for materials master configuration, Template for vendor master, Template for purchasing requisition Various transaction codes for purchasing menu	05
Module VI	<u>Cost Reduction Methods:</u> Standardization of spare parts stocking policy Concept, methods of standardization, industrial examples Waste & Scrape control methods (Concept of waste, A to Z aspect of Scrape control Waste in warehouse, disposal of scrape and waste & industrial examples)	05
Module VII	<u>Selective inventory management,</u> Meaning and concept, Types of selective methods, ABC, VED, and FSN, XYZ, SOS & HML analysis. MUSIC (Multi unit selective inventory control method), its significance and use in industry.	05
Module VIII	<u>Managing vendors:</u> vendor analysis, rating and selection-procedure and criteria, Integrated materials management – MRP I and MRP II	04

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component
Case Study / Application based : Study and analysis of purchasing and contracting procedure and its documents of any chemical company Study and preparing of piping or any Bulk materials “Bill of materials” for any infrastructure company or any project Study of Spare parts interchangeability record with use of VED analysis for any chemical company Study and prepare –a chart for Vendor selection procedure for any retail company(like Rel fresh) for supply of FMCG items

Study and analysis for procurement strategy by use of HML Techniques for any power plant / automobile manufacturing company
 Study and analysis for cost reduction techniques for warehouse management, especially for waste reduction in the yarn industry.
 Prepare formats of different documents used in stores, like bin card, Material issue note , material return note, Item inspection report & item warrantee record
 Study and prepare a report for Terms and concept of SAP MM Module used by any company

Text Book(s) use Latest Edition

1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.
2. K shridhara Bhat & Sowmya R. Rao – Production and Materials Management- Himalaya Publishing House, 2013
3. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012
4. K. Datta, "Materials Management: Procedures, Text and Cases", Pearson.

Reference Books use Latest Edition

1. Menon K. S., "Purchasing and Inventory Control", Wheeler
2. Gupta & Chitle, Materials Management, Text & Cases, PHI.
3. P GopalaKrishnan, Materials Management – Text & cases by Prentice- Hall of India
4. Bhatnagar & Ashish, Purchasing & Materials Management, Pub. Vindra Publication
5. S. Sadagopan, ERP-A Managerial Perspective, Tata McGraw Hill, Latest Edition
6. F. Robert Jacobs and D. Clay Whybark, Why ERP? A primer on SAP Implementation, McGraw-Hill Higher Education Latest Edition
7. Operations Now - Byron J. Finch, 3/e, Tata Mc-GrawHill, 2008.
8. Operations Management: Along the supply chain - Russel and Taylor, 6/e, Wiley India, 2009
9. Gopalakrishna and Sundaresan, "Materials Management", Tata McGraw Hill
10. K. Sridhar Bhatt, "Materials Management", HPH.
11. SAP MM Module- by

List of Journals/Periodicals/Magazines/Newspapers, etc.

MATERIALS MANAGEMENT - European Scientific Journal, PRABANDHAN: Indian Journal of Management, International Journal of Manufacturing, Materials, and Mechanical Engineering (IJMMME), International Journal of Physical Distribution & Logistics Management, Journal of Advances in Management Research, International Journal of Materials and Product Technology, Journal of Purchasing & Supply Management, Journal of Material Cycles and Waste Management,

M-341
Total Quality Management

Course/Paper : M-341	MBA Semester-III
No. of Lecture Hrs/week: 2	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives: To introduce the students to the basic concepts of total quality management and how the focus of TQM has become so important for all companies in recent times

Section-A

Module	Course Description	Contact Hours
Module 1	Introduction: Concept of quality, Definition, Dimensions of quality, Evolution of TQM, TQM Defined, TQM Frame work, Components of TQM	4
Module II	Philosophy / Models of Quality Leaders : TQM Frame work, Philosophies of Deming, Crosby, Juran and Taguchi, PDSA Cycle	4
Module III	Customer Driven Quality and cost of quality <u>Customer Driven Quality</u> : Meeting Customer needs and Expectations, Translating customer needs into requirements (Kano Model) using customer complaints , Examples <u>Cost of Quality</u> : Concept ,Introduction, Components of cost of quality and its measurement	4
Module IV	Quality Improvement tools : Concept , Meaning, acceptance sampling Types : Check sheets, histogram, Pareto charts, Cause & effect diagram , Scatter Diagram , Control charts, Graphs	6
Module V	Quality Management Systems & Management tools <u>Quality systems</u> , : concept & meaning, Evolution <u>ISO 9000</u> - Concept , Definition, Requirements for ISO 9001,9002 & 9003 Examples <u>Management quality programmes</u> : 5S tools (introduction and audit sheet) , Zero defect program, Six Sigma approach, Quality Circles & Business process reengineering, Just in time concept <u>Management tools</u> : Affinity diagram, Relation Diagram, Tree Diagram ,Matrix diagram ,Process decision programme chart	10
Module VI	Total Quality Management awards -Models: Deming Award Criteria, Malcolm Bald ridge National Quality Award, European Quality Award, CII EXIM bank award of business excellence	4

Module VII	Bench Marking Evolution, Process of benchmarking, Understanding current performance, Types of Benchmarking, issues in Benchmarking.	4
Module VIII	TQM Implementation in manufacturing sector and service sector: <u>Organizing for Quality</u> : Quality basic beliefs, Examples of companies, need for organizing for quality, factors affecting quality implementation in the organization, Steps for implementation : Quality training and education <u>Re- design of quality functions</u> : Quality engineering & quality control, <u>fitting the total quality culture in a company:</u> Quality in design ,Quality in procurement, safety aspect in Quality (specially petroleum industries) Quality in service, Quality in manufacturing, Quality in marketing, Quality in after sales service	6

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

Industrial cases / Examples

- Study and prepare analysis report of quality dept. procedure and tests conducted for product of any manufacturing industry
- Prepare a documentation and requirement report for ISO 9000 for any retail / manufacturing industry, already having ISO certification.
- Study and benchmarking of customer satisfaction for any four life insurance industry/ Banking.
Study and prepare a report on Six Sigma ,which is already applicable in the industry
- Prepare a report suggesting an zero defect program by use of quality tools for any industry
- Prepare a report on 5S programme for better retrieval & documentation system for any retail warehouse
- Prepare a report with parameters study (for quality assurance in manufacturing process / raw materials) for a company suggesting necessary implementation of TQM approach with procedure indicating practical benefits
- Study and prepare a report for a company using quality award techniques for rating their quality parameters as whole of the organization.

Text Book(s) Use Latest Edition

1. Dale H.Besterfield et al, Total Quality Management, Third edition, Pearson Education (First Indian Reprints 2004).
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2014.

Reference Books

1. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 7th Edition, Wiley India Pvt Limited, 2012.
2. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2010.
3. Poornima M.Charantimath, Total Quality Management, Pearson Education, 2nd edition, 2012.
4. Indian standard – quality management systems – Guidelines for performance Improvement (Fifth Revision), Bureau of Indian standards, New Delhi.
5. Al Endres, Implementing Juran's Road Map for Quality Leadership: Benchmarks and Results, Wiley, 2000
6. Jiju Antony, David Preece, Understanding, Managing and Implementing Quality: Frameworks, Techniques and Cases, Routledge, 2002
7. Julian North; Robert A. Blackburn; James Curran, The Quality Business: Quality Issues and Smaller Firms, Routledge, 1998
8. James W. Fairfield-Sonn, Corporate Culture and the Quality Organization Quorum Books, 2001
9. Christine Avery; Diane Zabel, The Quality Management Sourcebook: An International Guide to Materials and Resources, Routledge, 1997
10. John Beckford, Quality, Routledge, 2002 (2nd edition)

List of Journals/Periodicals/Magazines/Newspapers, etc.

Various Journals of Quality management and Total Quality Management and online Resources, Quality Policies of Corporate, SMEs and International / Global Companies. Academy of Management Review, Management Science, Journal of management, Industry Week, Wall Street journal, Strategic Management Journal, Psychometrica, Harvard Business Review, Decision Science, International Journal of Quality Control, The TQM journal, Journal of Management Issues, International Journal of Quality and Reliability Management

M-342
Production Planning and Control

Course/Paper : M-342	MBA Semester-III
No. of Lecture Hrs/week:02	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives: To get acquainted with the basic aspects of Production Management. The course attempts to discuss various important planning, organizing and controlling aspects of Operations Management. Through text and case studies, this course prepares for a study of different operational issues in manufacturing and services organizations.

Section-A

Module	Course Description	Contact Hours
Module 1	Overview of Production planning & Control : introduction, phases of production (Schematic Diagram), Functions of production planning & control Types of production systems: types, concept, application, Introduction of Levels of manufacturing : Aggregate planning, master production schedule, Material requirement planning	6
Module II	Demand forecasting & application of transportation model : <u>Demand forecasting:</u> introduction, meaning, Need, Types of for casts, overview of quantitative methods, and qualitative methods Numerical problems	5
Module III	<u>Industrial safety management</u> Industrial safety meaning, workers safety, legal aspect of safety, causes of accidents, accidents effects on plant and worker, Work permit procedures in plant, safety equipment, PPE's, breathing apparatus, safety belt, etc	4
Module IV	<u>Maintenance Management system</u> Meaning, type, scope, maintenance budget, shut down maintenance, break down maintenance, corrective maintenance, preventive maintenance, <u>Reliability Centered Maintenance</u> Introduction, concept, functional basis maintenance , procedure, advantages, risk factor calculation, economics calculation of failure trends in reliability maintenance ,criticality rating of equipments.	8
Module	Capacity Planning & Scheduling :	5

V	<u>Capacity planning :</u> <u>Scheduling:</u> Forms of Schedules, Loading and Scheduling, Basic scheduling problems: Flow production scheduling; job shop scheduling. Random order scheduling; product sequencing. Production control of processes and production activities. Cost control; Dispatching and expediting; Recording progress and feedback information in order to improve future planning.	
Module VI	Material requirement planning , meaning, types, objective, MRP planning & controlling activities (input, inventory record, final requirement), Bill of materials, types of bill of materials, examples, various terms, material requirement planning process: Exploding and offsetting, gross & net requirement, releasing orders & low level coding & netting, Numerical Production activity control: meaning, purpose, Steps, data requirement (planning files & control files) Manufacturing lead time, Examples, Numerical	5
Module VII	Inventory Management : Objective, Types of inventory, Functions, Inventory control techniques & Examples Just in time Manufacturing : Concept, characteristics, components and process of just in time ,examples of manufacturing industries	4
Module VIII	Cost reduction and new era in production system : <u>Flexible manufacturing system</u> : Introduction, concept, types role in manufacturing system, examples <u>Lean manufacturing:</u> Concept, cost reduction techniques, Examples <u>Agile manufacturing:</u> Concept, techniques <u>Computer integrated manufacturing systems:</u> use of information system, CNC & NC Machines, SAP -Production Module	5

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

Case study and Examples: Manufacturing industry:

Study and prepare a production schedule of a multiproduct manufacturing unit, based on previous year schedule (tyre & paint industry or others)
Study and report preparation on furcating of a four vehicle segment industry.
Study and analysis of safe working practice in a chemical and petro-chemical plant and their procedure
Prepare a maintenance budget and a report on equipment reliability maintenance procedure for plant production increased productivity
A report on Flexible manufacturing system indicating the improvement process and benefits for any consumer product manufacturing unit, like frig, washing machine,

air conditioner etc.

A report on multilevel bill of materials and prepare a MRP requirement for a specific period (retail sector etc)

Text Book(s) Use Latest Edition

Seetharama, Peter J., Dennis W, Production planning & inventory control by. –Pub. PHI

Sarma, A. M. , Industrial Health and safety Management (Code- PCH-033)- Pub.- HimaLaya pub. House.

Production and operation management- S N Chary- Tata Mc Graw hill

Reference Books

Groover, M. P., Automation, Computer Integrated Manufacturing System,

R. B Khanna, Production and operation management by–Pub. PHI

Aswathappa & Bhat, Production and operation management- Pub. - HimaLaya pub. House

Buffa, Modern Production & Operation Management – Pub.- Wiley India

List of Journals/Periodicals/Magazines/Newspapers, etc.

Production Planning & Control, Production and Inventory Management, production and Operations Management, Journal of Operations Management, Journal of Operational Research Society, International Studies of Management and Organization, International Journal of Operations & Production Management, European Management Review

M-343
Management of business process outsourcing

Course/Paper : M-343	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

➤ **Objectives**

- To introduce the students to the basic concepts of outsourcing.
- To study the scenario of Outsourcing in India and the Global scenario.
- To discuss related issues such as knowledge transfer, culture change,
- Communication, risk and strategies.

Section-A

Module	Course Description	Contact Hours
Module 1	INTRODUCTION TO BPO/KPO & BUSINESS PROCESS MANAGEMENT: Introduction to Outsourcing., Business Process Outsourcing and Knowledge Process Outsourcing, Outsourcing Objectives, Types of BPO/KPO, Emerging BPO domains. Global scenario in Outsourcing. BPO / KPO in India - Historical overview and Current trends, BPO vendor selection, Managing Buyer vendor relationship., Execution of an outsourcing project. Outsourcing contracts.	06
Module II	DATA PROTECTION AND SECURITY: Introduction to Data protection and security- definition of Data types of data- principals and code of practices Data Protection Act 1998 Challenges in privacy advocacy Role of data protection authority Data Security standards and measures	05
Module III	BACK OFFICE OPERATIONS: Emergence and Concepts of Back office operations Functions, tools and techniques of back office operations. Use of technology on back office operations Transformation processes - Back office and front office operations	05
Module IV	Voice and accent training: <u>Communication :</u> Process of communication, Conversational skills, Language and its function, Ways to handle customer and different types of customers, <u>Telephone Ethics:</u> Basic telephone rules, Making a call (During and after), Gathering Information by telephone (Before and After),	06

	<p>Answering the telephone (before and during)</p> <p><u>Listening Skills</u></p> <p>What is Listening, Types of Listening, Ten Aids to good listening, Communication Games</p> <p><u>Voice:</u></p> <p>Vocal Qualities, Mechanics of speech, Vocal Modulation, Practice of Pitch, Volume, Diction, Speed & Tone, Diphthongs.</p> <p><u>Accent:</u></p> <p>MTI removal (s, sh, zh, z), How to use convincing accent, Vowel and consonant sound, Pronunciation Drills, Drills on tongue twisters, Learn the International phonetics Alphabets</p> <p>Learn to make the American/British sounds</p>	
Module V	<p>CUSTOMER RELATIONSHIP MANAGEMENT:</p> <p>Introduction to E-CRM, Evolution of CRM, Concepts and relevance of E-CRM in Indian Outsourcing industry.</p> <p>E-CRM and Conventional CRM, Benefits of E-CRM</p> <p>Implementation of E-CRM in Business.</p>	05
Module VI	<p>SIX SIGMA QUALITY IN OUTSOURCING</p> <p>Concepts, theories and emergence of Total Quality Management and six-sigma. How Six Sigma Relates to Lean, TOC, TQM, Six sigma tools and techniques</p> <p>Essentials of learning and understanding six sigma methodologies for managers; Process of DMAIC</p>	05

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component
<p>Case Study on each module:</p> <p>Prepare a report for lost sales of a drinking water bottles manufacturing company for its quality improvement by six sigma approach and analysis of problems by fishbone diagram</p> <p>Study and prepare a report on communication system at BPO indicating learnings.</p> <p>Study and analysis of ECRM process of any company</p> <p>Study and report preparation for back office operations of an education industry(IIT- JEE Preparation)</p> <p>Prepare a report for ,how data are transfer and kept privacy of data in KPO firms</p>

Text Book(s) (Use Latest Edition)

- Sarika Kulkarni , Business Process Outsourcing,
- J Brian Heywood, The Outsourcing Dilemma,.
- Zahid Khalid Optimizing Back office operations
- Gordon, Office operations
- Madhavi Garikaparthi ,E-CRM- Concepts and Cases. ICFAI Publication,
- David Salomon, Data privacy and security by
- Bala Bhaskaran P, KPO: A Shifting Paradigm Book Description

Reference Books

- Arjun Raina ,Speak Right For A Call Centre Job! A Complete Training Guide For International Telephonic Interface
- Hammonds, Data protection by Click & Duneining , Business Process Outsourcing-The Competitive Advantage

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Business Law, Journal of Business Research, Journal of International Business Studies, Academy of Management Journal, Academy of Management Review, Operations Research, Production and Operations Management (POMS)

M-440
Logistics and Supply Chain Management

Course/Paper : M-440	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:0	Exam Time: 3 Hrs

- | |
|--|
| <ul style="list-style-type: none"> ➤ Objectives: To learn about the role of supply chain management in value customers and pricing. Also to understand how to integrate a manufacturing unit with customer. ➤ Logistics as movement of smooth flow of material movement with optimizing the warehousing, transportation and network of materials transfer |
|--|

Section-A

Module	Course Description	Contact Hours
Module 1	Introduction to Supply Chain Management Supply chain – objectives – importance – decision phases – process view – competitive and supply chain strategies – achieving strategic fit – supply chain drivers – obstacles – framework – facilities – inventory – transportation – information – sourcing -pricing	4
Module II	Designing the supply chain Network Designing the distribution network – role of distribution – factors influencing distribution – design options – e-business and its impact – distribution networks in practice design in the supply chain – role of network – factors affecting the network design decisions	6
Module III	Designing and planning for transportation network: Role of transportation - modes and their performance – transportation infrastructure and policies - design options and their trade-offs – Tailored transportation.	6
Module IV	Sourcing & pricing Sourcing – In-house or Outsource – 3rd and 4th PLs – supplier scoring and assessment, selection – design collaboration – procurement process – sourcing planning and analysis. Pricing and revenue management for multiple customers, perishable products, seasonal demand, bulk and spot contract.	4
Module V	Dimensions of Logistics Introduction, Nature and Concepts, Evolution; Supply Chain Management, Logistical Mission and Objectives; Components and Functions of Logistics Management; Integrated Logistics Management; Key Distribution-Related issues and Challenges and Strategic Logistics Management; Total Cost Analysis and Trade-off.	4
Module	Inventory Management	6

VI	Introduction, Concept, types, Functions; Elements of Inventory Costs; Inventory Management under certainty, Managing Finished Products Inventory under Uncertainty, Strategic Inventory Management Tools and Techniques; Distribution Requirement Planning.	
Module VII	Supply Chain Integration Introduction – push, pull and push–pull systems – push – based supply chains – pull – based supply chain – push-pull supply chain - identifying the appropriate supply chain strategy – implementing a push-pull strategy – demand – driven – strategies – the impact of the internet on supply chain strategies – distribution strategies – direct shipment – cross docking – trans shipment – centralized versus decentralized control – central versus local facilities.	6
Module VIII	Decision-support systems for supply chain management Introduction – the challenges of modeling – structure of decision support systems – input data – analytical tools – presentation tools – supply chain decision – support systems.	4

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component
<p>Prepare a chart for Supply chain network of petroleum , milk product, etc</p> <p>Study and design a supply chain network for film distribution system to distributors and release of film</p> <p>Study and analysis of logistics integration system of Walmart company</p> <p>Study and prepare a report for decision support system and with retail</p> <p>Analysis for DSS of reliance fresh or any other retail company for FMCG product</p> <p>Study and comparison for pull v/s push system for coke , pepsi products or any other company</p> <p>Study of FMCG inventory management at any retail warehouse/ retail mall.</p>

Text Book(s) (Use Latest Edition)
<p>Sunil Chopra, Supply Chain Management—Pub : PeterMeindi</p> <p>Donald J Bowersoy & David J Closs , Logistical Management- - Tata Mc GrawHill</p> <p>R P Mohanty & S G Deshmukh ,Supply Chain Management- Theories & Practice — Pub: Biztantra House</p>
Reference Books
<p>Badi N V , Supply chain Management- - Pub : Vrindra Publications (P) Ltd. , Delhi</p>

Sunil Sharma , Supply Chain Management- Concept, Practice & Implementation --
Pub: Oxford Univ. Press
V.V Sople- Logistics Management-Pub.- Pearson edition-2013
Desai K D – Six Sigma, Pub. Himalaya Publishing house
Ray & Ruben- Stores Management, Pub. Himalaya Publishing House

List of Journals/Periodicals/Magazines/Newspapers, etc.

Supply Chain effectiveness with the value of shared information by retailers- Dr Vipul
– ISSN -2229, Pricing for profit –how to develop a powerful pricing strategy for your
business- Abhijeet Kelkar, Journal of Supply Chain Management, Naval Research
Logistics, International Journal of Logistics - Research and Applications, International
Journal of Logistics Management, International Journal of Operations & Production
Management, International Journal of Physical Distribution and Logistics
Management

M-441
Technology Management

Course/Paper : M -441	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week: 00	Exam Time: 3 Hrs

Objectives: <ul style="list-style-type: none"> ➤ Understand basic concept and meaning of technology ➤ Discuss evolution and growth of technology ➤ Understand role and significance of technology management ➤ Discuss impact of technology on society and business
--

Section-A

Module	Course Description	Contact Hours
Module 1	<u>Introduction :</u> Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge; Technology Life Cycles, Technology Acquisition and Absorption; Technology Exports / Joint venture Abroad. Technological Intelligence and Forecasting, Global Trends in Technology Management.	4
Module II	<u>Change Management:</u> Understanding the Nature, Importance, Forces, Types of Change; Diagnosing Organizational Capability to Change-strategy, Structure, Systems and People; Building Culture and Climate for Change: Role of Leadership; Managing Transformations.	4
Module III	<u>Productivity Improvement Techniques</u> <u>Definition & Concept of Productivity :</u> Productivity & performance, partial productivity, Total Factor productivity, Application of productivity techniques <u>Total Productivity model</u> Salient features of TPM, Causes of poor productivity, Sumanth's five pronged approach to productivity improvement Implementation of total productivity model & Limitations	6
Module IV	<u>Innovations Management:</u> Invention vs. Innovation; Innovation Strategies and Models; Concurrent Engineering; Process Innovation, Product Innovation, Innovation Management	6
Module V	<u>Creative and Lateral Thinking Management:</u> Thinking, Creative Thinking, Problem Solving, Managing Lateral Thinking.	4
Module	<u>Make Or Buy Decisions:</u>	4

VI	Concept of outsourcing, Factors influencing Make Or Buy Decisions, Trends in Make Or Buy Decisions in context of core competency.	
Module VII	<u>World class manufacturing Techniques</u> <u>Historical perspective Bench marks, Bottlenecks and Best Practices:</u> Concepts of benchmarking, bottleneck and best practices, Best performers - Gaining competitive edge through world class manufacturing - Value added manufacturing - eliminating waste - Toyota Production System - example. <u>System & tools for world class manufacturing: Improving Product & Process</u> Design - Lean Production, Poka Yoke , 5-S , 3 M, JIT, Optimizing , Total Productive maintenance	8
Module VIII	<u>Business Process Reengineering:</u> Concept of BPR, process of BPR, prerequisites for effective BPR implementation, application of BPR in productivity improvement.	4

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component
Study and analysis of Technology upgradation for crude oil extraction Techniques/ fuel engine Study and prepare a report for BPR for Motor cycle vehicles for fuel efficiency design and parameters. Study and analysis of any two products of ITC or HUL for its recognition as world class leaders for lean manufacturer & 5S practice. Study and report preparation for how to increase the productivity of any FMCG manufacturing company. Concept study for any organization ,which has practice of change management and its benefits Study and analysis of Innovation management of Dr.fix –it products for house and roof interior finishing Or Innovation in tyre industry as radial tyre and its benefits. Study and analysis of make or buy decision for washing mc electronic parts for long run success of company

Text Book(s) (Use Latest Edition)

Hosseini Bidgoli (2010), *The Handbook of Technology Management* (3 Volume Set), Wiley.

Larisa V. Shavinina(2003), *The International Handbook of Innovation*, First Edition, Elsevier Science, Permagon.
Business driven Technology- Hagg & Philip- Mc Graw Hill

Reference Books

Murthy C S V , Technology Management –pub. Himalaya Publishing house
Tushman, Michael L and Philip Anderson (2004). *Managing Strategic Innovation and Change*, 2nd Edition, Oxford University Press.
Adair, John (2007). *Leadership for Innovation*, Kogan Page India Private Limited.

Narayanan, V K. (2001). *Managing Technology and Innovation for Competitive Advantage*. Pearson Education.

Frederick Betz (2003), *Managing Technological Innovation, Competitive Advantage from change*, Second Edition, John Wiley & Sons, Inc., USA.

List of Journals/Periodicals/Magazines/Newspapers, etc.

Technology Information Forecasting & Assessment Council” (TIFAC),
Telecommunication, International Journal of Technology Management, Journal of
Manufacturing Technology Management, Research Technology Management

M-442
Manufacturing policy & Implementation

Course/Paper : M-442	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:0	Exam Time: 3 Hrs

Objectives:

- Learn How manufacturing policy are framework
- Able to Describe the steps and procedures for manufacturing implementation management
- Able to make analysis for inventory levels (specially raw materials and subassemblies)

Section-A

Module	Course Description	Contact Hours
Module 1	<u>Corporate Strategy:</u> Strategy , Strategic Management, Strategy objectives, Strategic Planning, Strategy levels Strategy implementation process Organization of manufacturing / Service facility Manufacturing Strategy /Examples	4
Module II	<u>Manufacturing strategy</u> : Definition, Concept, Detailed objective, , levels of production planning & control & their explanation <u>Type of manufacturing strategy:</u> Design to order, Engineer to order, make to order, ready stock Examples of different types of manufacturing systems	4
Module III	<u>Evolution of Manufacturing systems:</u> <u>Concept, History, objective, Application/ Utility of below systems</u> <u>Stages of manufacturing Systems</u> Guild system, putting -out system, English system of manuf., American system of manufacturing, mass production, Just in time manuf., Lean manufacturing, Flexible Manuf., mass customizing, Agile Manuf., Rapid Manuf., Pre-fabrication, Packaging & Labeling.	6
Module IV	<u>Manufacturing Infrastructure:</u> <u>Facility Planning & location:</u> definition, objective, detailed aspect for location criteria, Layout Criteria, their models Quantitative examples	5

	organization, inventory policies, degree of centralization <u>Vendor relation:</u> Concept, objectives, Vendor strategy, Vendor selection criteria, degree of partnership	
Module V	<u>Capacity & Aggregate Planning :</u> <u>Capacity Planning :</u> definition, objectives, Levels of capacity, Capacity planning, Capacity control & Quantitative examples <u>Aggregate Planning :</u> Aggregate planning, aggregate strategies with suitable quantitative examples <u>Vertical Integration</u> definition, objective, levels of integration, Make or buy decisions, acquisitions, Mergers'	5
Module VI	<u>Product Quality Management:</u> <u>Introduction :</u> Quality concept, objectives of quality, Role of TQM in production, planning & Control <u>Six Sigma quality tool:</u> Introduction objective, application <u>Quality of purchasing goods</u> Purchasing strategy, import substitution, terms & conditions of International bidding. Third party inspection.	6
Module VII	<u>Innovations & Technology upgradation</u> Meaning, objective, type of innovation, competitive advantages, reduction of obsolescence Prize scheme, energy saving schemes	4
Module VIII	<u>ISO 14000:</u> meaning, Environment factor in Manufacturing, Applicability , ISO 14000 elements , Examples	4

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

Prepare a report being at management level a corporate strategy for enhancing no of student in your IIT- JEE coaching every year by 3000 nos for next five years.

Being a manager- Manuf. –What are new innovations are being incorporated based on feasibility and economics of customer base

Prepare a report for Thermal power plants chimney waste to prevent the

environment.

Study and prepare a report for setting up a plant for shoe making company , for its minimizing the logistics cost in any part of India as well as high volume of customers.

Suggest your innovation for replacing starting pinion gear of TVS Scooty ,its whole assembly is to be replaced which is costing Rs 500/- , can u suggest to company as a customer with necessary drawing so that the pinion can be dismantled and replaced.

Being manager in Birla tyre company, Prepare a chart for manufacturing scheme for forcast demand of one lac tyres / year basis required for different segment of four vehicle ,like light duty and heavy duty, considering the interchangeability in different manufacturers as well as on time delivery of the customers week wise schedule.

Text Book(s) (Use Latest Edition)

S N Chary, Production and Operation Management- Tata McGraw-Hill

Hayes- Operation Strategy & Technology Perusing the competitive edge-Pub. Willey

Reference Books

Buffa- Modern Production / Operation Management - Pub. Willey

Laursen, Business analytics for managers, Pub. –Willey

Desai R G – Environmental studies- Himalaya Publishing house

Bhagi & Chatwal- Environmental chemistry- Himalaya Publishing house

Bal A S – an Introduction to environmental management- Himalaya publishing house

M-444
Operation Management in Service

Course/Paper : M-444	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objectives:

- Learn for Operation management in service industry
- Able to Describe the steps and procedures in Service industry
- Able to make analysis for customer requirement and product feature
- Learn and able to frame for layout of designing delivery system

Section-A

Module	Course Description	Contact Hours
Module 1	<u>Introduction to Operations Management</u> What is operations management? Production system concept, Transformation process, difference between products and services, operations as service, Current issues in operations management, Operations strategy, competitive dimensions, operations strategy in services	6
Module II	<u>Designing Service Delivery systems</u> Introduction, distinctive characteristics of service operations, Service/product mix, intangible nature of services, simultaneous provision and consumption of services, time dependent capacity, customer management, multi site management, factors involved in delivering services, categories of services, service delivery systems, design, IT based and other service delivery systems design, Issues to considered in delivery system design service profiling management	8
Module III	<u>Retailing:</u> Meaning, Nature, Classification, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, Strategic Retail Planning Process, Retail Organization, The changing Structure of retailing, Types of Retail Formats	6
Module IV	<u>Introduction to services</u> Concepts, Contribution & reasons for the growth of services sector, Myths about services, Characteristics of Services, GAP	4

	models of service quality. Marketing challenges in service industry.	
Module V	<u>Understanding customer expectation through market research</u> Key reasons for GAP 1, Using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies Relationship marketing, Evaluation of customer relationships, Benefits of customer relationship, levels of retention strategies, Market segmentation-Basis & targeting in services.	6
Module VI	<u>Employee role in service designing</u> Importance of service employee, Boundary spanning roles, Emotional labor, Source of conflict, Quality – Productivity trade off, Strategies for closing GAP 3.	4
Module VII	<u>Customer's role in service delivery</u> Importance of customer & customer's role in service delivery, Strategies for enhancing- Customer participation, Delivery through intermediaries- Key intermediaries for service delivery, Intermediary control strategies.	6
Module VIII	<u>Role of marketing communication</u> Key reasons for GAP 4 involving communication, Four categories of strategies to match service promises with delivery, Methodology to exceed customer expectation.	4

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

Being a manager in five star Hotel industry ,prepare norms and quality systems for best service practice to delight customers

Being a manager marketing in motor vehicle insurance company, how you would develop a economic justification for equipment insurance of fertilizer company for four compressors which are costing of worth Rs. 3000 Million.

Being in a Hotel Industry, Design total logistics for supply of food plates to airway service industry 2000 nos. per day basis, distance travelled is 20 km.

Being as manager inventory in a retail sector mall how u would analyses the FMCG items stocking philosophy so that stock out condition and expiration does not exists

You are Head of Marketing for a new fertilizer plant under project stage, How u would establish the SCM up to retailers ,so that one day company producing 2000 MT per day basis u would be able to claim management that complete per day production is distributed to retailers and also sold to the customers one day lead basis.

Design your plan and branding, as well as seeding program for your own brand product which is expected after a year so that u can ensure management commitments at full confidence.

Text Book(s) (Use latest Edition)

Barry Berman, Joel R. Evans, Retail Management: A Strategic Approach, Pearson.
Christopher Lovelock, Services Marketing, Pearson Education.

Reference Books

Ashwathappa K, & Sridhar Bhat K , Production and Operations Management –, Himalaya Publications
Kenneth E Clow & David L Kurtz Services Marketing: Operation, Management, and Strategy-, 2/e, Biztantra.
Russel and Taylor , Operations Management: Along the supply chain -, 6/e, Wiley India,.
S.L. Gupta,1/e, Sales & Retail Management: An Indian Perspective - 2007, Excell books.
Upendra Kachru, 1/e Production and Operations Management: Text and cases –, Excel Books.

List of Journals/Periodicals/Magazines/Newspapers, etc.

International Journal of Service Industry Management, Journal of Financial Services Research, Journal of Retailing and Consumer Services, Journal of Service Research, Journal of Services Marketing, Manufacturing and Service Operations Management.

Group E [INFORMATION TECHNOLOGY MANAGEMENT]

III Semester Electives	
M-350	Business Process Re-engineering
M-351	System Analysis and Design
M-352	Strategic Management of Information Technology
M-353	Data Base Management
M-354	Client Server Application Management
M-355	Data Warehousing and Data Mining
IV Semester Electives	
M-450	Management Support System
M-451	E-Business
M-452	Security and Cyber Law
M-453	Enterprise Resource Planning
M-454	Multi-Media management

M-350
Business Process Re-engineering

Course/Paper : M-350	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 39	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

Goal: Understand what and how business processes can be radically improved, dramatically reducing process cycle time and cost, improving the quality of the process products or outcomes.

Strategy: Emphasize challenges and opportunities for BPE/BPR across the process life cycle using Electronic Commerce and Intranet and Extranet technologies

Focus: Understand and apply knowledge-based concepts, techniques, and tools for BPE/BPR centered on Electronic Commerce and network information system applications.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction and Foundation: Engaging the Process from 360°, the Six Objectives of Transformational BPR, Process Reengineering vs. Improvement, Five Key Situations to Apply BPR, BPR Critical Success Factors, Moving Forward with BPR. Business Process Life Cycle Engineering, Introducing business process life cycle engineering and IT Support, Meta-Models and Knowledge Taxonomies for Business Processes.	6 Hours
Module II	Reengineering the Tactical Layer: Silos and Cross Functional Handoffs, Horizontal Realignment of Work Activities, Effective Work Shifting, Customer (Internal and External) Self Service, Parallel Processing, Activity Consolidation, Eliminating / Minimizing Inspections, Mistake Proof Activities, While There Processing, Process Triage and Multiple Processes, Tactical Layer Technology Enablers, Business Process Visualization and Prototyping: Visualization process and Tools, Use of Multimedia.	6 Hours
Module III	Reengineering the Operational Layer: Case Managers and Concierges, Decision Making and Delegated Authority, Deemed Approved Loops, Eliminating / Minimizing Reviews and Approvals, Vertical Realignment of Work Activities, Supervision vs. Facilitation, Proactive Operations, The Value of Deep Business Relationships, Rules v. Guidance, Operational Layer Technology Enablers.	6 Hours
Module IV	Reengineering the Strategic Layer: COEs / Shared Services vs. Decentralization, Cross Enterprise Value Stream	6 Hours

	Analysis, Balancing Effectiveness and Efficiency, Outsourcing vs. In-Sourcing, Voice of the Customer, Voice of the Process, Rewards, Incentives, Recognition and Compensation, Risk Based Decision Making, Time Box and the Cost of Quality, Global vs. Local Standardization of Best Practices, Strategic Layer Technology Enablers.	
Module V	Building BPR Business Cases: Business Value Drivers, Cost Analysis, Risk Analysis, Sponsorship and Validation Business. Process Elicitation and Modeling: Business Process Analysis and Measurement.	3 Hours
Module VI	Core Business Processes and Process Model: Internal Logic, Feasibility, Cost/ROI, and ROP/ROK of different modeled processes. Business Process Simulation and Process Redesign: Visual Discrete-Event simulation Tools, Possible Redesign Alternatives and worthiness	4 Hours
Module VII	Practical Guidance: Implementation Considerations and Best Practices, Managing Change and Validating Improvement, Process Change Sustainability, Evolving and Managing Business Process Assets: Codified, computer-based business processes, Business Information Assets and its management. Advanced Topics: Process-driven intranets (PDIs), Global Operations, Product and Services of Virtual Enterprises.	5 Hours
Module VIII	BPRE & TQM: benchmarking, ISO standards, Implementation of BPRE-business process management, principles, Business models, barriers. Change management: Change and the manager: change and the human resource: the cultural web and the past: the cultural attributes of change.	3 Hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Putting It All Together - Process Reengineering Case Study, Discussion on how actually BPR works in the organisation
- Participants reengineer a real-world business process case, Visit/ study any organisation which implemented BPR.
- This case study provides an invaluable template that participants can leverage to jump start transformational reengineering in their organization.

Recommended Books (Please Use Latest Edition of the books)

Text Books:

- Re-engineering: Blueprint for the Future, International Engineering Consortium, 1995.
- G. Hansen, Automating Business Process Re-Engineering, (2nd. Edition),

Prentice-Hall, 1997.

- G. Darnton and M. Darnton, Business Process Analysis, Intern. Thompson Business Press, Boston, MA, 1997.
- D. Kosiur, Understanding Electronic Commerce, Microsoft Press, Redmond, WA, 1997.
- R. Bernard, The Corporate Intranet, John Wiley and Sons, 1996.
- Business Process Reengineering Fundamentals (with Strategic Planning), Business Process Reengineering Certification Program, 2002
- Inteq-Business-Process-Reengineering-Training-Course-Overview, 2012

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Business Process Reengineering
International Journal of Production Economics
Online Journals and Resources
Consultancy Studies and Reports (subject to author's / consulting organization's permission).

M-351
System Analysis and Design

Course/Paper : M-351	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 43	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

- The objective of the course to equip the students with analytical tools for solving case studies by scanning the business environment and coming to a decision.
- The course aims at helping the students in developing strategic decision making skills.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction To Systems Analysis And Design, Preliminary Investigation: Impact Of Information Technology On Business Strategy And Success, Information System And Components, Business Functions And Operations, Impact On Business Strategies And Relationships By Internet, Types Of Business Information Systems And Users, Modeling, Prototyping, And CASE Tools, Distinguish Between Structured Analysis And Object-Oriented Analysis, Compare The Systems Development Life Cycle Waterfall Model To Adaptive Models, The Strategic Planning Process, SDLC The Framework For Systems Development And Business Modeling, Risks And Risk Management Features, Factors Affecting Information Systems Projects.	6 Hours
Module II	Systems Analysis Toolkit: (Practical Approach) Communication Tools: Successful Communications, Effective Letters, Memos, And Email Communications, Measuring The Readability Of Written Material, Organizational Written Reports & Its Report Sections, Guidelines For Effective Oral Communication, Organize And Plan An Oral Presentation, Speaking Techniques To Achieve Your Objectives, Economic Analysis, Classify Costs And Benefits: Tangible Or Intangible, Direct Or Indirect, Fixed Or Variable, And Developmental Or Operational, Chargeback Methods And Uses, Payback Analysis & Calculation Of The Length Of Time To Pay, Return On Investment Analysis & Measure A Project's Profitability, Present Value Analysis For The Value Of A Future Project Measured In Currency. Case Tools: Case Tools And The Concept Of A Case	5 Hours

	Environment, History Of Case Tools And Role In A Fourth-Generation Environment, Define Case Terms And Concepts Including A Repository, Modeling Tools, Documentation Tools, Engineering Tools, And Construction Tools, Integrated Development Environment, Examples Of Case Tools Features, Future Trends For Case Tools Including New Developments And The Emerging Role Of Object-Oriented Analysis And Design.	
Module III	Internet Resource Tools: Characteristics Of The Internet And The World Wide Web, Plan An Internet Search Strategy, Evaluate User Information Requirements, Proper Tool Selection, Quality Results Assessment, Download Virus-Free Results, How To Use Search Engines, Subject Directories, And The Invisible Web To Locate The Information User Require, Demonstrate Advanced Search Techniques Including Boolean Logic And Venn Diagrams, Other Internet Communication Resource Tools Including Newsgroups, Blogs, Podcasts, Newsletters, Mailing Lists, Web-Based Discussion Groups, Chat Rooms, And Instant Messaging, Examples Of IT Community Resources And Their Value To A Systems Analyst, The Benefits And Disadvantages Of Online Learning Opportunities, Use Of Speaking Techniques To Achieve Objectives.	5 Hours
Module IV	Requirements Modeling, Data And Process Modeling: Product Of The Systems Analysis Phase, Joint Application Development (JAD) And Rapid Application Development (RAD), How Systems Analysts Use A Functional Decomposition Diagram (FDD), Unified Modeling Language (UML) And Explain Use Case Diagrams And Sequence Diagrams, System Requirements Including Outputs, Inputs, Processes, Performance, And Controls, Concept Of Scalability, Fact-Finding Techniques Including Interviews, Documentation Review, Observation, Questionnaires, Sampling, And Research, Define Total Cost Of Ownership (TCO), Conduct A Successful Interview.	5 Hours
Module V	Object Modeling, Development Strategies: Object-Oriented Analysis Used To Describe An Information System, Define Object Modeling Terms And Concepts Including Objects, Attributes, Methods, Messages, Classes, And Instances, Relationships Among Objects And The Concept Of Inheritance, Object Relationship Diagram, Unified Modeling Language (UML) Tools And Techniques Including Use Cases, Use Case Diagrams, Class Diagrams, Sequence Diagrams, State Transition Diagrams, And Activity Diagrams, Advantages Of Using CASE Tools In Developing The Object Model, Advantages And Disadvantages Of In-House Software Development, Cost-Benefit Analysis And Financial Analysis Tools, The Differences Between A Request For Proposal (RFP) And A Request For Quotation (RFQ), Systems Requirements Document, Transition	6 Hours

	From Systems Analysis To Systems Design.	
Module VI	Output And User Interface Design, Data Design: Output Design Issues And Various Types Of Output, Types Of Reports And Suggest Output Controls And Security, Concept Of User Interface Design And Human/Computer Interaction Including The Basic Principles Of User-Centered Design, List Specific Guidelines For User Interface Design, User Interface Techniques Including Screen Elements And Controls, Input Design Concepts, Techniques, And Methods, Guidelines For Data Entry Screen Design, Use Validation Checks For Reducing Input Errors.	5 Hours
Module VII	Systems Architecture, Systems Implementation: The Systems Design Specification, Importance Of Software Quality Assurance And Software Engineering, Application Development Process, Structure Chart Showing Top-Down Design, Modular Design, Cohesion, And Coupling, The Coding Process, Unit, Integration, And System Testing And Describe Effective Training Techniques, Data Conversion And Changeover Methods, Post-Implementation Evaluation And The Final Report To Management.	5 Hours
Module VIII	Systems Operation, Support, And Security, Project Management Tools: Systems Operation, Support, And Security Phase Relationship In Overall Systems Development Phase, User Support Activities Including User Training And Help Desks, Four Main Types Of System Maintenance, Various Techniques For Managing Systems Operations And Support, Assess System Security At Five Levels: Physical Security, Network Security, Application Security, File Security, And User Security, Project Management Tools And Uses, Steps Used In Project Planning, Scheduling, Monitoring And Controlling, And Reporting, Techniques For Estimating Task Completion Times And Costs.	6 Hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component:

Student shall study at least 4 to 5 Case Studies on Systems Implementation Projects. The faculty shall guide students to develop the software so that they can understand Systems Analysis Design practically

Recommended Books (Please Use Latest Edition of the books)

Text Books:

- Information Systems Development: Methodologies, Techniques, and Tools, D.E. Avison and G. Fitzgerald
- Analysis and Design of Information Systems, Arthur M. Langer

- Systems Analysis And Design, Alan Dennis, Barbara Haley Wixom
- Systems Analysis and Design: An Organizational Approach, Raymond McLeod, Jr.
- Systems Analysis And Design, Kenneth E. Kendall, Julie E. Kendall
- Analysis Within The Systems Development Life-Cycle, Rosemary Rock-Evans

Reference Books:

1. Jeffrey A. Hoffer, Joey F. George and Joseph S. Valacich, Modern Systems Analysis and Design, Pearson, 5th Edition.
2. Gary B. Shelly, Thomas J. Cashman and Harry J. Rosenblat, Systems Analysis and Design Methods, Cengage Learning Latest Edition
3. Alan Dennis, Barbara Haley Wixom and Roberta M., Systems Analysis and Design Roth, Wiley 4th Edition
4. Roger Pressman, Software Engineering, McGraw Hill Latest Edition
5. Kendal and Kendal, System Analysis and Design, PHI Latest Edition
6. Waman S. Jawadekar, Software Engineering: Principles and Practice, Tata McGraw Hill Latest Edition
7. Alan Dennis, Barbara Haley Wixom, Roberta Roth, System Analysis and Design, Wiley Latest Edition
8. Valacich, George, Hoffer, Essentials of System Analysis and Design, PHI Latest Edition
9. Denis, Wixom, Tegarden, System Analysis and Design with UML Version 2.0 An Object Oriented Approach, Wiley Latest Edition
10. Ned Kock, Systems Analysis & Design Fundamentals- A business process redesign approach, Sage Latest Edition
- 11.** Er. V. K. Jain System analysis and Design DreamTech Press Latest Edition

List of Journals/Periodicals/Magazines/Newspapers, etc.

Computer Express, Chip, Data Quest

Note: The Instructor / Faculty Member will guide the students regarding suggested readings from Text(s) and references in this subject.

M-352
Strategic Management of Information Technology

Course/Paper : M-352	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 39	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

- This subject is aimed at developing an understanding of use of Information Technology as a Strategic Tool for Business Management. The course focuses on development of Information Technology Leadership.
- To develop an understanding of the role of strategic management of IT, particularly in relation to evaluating emerging technology and trends and adopting a critical approach to strategic decisions.
- This provides skills and knowledge to lead the analysis, implementation and management of emerging and converging information and communication technologies as they are integrated into the business process to support organizational strategic goals.

Section-A

Module	Course Description	Contact Hours
Module I	Organizational nature and meanings of technology: Strategy formation, emergent factors affecting the final realized technology strategy, Perspectives Technology strategy, formal strategy design, fitting an organization's internal capabilities to the conditions in its external environment.	3 Hours
Module II	Information Technology Strategic Plan: Planning for Technology, Current Technological environment, Information Technology Initiatives, Information Partnerships, Managing in the Market space- National Information Infrastructure and IT Policy at the National Level, Strategic Focus, Infrastructure and Service, Strategic Investment, Service Delivery, Initiatives, Collaboration, Connectivity, Mobility, Planning for strategic IT Resource.	6 Hours
Module III	Strategic Management of IS/IT Functions: The Role of the IS Department, The Role of the CIO, the Role of CEO, Key Issues in Information system & Management, Six IS leadership roles, Analytical Framework for Strategic IT Initiatives, Sustaining Competitive Advantage of use of IT & Management, I.T. & Intensive Strategic Growth, Creative Learning, Organizational Learning and Role of Information technology in Business Transformation.	6 Hours

Module IV	Technology planning for strategic position: Importance of effective dynamic interaction of technology with business planning, factors affecting increasingly rapid rates of change in the technology and business environment. Planning processes, the relationships between technology and competitive position.	5 Hours
Module V	Entrepreneurship Entrepreneurial action: Discovery process and exploitation process contribution in technology strategy formation, emergent dimension of technology strategy & relationship between the entrepreneurial process, enterprising individuals and technology strategy formation.	4 Hours
Module VI	Systematic planning and analysis of sequential process: Role of management cognition and learning for the development of technological capabilities and management of the creation and transfer of technological knowledge.	4 Hours
Module VII	Power, politics and technology strategy: Power and politics impact on the successful application of technology organizations, role of power and politics in the technology strategy process, both within and between organizations, Different and often competing theories and concepts of power, the use (and abuse) of power in technology strategy making.	5 Hours
Module VIII	Culture: The culture effects on strategic options selection, strategic options acceptance for implementation of successful strategy Environment: Opportunity or threat, The environment constraints on technology strategy and strategic choice, Legal frameworks and support for technological innovation, development of technological standards, limits on transfer of intellectual property, competitive response and a major challenge, organizations and institutions environment reaction for more proactive and actually engaging and technological environment development	6 Hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Know how & use of analytical tools used in organizations for innovative and possible alternatives and effective decision making.

Recommended Books (Please Use Latest Edition of the books)

Text Books:

- Strategic Management in Information Technology, David B. Yoffie
- Executive Strategy: Strategic Management and Information Technology, Frederick Betz
- Management Strategies for Information Technology (Business Information Technology), Earl (Author)

- Etourism: Information Technology for Strategic Tourism Management, Dr Dimitrios Buhalis
- Strategic Information Technology and Portfolio Management, Albert Wee Kwan Tan

M-353
Data Base Management

Course/Paper : M-353	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 38	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

This subject has been designed to introduce the participants with applications of systems designed to manage the data resources of organizations. It provides the participants an opportunity to study the hands-on implementation of a data base in corporate environment. Moreover it facilitates to get the complete over view of practical approach of the subject.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction: Purpose of Database Systems, Views of data, Data Models, Database language, Transaction Management, Storage Management, Database Administrator, Database Users, Overall System Structure, Different types of Database Systems. Files and file systems – database systems – introduction to database models – data base models and internet.	4 Hours
Module II	The Relational Database Model: A Logical view of data – keys – integrity rules – relational database operators–relationships within the relational database – data redundancy indexes, Structure of Relational Database, The Relational Algebra, The tuple relational calculus, The Domain Relational Calculus, Views SQL- Background, Basic Structure, SET operations, Aggregate functions, Null Values, Nested Sub queries, Derived Relations, Views, Modification of Database, Joined Relations, DDL, Other SQL features.	6 Hours
Module III	E-R Model: Basic Concepts, Design Issues, Mapping Constraints, Keys, E-R Diagram, Weak Entity set, Extended E-R features, Design Of an E-R Database Schema, Reduction of an E-R schema to Tables	5 Hours
Module IV	Transaction: Transaction Concepts, State, Implementations of Atomicity and durability, Concurrent Executions, Serial & Sorting, Recoverability, Transaction Definition in SQL. Concurrency Control: Lock based protocol, Timestamp based protocol, Validation based protocol, Multiple Granularity, Multi version Schemes, Deadlock Handling, Insert and Delete operations, Concurrency in index structure.	5 Hours
Module	Lab Exercise 1: Creating, altering and dropping tables with	4

V	integrity constraints. Retrieving and modifying data from a database. Introduction to PL/SQL , using output from server. Use of implicit & explicit cursors in data handling.	Hours
Module VI	Lab Exercise 2: SELECT Statement – distinct clause – handling of null values – ORDER BY clause, WHERE clause – relational operators – logical operators (AND, OR, NOT), SQL Operators – (BETWEEN, AND, IN, LIKE) – numeric functions – string functions – date functions – conversion functions – GROUP BY clause – group functions – HAVING clause – joining tables – SET Operators (UNION, INTERSECTION, MINUS) – Sub queries.	5 Hours
Module VII	Lab Exercise 3: Retrieving data from database using IN, BETWEEN, LIKE, ORDER BY, GROUP BY and HAVING clause. Use of scalar and aggregate functions. Retrieving data from a database using Equi, Non Equi, Outer and Self Join. Using sub-queries, row-id and row-num for retrieving data. Use of views, indexes and sequences.	5 Hours
Module VIII	Lab Exercise 4: Exception handling – Oracle defined and User defined. Use of stored procedures & functions in data manipulation. Use of trigger in data manipulation.	4 Hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Recommended Books (Please Use Latest Edition of the books)

Text Books:

- "Database System Concepts" by Abraham Silberschatz, Henry Korth, and S. Sudarshan
- "Database Management Systems" by Raghu Ramakrishnan
- "An Introduction to Database Systems" by Bipin Desai
- "Principles of Database Systems" by J. D. Ullman
- "Fundamentals of Database Systems" by R. Elmasri and S. Navathe
- "Foundations of Databases" by Serge Abiteboul, Richard Hull and Victor Vianu

M-354
Client Server Application Management

Course/Paper : M-354	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 36	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

The emphasis of the material for this class will be on the information systems approach to client-server and distributed systems analysis, design and management. The theory behind each component will be presented while exploring the impact it has on the business of managing information. Topics include the components of client-server and distributed systems architecture, operating systems, networking, inter-process communication, user interface, middleware, distributed objects, security, and the software development process. The role of standards in client-server and distributed systems development is discussed, including a detailed study of protocols. Also included are the various relationships between client-server computing and business process reengineering, workflow automation, and groupware. Migration from legacy systems is considered along with project development and management.

Section-A

Module	Course Description	Contact Hours
Module I	Fundamentals Of Client/Server Systems: A Client/Server Application Interaction Means, Knowledge Of Network Technologies, Transmission Control Protocol (TCP/IP) And Domain Name System (DNS), How To Use Them, Basic Routing Concepts (Wide Area Networks (WAN) Vs. Local Area Network (LAN) Router Vs. Switch Vs. Hub). Knowledge Of Active Directory, How User Objects Are Managed, What Is Stored In Active Directory Partitions, Basic Architectures. Client/Server Components: Networks And Data Communication, Client Operating Systems, Server And Network Operating Systems.	5 Hours
Module II	The Internet: Client/Server And The Internet, Distributed Data Management, Client/Server Transaction Processing, Client/Server Groupware, Middleware. Distributed System Management: Distributed Objects, Distributed System Application Architecture, Process Design And Management, Migration, Security, Future Trend. Windows Server Operating System: Introduction & How Storage Is Configured, Basic Backup And Restore Techniques.	4 Hours
Module III	Tools And Applications: Ntbackup Command, Nslookup Command, Windows Explorer, Microsoft® Management	5 Hours

	<p>Console (MMC), Active Directory Users And Computers, Active Directory Sites And Services, Internet Information Services (IIS) Admin, Outlook.</p> <p>Overview Of Exchange And Active Directory: Review Of Active Directory, Core Components Of The Active Directory Service, Introduction To The Integration Of Active Directory And Exchange Server 2007.</p> <p>Lab: Overview Of How Active Directory And Exchange Server 2007 Work Together</p>	
Module IV	<p>Installing Exchange Server 2007: Introduction To The Exchange Server 2007 Server Roles, Installing Exchange Server 2007, Completing The Exchange Server 2007 Installation.</p> <p>Lab: Managing Recipient Objects, Preparing The Environment For An Exchange Server 2007 Installation, Installing Exchange, Verifying An Exchange Server Installation..</p> <p>Configuring Mailbox Server Roles: Implementing Mailbox Server Roles And Managing Public Folder Databases.</p> <p>Lab: Configuring Mailbox Servers, Configuring Storage Groups And Database Files, Configuring A Public Folder And Store Referrals.</p>	5 Hours
Module V	<p>Managing Recipient Objects: ,Managing Mailboxes, Managing Other Recipients, Overview Of Managing Public Folders.</p> <p>Lab: Managing Recipient Objects, Modifying Existing Mailboxes, Configuring New Mailboxes And Mail-Enabled Objects, Managing Resource Mailboxes, Managing Mailbox Removal.</p> <p>Managing E-Mail Addresses And Address Lists: Configuring E-Mail Address Policies, Configuring Address Lists, Overview Of Bulk Recipient Management Tasks.</p> <p>Lab: Managing E-Mail Addresses And Address Lists, Managing E-Mail Address Policies, Managing Address Lists, Performing Recipient Bulk Management Tasks.</p>	5 Hours
Module VI	<p>Managing Client Access: Implementing Client Access Servers, Implementing Client Access Features, Implementing Outlook Web Access, Introduction To Implementing Mobile Messaging.</p> <p>Lab: Managing Client Access, Configuring Client Protocols, Managing Outlook Web Access Connectivity, Managing Mobile Device Connectivity.</p> <p>Managing Messaging Transport: Introduction To Message Transport, Implementing Message Transport.</p> <p>Lab: Managing Messaging Transport, Troubleshooting Local Message Delivery, Troubleshooting Remote Message Delivery.</p>	5 Hours
Module VII	<p>Managing Availability, Backup And Recovery: Implementing High-Availability For Mailbox Servers, Managing A Backup Solution, Managing A Recovery Solution.</p>	4 Hours

	Lab: Managing Backup And Recovery, Backing Up And Restoring Mailbox Databases, Restoring Mailbox Databases Using Local Continuous Replication (LCR), Restoring Data Using The Recovery Storage Group.	
Module VIII	Maintaining The Messaging System: Overview Of Implementing Change Management, Overview Of Updating Exchange Servers. Lab: Maintaining The Messaging System, Obtaining Approval For A Change Implementation.	3 Hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Recommended Books (Please Use Latest Edition of the books)

Text Books:

- Client/Server Information systems, James E. Goldman, ISBN: 0-471-29654-6, Publisher: John Wiley & sons.

Suggested Readings:

- Snyder, Lawrence. Fluency With Information Technology. Addison Wesley. 2004.
- An Educator's Guide to School Networks. Nodate. Online. Available from: <http://fcit.usf.edu/network>.
- Wikipedia. Nodate. Online. Available from: <http://www.webopedia.com>.
- Webopedia. Nodate. Online. Available from: <http://www.webopedia.com>.
- Network Cabling Help. Nodate. Online. Available from: <http://www.datacottage.com>.
- The Networks Reference Pages. Nodate. Online. Available from: http://www.acerimmeronline.com/networks/networks_home.html.
- Hardware Central. Nodate. Online. Available from: <http://www.hardwarecentral.com/hardwarecentral>.
- R. Srinivasan, Strategic Management the Indian context, Prentice Hall of India, 2002.

M-451
E-Business

Course/Paper : M-451	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 37	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objectives

- This course introduces students to various aspects and models for e-business. At the end of the course participants should have an understanding of the impacts which e-business is having on society, markets commerce.
- Students should also become aware of the global nature of e-commerce and how traditional means of doing business will need to change in the electronic age.

Section-A

Module	Course Description	Contact Hours
Module I	Overview: Definitions Of Electronic Commerce/Electronic Business, Categories Of E-Business (B2b, B2c, B2a Etc), Introduction To Whiteley's Model (Electronic Markets, EDI, Internet Commerce)	5 Hours
Module II	Historical Perspective: Development Of E-Business In Parallel WWW, Brief History Of The Internet, Current Situation On The Web, (In Terms Of Technology, Worldwide Distribution, Usage, Main Problems...), A Quick Look Towards The Future – M-Business, Suitability Of Running Business On Current Policies ; Rethink Business Models.	6 Hours
Module III	Impact Of E-Business On Society: Issues Related To The Job Market, Work Patterns, Skills Required And Continuous Learning, How Local Becomes Global, Positivity Of IS/IT, Privacy And Security Issues, Information And Knowledge.	5 Hours
Module IV	Electronic Markets: Definition And Use Of Electronic Markets, Advantages And Disadvantages Associated With Electronic Markets, Some Functional Electronic Markets, The Future Of Electronic Markets.	5 Hours
Module V	Electronic Data Interchange (EDI): EDI Definition, (Overview Of Advantages And Disadvantages), Technical Aspects Of EDI, Business Implications Of EDI.	6 Hours
Module VI	Internet Commerce: Basic Elements Of Internet Based Business, Internet Shopping And The E-Shop, Advantages And Disadvantages Of Internet Based 'Consumer' Business.	5 Hours
Module VII	E-Business Today: Current Global Situation, E-Business According To Predictions? (Good Or Bad!!), Where Does The Present Situation Point To?, What Needs To Be Done In Order	5 Hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Study of marketing strategies of any two companies.
- Analyzing Mission and Vision statements of any five companies and comparing them.
- Learning the concept of Michael Porter's five forces model through its application to any one industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc.)
- Study of ancient wisdom, Study of ancient Indian leaders like Chanakya, Chandra Gupta Maurya, Vikramaditya etc., Yesteryear leaders like Gandhiji, Sardar Vallabhbhai Patel, Shastri, Nehru etc., Current business Leaders namely Sir Ratan Tata, Birla's, Ambani's, Narayan Murthy, Nandan Nilekani, Rahul Bajaj, Vijay Mallya or any other leader of your choice as Strategic Leader.

Recommended Books (Please Use Latest Edition of the books)

Text Books:

- J Deitel, Deitel & Nieto Internet and World Web. How to Program
- Deitel, Deitel & Nieto e-Business and e-Commerce. How to Program
- E-Business and E-Commerce, 2/E , Dave Chaffey, Prentice Hall.

M-452
Security and Cyber Law

Course/Paper : M-452	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 37	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objective

- Information in today's organizations faces a multitude of complex threats to its confidentiality, availability and integrity. These threats, as well as regulatory restrictions, customer privacy concerns, organizational objectives and culture, are key determinants for the development of sound information security policy. However, these policies must be evaluated in light of current laws and regulations.
- This course is designed to review applicable laws and regulations at various operational levels and to provide the student with the knowledge to develop and maintain institutional operational standards that are in compliance of International legal requirements.

Section-A

Module	Course Description	Contact Hours
Module I	Computer And Cyber Forensic Basics: Introduction To Computers, Computer History, Software, Basic Computer Terminology, Internet, Networking, Cell Phone / Mobile Forensics, Computer Ethics And Application Programs,	6 Hours
Module II	Cyber Forensic Basics: Introduction To Cyber Forensics, Storage Fundamentals, File System Concepts, Data Recovery, Operating System Software And Basic Terminology.	2 Hours
Module III	Cyber Security: Introduction To Cyber Security, Implementing Hardware Based Security, Software Based Firewalls, Security Standards, Assessing Threat Levels, Forming An Incident Response Team, Reporting Cyber Crime, Operating System Attacks, Application Attacks, Reverse Engineering & Cracking Techniques And Financial Frauds Systems.	4 Hours
Module IV	Cyber Forensics Investigation: Introduction To Cyber Forensic Investigation, Investigation Tools, Ediscovery, Digital Evidence Collection, Evidence Preservation, E-Mail Investigation, E-Mail Tracking, IP Tracking, E-Mail Recovery, Encryption And Decryption Methods, Search And Seizure Of Computers, Recovering Deleted Evidences, Password Cracking.	6 Hours
Module V	Cyber Crimes And Cyber Laws: Introduction To IT Laws & Cyber Crimes – Internet, Hacking, Cracking, Viruses, Virus Attacks, Pornography, Software Piracy, Intellectual Property, Legal System Of Information Technology, Social Engineering,	4 Hours

	Mail Bombs, Bug Exploits, And Cyber Security.	
Module VI	Creating An Identity And Protection: Introduction To Intellectual Property, Virtual Products, Copyright Law, DMCA, And Other Digital Rights, Technology Patents, Trademarks, Domain Names, Key Words, And Search Terms.	4 Hours
Module VII	Privacy: Employee And Individual Privacy Issues Emerging From New Technology, Spyware.	2 Hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component (Lab) Contact Hours (9)

- Write programs using the following system calls of UNIX operating system: fork, exec, getpid, exit, wait, close, stat, opendir, readdir.
- Write programs using the I/O system calls of UNIX operating system (open, read, write, etc).
- Implement any file allocation technique (Linked, Indexed or Contiguous).
- Implementation of Memory and Address Protection.
- Implementation of Access Control List.
- Setting of File Permissions and Protections.
- Management of the users & the domain.
- Setting up the local security policy.
- Start and stop services from user window and command prompt.
- Use of event viewer.
- Use of the performance monitor.
- Management of the IIS and FTP server.

Recommended Books (Please Use Latest Edition of the books)

Text Books:

- William Stallings, "Network Security Essentials", 3rd Edition, Pearson Education, 2006
- William Stallings, "Cryptography and Network Security: Principles and Standards", Prentice Hall India, 3rd Edition, 2003.
- John R. Vacca, Computer Forensics: Computer Crime Scene Investigation, 2nd Edition, Charles River Media, 2005
- Ali Jahangiri, Live Hacking: The Ultimate Guide to Hacking Techniques & Countermeasures for Ethical Hackers & IT Security Experts, Ali Jahangiri, 2009
- Computer Forensics: Investigating Network Intrusions and Cyber Crime (Ec-Council Press Series: Computer Forensics), 2010

M-453
Enterprise Resource Planning

Course/Paper : M-453	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 38	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objective

- This subject has been designed to bridge the gap between the need of business process knowledge and its application to the business environment. The aim of the course therefore is to make the student a manager of computer service offerings across business processes of an organisation.
- The subject also aims to provide an understanding of the managerial issues involved in the design and implementation of Enterprise Resource Planning Systems and focuses on the benefits that may be realized from an ERP system and on the management of benefits from the ERP system.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction: Overview Of Enterprise Systems – Evolution - Risks And Benefits - Fundamental Technology - Issues To Be Consider In Planning Design And Implementation Of Cross Functional Integrated ERP Systems.	2 Hours
Module II	ERP Solutions And Functional Modules: Overview Of ERP Software Solutions- Small, Medium And Large Enterprise Vendor Solutions, BPR, And Best Business Practices - Business Process Management, Functional Modules.	3 Hours
Module III	ERP Implementation: Planning Evaluation And Selection Of ERP Systems - Implementation Life Cycle - ERP Implementation, Methodology And Frame Work- Training – Data Migration. People Organization In Implementation- Consultants, Vendors And Employees.	3 Hours
Module IV	Post Implementation: Maintenance Of ERP - Organizational And Industrial Impact; Success And Failure Factors Of ERP Implementation.	2 Hours
Module V	Business Modules: Business modules in an ERP Package, Finance, Manufacturing, Human Resources, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution	2 Hours
Module VI	The ERP Market 9: ERP Market Place, SAP AG, Peoplesoft, Baan, JD Edwards, Oracle, QAD, SSA	2 Hours
Module VII	ERP – Present And Future 9: Turbo Charge the ERP System, EIA, ERP and e-Commerce, ERP and Internet, Future Directions	2 Hours

Module VIII	Emerging Trends On ERP 9: Extended ERP Systems And ERP Add-Ons -CRM, SCM, Business Analytics - Future Trends In ERP Systems-Web Enabled, Wireless Technologies, Cloud Computing.	2 Hours
--------------------	---	----------------

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component (Lab) Contact Hors (20)
<ul style="list-style-type: none"> • Introduction Lab • SAP Navigation Lab • Master Data Creation Lab • Vendor Master Data Lab • Vendor Selection Lab • Receiving Inventory Lab • Customer Master Data Lab • Sales Order Processing 1 Lab • Sales Order Processing 2 Lab • Create Invoice • Enterprise Systems Presentations

Recommended Books (Please Use Latest Edition of the books)
<p>Text Books:</p> <ul style="list-style-type: none"> • J Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008. <p>Suggested Readings:</p> <ul style="list-style-type: none"> • Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012 • Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008 • Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008. • Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009 • Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2006. • Summer, ERP, Pearson Education, 2008

M-454
Multi-Media Management

Course/Paper : M-454	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 40	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objective

- This subject helps to understand the primary activities and roles of a media manager, interpret the foundations of behavioral science as it relates to human development and organizational practice in media organizations.
- It reviews the current practices of personnel selection and career planning in various media organizations and to obtain knowledge of current issues in media training and motivational systems.
- Review the patterns of typical management problems associated with an orderly development of communicational multi-media services, programs, and products; and
- To understand the principles and unique applications of budgeting and staffing within media organizations.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction: Managing in the Electronic Media, Need of Multimedia Management, Electronic Media in Society, Resources in the Multi Media Management, Radio, Television and telecommunication, Management and the Electronic Media	6 Hours
Module II	Managing Personnel of Multi Media Resource: Personnel Management, Working with Personnel.	4 Hours
Module III	Understanding Multi-Media Markets And Audiences: Defining the Market, Market Structure, Audience Research and Analysis, Using Audience Data.	6 Hours
Module IV	Regulatory Influences and Electronic and Media Management: The role of FCC, FCC Regulatory Policies, Other Federal Department and Agencies and regulatory influences, Copyright law and important laws.	6 Hours
Module V	Media Relation/ Promotions and Multi-Media Management: The Importance of Promoting Station, Public and Media Facility, Maintenance of Multi Media Resources.	5 Hours
Module VI	Ethics and Media Management: Implementation of Ethics, Ethical Issues In Media Management, Case Study.	4 Hours
Module VII	Multimedia Management: Forces Affecting Electronic media Management Electronic Media in Twenty First Century.	4 Hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component Contact Hours (5)

- Study of the Multimedia Resources planning and its marketing policies by two more institution marketing strategies of organizations.

Recommended Books (Please Use Latest Edition of the books)

Text Books:

- VOGEL, H L. Entertainment industry economics : a guide for financial analysis. Cambridge: Cambridge University Press, 2007. 978-0-521-87485-4
- BAUMGARTEN, P A. -- FARBER, D C. -- FLEISCHER, M. Producing, financing, and distributing film. Pompton Plains: Limelight Editions, 2004. 0-87910-107-5

Suggested Readings:

- GEORGE, N. Film crew : fundamentals of professional film and video production. Las Vegas: Platinum Eagle Publishing, 2010. 978-0-578-03344-0
- HONTHANER, E L. The complete film production handbook. Amsterdam: Elsevier, 2010. 978-0-240-81150-5
- KELLISON, C. Producing for TV and video : a real-world approach. Amsterdam: Elsevier/Focal Press, 2006. 0-240-80623-9
- OHIO, D. Five essential steps in digital video : a DV moviemaker's tricks of the trade. Indianapolis: Que, 2002. 0-7897-2615-7